The LISC WNY team is immensely grateful to the organizations, residents, and practitioners of the East Side communities who have shared, taught, and trusted us with their thoughts. Their experiences, especially within the context of the Covid-19 era, inspired us, and shaped the creation of this framework. We are constantly humbled by the leadership, strength and resiliency that we encounter daily from the people who call these places home.

We write these words as practitioners, working in partnership with community, centering the needs, lived experiences, wisdom and leadership of our Indigenous, Black and brown neighbors. We honor the sovereign Haudenosaunee (hoe-dee-no-SHOW-nee or hoe-den-oh-saw-nee) Six Nations, original stewards of this land we live on—the Mohawk, Cayuga, Onondaga, Oneida, Seneca and Tuscarora—and the places where the following work took place. May all that we do strive toward partnership with a spirit of reconciliation and collaboration. And from this reconciliation, let us begin to heal.
Acknowledgements

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African American Cultural Center
African Heritage Food Cooperative
Albright Knox Northland
Arts Services Initiatives of WNY
ASA Janitorial Services
Bank of America
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Belmont Housing Resources for WNY, Inc.
Bethesda World Harvest
International Church
Bianca ‘L Period’ McGraw, Poet
Black Chamber of Commerce WNY
Broadway Fillmore Neighborhood Housing Services
Broadway Sattler Theater
Buffalo Center for Arts & Technology
Buffalo Center for Health Equity
Buffalo Commons Charter School
Buffalo Development Corporation
Buffalo Federation of Neighborhood Centers
Buffalo Food Equity Network
Buffalo Freedom Gardens
Buffalo Food Equity Network
Buffalo Freedom Gardens
Buffalo Go Green
Buffalo Moose Club
Buffalo Niagara Medical Campus
Buffalo Olmsted Parks Conservancy
Buffalo Public Schools
Buffalo State College Small Business Development Center
Buffalo Transit Riders United
Buffalo United Front
Buffalo Urban Development Corporation
Buffalo Urban League
Buffalo Urban Renewal Agency
Canisius College
Canisius Womens Business Center
Catholic Charities
Cedarland Development Corporation
Centennial AME Zion Church
Center for Entrepreneurial Leadership
Central Terminal Restoration Corporation
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Cicatelli Associates Inc.
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City of Buffalo
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Coalition for Economic Justice
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Organization of WNY
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Erie County Office for Health Equity
Erie County Office of Economic Development
Erie County Youth Bureau
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Get Fokus’d Productions
GOBike Buffalo
Grassroots Gardens of WNY
Greater Buffalo Niagara Regional Transportation Council
Greater Eastside
Field of Dreams Block Club
Greater Jefferson Avenue Business Association
Groundwork Buffalo
Habitat for Humanity Buffalo
Hamil Park Taxpayers Association
Harmac
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Highmark Blue Cross Blue Shield
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Jericho Road Community Health Center
Jerusalem Moses, Mailbox Artist
Jes Breathe Block Club
Jillian Daniels, Mailbox Artist
Juneteenth of Buffalo
Kathleen Murphy, Mailbox Artist
Kelly Ann Swartz, Mailbox Artist
LaShonda Davis, Mailbox Artist
Lauren A. Hood
Lincoln Memorial United Methodist Church
Locust Street Art
Los Artistas del Barrio Buffalo
Lt. Col. Matt Urban Center
M&T Bank
MarQes Enterprises
Marquis “Ten Thousand” Burton
Masten Block Club Coalition
Medaille College
Metro Community Development Corporation
Mission Ignite
Mount Olive CDC
MRBS Inc.
Muhammad Zaman, Mailbox Artist
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Native American Community Services of WNY
NeighborWorks America
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Niagara Frontier Transportation Authority
Niagara University
Northland Beltline
Taxpayers Association
Northland Workforce Training Center
Oshei Foundation
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Open Buffalo
Otie & Woodlawn Neighborhood Association
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Polish Community Center of Buffalo, Inc.
Population Health Collaborative
Preservation Buffalo Niagara
Pride in Place Buffalo Planning Team & Contributors
Prospect Hill Consulting
Pursuit Lending
Push Buffalo
R Kyndall Development
Renata Toney
Restore Our Community Coalition
Sattler Theater
Shared Mobility Inc.
Sinatra Development
SUNY Buffalo State
SUNY Buffalo State-Small Business Development Center
Tara Sasiadek, Mailbox Artist
The Exchange at Beverly Gray
The Foundry
The Galactic Tribe
/ Wakanda Alliance
TOP Enterprises, Inc.
Torn Space Theater
Trust for Public Land
Uijma Theater
Univera Healthcare
University at Buffalo Center for Urban Studies
University at Buffalo Food Systems Planning and Community Health Lab
University at Buffalo Regional Institute
University at Buffalo School of Architecture & Planning
University District Community Development Association
Urban Fruits and Veggies
Urban Land Institute
Urban Vantage
vonetta t. rhodes, Poet
Westminster Economic Development Initiative
White Bicycle Design Studios
Wise Young Builders
WNY Foundation
WNY Minority Media Professionals, Inc.
WNY Urban Arts Collective
WNY Women’s Foundation
Workforce Development Institute
WSP
At its core, WITHIN makes space for community members to be the architects of their own neighborhoods. As an open, inclusive, community-driven initiative, we bring together neighborhood voices, trusted partners, and supportive funders in an effort to better the wellbeing of all who call Buffalo’s East Side home. Together, we collaboratively identify projects that sustain positive momentum, and together, we get things done.

LISC WNY facilitated planning for three focus areas in the East Side, under the WITHIN WNY program. In alignment with the mission of LISC, to “forge resilient and inclusive communities of opportunity”, WITHIN supports community-activated progress. Centering the concept that to invest in a community, one must know the community, LISC WNY designed the WITHIN East Side process as a two-pronged approach—integrating economic development and quality-of-life planning.

Why an integrated methodology? The two types of planning efforts are largely intertwined. Both economic development and quality-of-life planning require understanding community history and dynamics, collaboratively identifying projects, building relationships with diverse stakeholders, and turning community priorities into progress. In this particular case, we also are planning to drive resources to effectively combat the underlying issues that have created inequities in the East Side.
These neighborhoods were selected because of the existing dichotomy. People of color make up 78% of the East Side's total population\(^1\), and this section of our city has not received the same level of investment as others. Showing immense resiliency, these communities still find ways to flourish even without resources; but without additional support and investment, these communities are at risk of displacement and erasure of culture and existing rich narratives. Intentionality is necessary to strengthen the connective tissue between residents and the surrounding developments.

In 2022, the neighborhoods are at a critical juncture. The nexus of adversity and previously unattainable support offers a unique opportunity to enhance these neighborhoods. The framework for WITHIN began with intention to ensure that community members were able to capitalize on imminent large-scale programs like the ESD East Side Corridor Economic Development Fund and lift community goals that still need attention and investment, powering the ideas and vision of the people. With the onset of COVID-19, this work became even more critical. The added trauma following the racist massacre on May 14, 2022, at the Tops Markets on Jefferson Avenue intensified the calls for action and assurance that the surge of funds and recovery efforts truly result in positive transformative change.

Throughout this process, we listened to hundreds of community members around their priorities for health, housing, jobs, small business, mobility, safety, development priorities, and culture. We analyzed demographics,
economics, employment and housing trends, reviewed existing plans, examined neighborhood conditions, and interviewed stakeholders.

Embedded WITHIN is the intention to connect a diverse network of community builders who share a common purpose—to invest resources and exponentially broaden impacts. This document creates a shared understanding of this local multi-sector context with both on-the-ground organizations and regional funders.

The WITHIN East Side report includes:
— A clear statement of the community’s guiding principles, goals and objectives;
— A focused list of prioritized investments and action for 2022–23 to kick start the effort;
— A series of initial performance metrics; and
— A list of additional opportunities for community implementation as resources allow.

Rather than asking one entity to adopt this plan, the project website will indicate which organizations have endorsed the plan and are committed to its implementation.
This work is supported by an extensive, data rich analysis, outlining existing conditions, and a series of tools to allow community members to lead implementation: interactive online mapping tools, a development project tracker, a rubric for new development, and scenario planning tools.

The WITHIN East Side strategies are inspired and shaped by ideas and lessons from the neighborhoods. When applicable, WITHIN strategies are aligned with investment initiatives to connect the plan to plausible resources. The strategies call on community members to spark a movement, help neighbors thrive, and choose to stay. They call for community partners to forge new partnerships, drive progress, set the pace, and tap into the power of their neighborhoods. And they call for funders to power the ideas of the people, invest in inclusive and sustainable initiatives, and turn community priorities into progress.

LISC is committed to supporting the community's implementation of this vision through ongoing facilitation and communications support, training, technical assistance, grant writing and funding assistance. We are grateful for every community member that brought us to this important launch point. We are committed to supporting your collective implementation of this shared vision.

We look forward to celebrating your success.
TRUE BETHEL RIBBON CUTTING. PHOTO: LISC WNY
ROLES

HOW TO USE THIS PLAN

COMMUNITY GOALS

GOAL 1
GOAL 2
GOAL 3
GOAL 4
GOAL 5
GOAL 6
GOAL 7
GOAL 8

ADDITIONAL OPPORTUNITIES

East Side Partners’ Role

East Side Organizations will take part in a shared leadership team that oversees the action strategies as they come to completion over time.

East Side partners are the decision makers and implementers of this plan. These partners make up the East Side Implementation Council.

LISC’s Role

LISC WNY is committed to seeing neighborhood partners succeed in their pursuit to accomplish this mission-aligned plan.

LISC is a resource provider and technical assistant, investing our staff time, programs, and funding towards the plan’s implementation.

Supporters’ Role

Supporters are committed to seeing neighborhood partners succeed in their pursuit to accomplish this mission-aligned plan.

Supporting institutions advise the Implementation Council of efforts and resources coming down the pike and commitment assistance and implementation when possible and strategically aligned.

Together, these partnerships will create pathways for these neighborhoods to attain their fullest potential.
The Implementation Council

The following pages and goals refer to an ‘Implementation Council.’ The East Side-based organizations you see listed in the following eight goals of the investment plan, together, form the Implementation Council. The Implementation Council meets regularly and provides goal updates to one another. Together, the Implementation Council governs, owns, and implements this plan. Organizations aligned and committed to the goals may be added at anytime and join the Council.

The Equitable Development Scorecard

The Equitable Development Scorecard is also mentioned throughout the following goals. The Equitable Development Scorecard is a tool that will be developed by the Implementation Council, and provides a transparent way to evaluate development projects in areas like housing affordability, jobs and wages, and community input. It is used to negotiate the best return for the community when new developments are proposed within the planning areas.

Plan Area

The Plan Areas (A, B, and C) refer to the three planning areas referred to throughout this report. Please see Fig 1 for the map of these three planning areas.

Project Start

All initiatives in the following goals are anticipated to start between 2022–2023, if not already started. The date listed refers to anticipated start date of planning, funding, or implementation.

A yellow check mark means the project has already begun, whether in funding applications, project planning, or implementation.

Glossary of Partner Organizations

For brevity in the following tables, most partner organizations are named by acronyms. The implementation partner glossary can be found in the Appendices & Contributions section on page 185.

Metrics

Metrics and a data collection plan will be determined by the implementation team (1.1.e). Potential outcome metrics to consider are listed for each goal throughout the plan.

Tracking outcomes over the course of the implementation of the strategies will help determine what impacts investment in this work has had within the community. We believe, over the course of the long-term, with continued investment, capacity, and support, we can contribute to positively influencing neighborhood health indicators.
Goal 1

East Side residents and businesses lead the revitalization, collaborating with partners to get projects done with an equitable development framework.

Summary

— Strong resident and business organizations managed by and for the people who live or operate a business on the East Side
— Strong block clubs, housing agencies, community centers, business support organizations, and financial opportunity centers that work together
— An active intergenerational resident, business and community-based leadership & implementation council
— A broad base of documented support for the plan and annual implementation priorities
— The use of the Community’s Equitable Development Scorecard fosters high quality development
— A high level of transparency with information readily available to the community
— Individual efforts and projects allow multiple pathways and opportunities to provide input through training, tools and time to review projects
— Shared communications platforms that foster collaboration
**Strategy 1**

Establish a shared leadership model WITHIN the East Side neighborhood investment areas.

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1a</td>
<td>Establish an action-oriented implementation team &amp; governance structure</td>
<td>Implementation Council with logistic support from LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>1.1b</td>
<td>Create communications framework for the team (i.e. community platform, website, calendar, etc.)</td>
<td>Implementation Council with logistic support from LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>1.1c</td>
<td>Schedule regular implementation team meetings and trainings</td>
<td>Implementation Council with logistic support from LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>1.1d</td>
<td>Use interactive HUB site to inform and advocate for neighborhood development efforts</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>1.1e</td>
<td>Collect &amp; report regularly on metrics and progress on investment priorities. Revisit priority list relevance biannually.</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2022–2023</td>
<td></td>
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</tbody>
</table>

**Strategy 2**

Design & develop consensus around an Equitable Development Scorecard to assess neighborhood development, inclusive of commercial developments and large-scale housing projects.

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2a</td>
<td>Convene implementation team to review and refine scorecard drafts</td>
<td>LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>1.2b</td>
<td>Utilize the rubric to score East Side efforts such as the following: 1) Region Central, 2) Main St. Transit Oriented Development, 3) East Side Avenues</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2022–2023</td>
<td></td>
</tr>
<tr>
<td>1.2c</td>
<td>Communicate outcomes of rubric with government partners and project implementers</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
</tbody>
</table>

**Potential Measurements**

- Number of cross-sector East Side neighborhood partners co-creating and collaborating on the implementation plan
- Amount of money raised or invested from public, private, and philanthropic resources for the WITHIN Investment plan
Goal 2

Build an equitable, predominantly Black, inclusive community of diverse residents

Summary

— Prevent the displacement of existing residents
— Preserve, rehab or build safe, healthy, quality housing
— Provide housing for a mixture of income levels
— Provide housing types that meet the needs of all consumers
— Ensure that 40% of housing is permanently affordable to lower income and middle class residents.

Strategy 1

Prevent displacement of existing residents

<table>
<thead>
<tr>
<th>Project</th>
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<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1a</td>
<td>Provide door to door outreach &amp; technical assistance to help existing residents stay in the neighborhood. The effort should connect residents to: ERAP, home m-financing, property tax exemption assistance, energy audits, referrals to HOME, tax relief, life estates with nonprofits, Section 8 enrollment supports for landlords, etc.</td>
<td>Live Well Erie, LISC WNY, Belmont Housing, CAD, BUL, HOME, BFNC, Matt Urban, HOCN</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>2.1b</td>
<td>Work with BCHE, LISC, and anchor institutions to connect employees with housing options in the neighborhood and residents with employment options.</td>
<td>BNMC, Canisius College, Catholic Health, ECMC, Central Terminal, Northland, American Axle</td>
<td>A, B, C</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to census data, the population in the planning area is over 75% Black. We use the term "predominantly Black" to acknowledge and center the Black community, with the understanding that some neighborhoods, particularly in Area C, are undergoing racial and ethnic shifts. Using BIPOC (Black, Indigenous, People of Color) only can inadvertently be harmful to the community we are intending to serve, by not addressing the specific needs of the Black population.
Strategy 2
Preserve, rehab, or build safe, healthy, quality housing

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2a</td>
<td>Support mixed-income, eTOD, single family housing infill projects</td>
<td>BFNHS, HOCN, CAO, Citizen’s Alliance, Neighborhood CDCs, GJABA</td>
<td>A, B, C</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>1. Masten Park/Fruit Belt</td>
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<td></td>
<td>2. Fillmore Corridor</td>
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<td></td>
<td>King Urban Life Center</td>
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<td></td>
<td>A, B, C Streets</td>
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<tr>
<td></td>
<td>Northland Neighborhood</td>
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<td></td>
<td>Memorial Drive Triangle</td>
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</tr>
<tr>
<td>2.2b</td>
<td>Support mixed-income, multi family housing projects along Main Street eTOD corridor, Jefferson Ave, Broadway Fillmore node</td>
<td>Belmont Housing, Lincoln Memorial, Cedarland, Canisius, Salvation Army, GJABA</td>
<td>A, C</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Potential Measurements

- Number and percent of residents served that were able to access/directly benefit from ERAP, refinancing, property tax assistance, energy audits, referrals to HOME, life estates, Section 8, etc.
- Ratio of affordable and available housing units to households with low and very low income levels
- Change in number of homes owned and occupied by owner
- Number of mixed-income, single-family, infill homes built/occupied
- Number of mixed-income, multi-family, infill homes built/occupied
- Number of affordable housing rental units built/occupied
- Occupant demographics
Goal 3

Connect residents to family sustaining jobs, and reduce the racial income gap for East Side residents

Summary

— Along the Main Street Knowledge TOD corridor
— With Anchor Institutions in the neighborhood: Northland, ECMC, American Axel, Harmac, Canisius College, Sisters Hospital, BNMC, and Central Terminal
— With East Side and Black owned businesses
— In regional growth sectors: Advanced Manufacturing, Tech, Health Care, Tourism, Arts & Entertainment, Climate & Electrification
— In development/construction efforts for Central Terminal, Northland, Broadway Market, Main Street, Humboldt Parkway/Route 33, COVID-19 recovery, transportation, housing, or green economy,
— And/or remotely through improved broadband and remote work supports

Strategy 1

Establish anchor-community partnerships to advance shared value while driving dollars into local businesses

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1a</td>
<td>Involve residents, business owners, and key stakeholders in planning, goal creation and assessments</td>
<td>Anchors, block clubs, business associations</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.1b</td>
<td>Provide transparent MWBE procurement goals and actual spend to the community</td>
<td>ECIDA, Anchors</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.1c</td>
<td>Initiate a local spend goal for surrounding neighborhood businesses</td>
<td>Anchors</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.1d</td>
<td>Co-design with local businesses opportunities that meet the needs for goods and services</td>
<td>Anchors, business associations, business owners, Buffalo Go Green</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.1e</td>
<td>Establish goals for local resident jobs (construction related and permanent)</td>
<td>ECIDA, Anchors, Buffalo Go Green</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>3.1f</td>
<td>Ensure local businesses, organizations, residents are involved in, and contracted by, the redevelopment opportunities of Broadway Market &amp; Central Terminal</td>
<td>Government, CTRC</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1g</td>
<td>Conduct external evaluations of program outcomes, procure consulting services from local service provider and/or business association</td>
<td>Anchors</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
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</tbody>
</table>
**Strategy 2**

Contract with local BIPOC-owned businesses and/or employ east side residents for all major ARPA rebuilding efforts such as construction, materials and procurement, consulting.

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
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<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2a</td>
<td>Develop forecasting of upcoming opportunities and educate local vendors and contractors about the funds to be distributed through independent entities, including but not limited to schools, city agencies, and public authorities</td>
<td>LISC, Government, BUL, BCCWNY</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.2b</td>
<td>Convene and work with infrastructure agencies to promote more equitable procurement practices, including but limited to goals for local resident jobs</td>
<td>The Exchange at Beverly Gray, WBC, SBDC, Erie County, City of Buffalo</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.2c</td>
<td>Develop a geographically focused cohort program offering industry-specific trainings and mentorship to business owners, in addition to growing a consortium of businesses to potentially partner and bid on projects</td>
<td>Business Service Organizations</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>3.2d</td>
<td>Develop a low-interest loan program to address the impact that payment delays from general contractors have on subcontractors</td>
<td>ECIDA, CDFIs, Banks</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>3.2e</td>
<td>Provide grants to contractors and vendors to reduce barriers to securing contracts and increase business resiliency</td>
<td>CDFIs, LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>3.2f</td>
<td>Provide technical assistance for local vendors and contractors to acquire various certifications and compliances, specifically the disadvantaged business enterprise (DBE) certification to participate in federal infrastructure projects</td>
<td>City of Buffalo, Erie County, DOT, NYPA</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>3.2g</td>
<td>Direct job readiness funds to bolster training in the construction trades, to give more residents the opportunity to gain skills, certifications and a pathway to employment.</td>
<td>Government &amp; Workforce Organizations</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
</tbody>
</table>

**Potential Measurements**

- Number of anchor institutions that develop MWBE spend goals
- Number of BIPOC-owned businesses employed through ARPA rebuilding efforts
- Number of infrastructure agencies promoting equitable procurement practices
- Low-interest loan programs developed
- Number of grants administered to contractors
- Number of mixed-income, single-family, infill homes built/occupied
- Number of mixed-income, multi-family, infill homes built/occupied
- Number of affordable housing rental units built/occupied
- Occupant demographics
Goal 4

Build Black and Indigenous People of Color (BIPOC) Wealth and close the racial wealth gap

Summary

— BIPOC equity building residential options including single family home ownership, doubles, condos, cooperative ownership and community land trust models
— Real estate development & strong BIPOC land ownership
— Closing the racial appraisal gap for Black homeowners and neighborhoods
— BIPOC owned business growth – with focused support for existing businesses and/or capitalizing on succession opportunities to increase BIPOC and/or employee ownership

Strategy 1

Strengthen business supports and opportunities for capital, ensuring inclusive outreach and navigation for entrepreneurs

<table>
<thead>
<tr>
<th>Project</th>
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<th>Lead</th>
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<th>Plan Area</th>
<th>Project Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1a</td>
<td>Launch a digital entrepreneurial resource portal as a consolidated point of entry to promote small business services and opportunities for capital.</td>
<td>Erie County, Open4</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>4.1b</td>
<td>Provide capacity building to BIPOC-led business associations</td>
<td>LISC, Business Service Organizations</td>
<td>A, B, C</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>4.1c</td>
<td>Develop a geographically focused program for professional provider services at little to no cost, to assist businesses in navigating processes (marketing, financial insurance, legal)</td>
<td>Business Service Organizations, BCCWNY</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>4.1d</td>
<td>Get neighborhood businesses loan-ready with educational seminars through existing business support services and educational campaigns, in addition to educating business owners about financing options and how to identify the best lender and loan type</td>
<td>The Exchange at Beverly Gray, WBC, SBDC, CEL, EforAll, CDFIs, Banks</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>4.1e</td>
<td>Develop a revolving loan fund for MWBE contractors</td>
<td>ECIDA</td>
<td>A, B, C</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
Strategy 2

Continue engagement and education of East Side residents in the real estate development process

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>4.2a</td>
<td>Continue to administer Community Based Real Estate Development Training</td>
<td>LISC, East Side Avenues</td>
<td>A, B, C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2b</td>
<td>Empower emerging developers by creating ongoing educational training opportunities.</td>
<td>LISC, City of Buffalo, Urban Land Institute, Urban Plan 4All, Incremental Development Alliance</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>4.2c</td>
<td>Connect emerging developers with mentorship and joint venture opportunities.</td>
<td>LISC</td>
<td>A, B, C</td>
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</tr>
<tr>
<td>4.2d</td>
<td>Explore opportunities to support Black led and/or community based financial institutions such as the St. Johns Credit Union</td>
<td>LISC, St. Johns Credit Union</td>
<td>C</td>
<td>2023</td>
<td></td>
</tr>
</tbody>
</table>

Potential Measurements

- Number of BIPOC-owned small businesses connected to a digital resource portal
- Number of BSOs connected to a digital resource portal
- Number of BIPOC-owned business referrals between BSOs
- Number of BIPOC-owned businesses that become loan ready
- Number of community-based developers completing training programs
- Low-interest loan programs developed
- Number of grants administered to contractors
- Number of mixed-income, single-family, infill homes built/occupied
- Number of mixed-income, multi-family, infill homes built/occupied
- Number of affordable housing rental units built/occupied
- Occupant demographics
Goal 5

Support place keeping projects to amplify economic vitality and celebrate culture, neighborhood identity, history and wellness

Summary

— Vibrant commercial hubs and key intersections
— Intergenerational activities and spaces
— Active cultural and historic assets
— Walkable residential neighborhoods
— Gardens, parks, greenways & waterways

Strategy 1

Build capacity for the redevelopment of the Jefferson Ave business district, Fillmore Business District, E. Delavan Business District, E. Ferry Street, and Broadway Fillmore node

<table>
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<tbody>
<tr>
<td>5.1a</td>
<td>Develop &amp; administer a commercial corridor training program based in historic preservation, district promotion, beautification, and business support for East Side organizations</td>
<td>LISC, East Side Avenues</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.1b</td>
<td>Develop a shared resources model for public space improvements (i.e. snow removal, flowers and watering)</td>
<td>Commercial District Groups, LISC</td>
<td>A, B, C</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>5.1c</td>
<td>Develop shared communications tools for district managers</td>
<td>Commercial District Groups, LISC</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.1d</td>
<td>Develop shared metrics for district managers</td>
<td>Commercial District Groups, LISC</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.1e</td>
<td>Develop tools to strengthen communication between district managers and a) business owners, b) property owners, c) residents</td>
<td>Commercial District Groups, LISC</td>
<td>A, B, C</td>
<td>✓</td>
<td></td>
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</tbody>
</table>
**Strategy 2**

Use the equitable development model to fund and build community-supported arts and culture development priorities

<table>
<thead>
<tr>
<th>Project</th>
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</thead>
<tbody>
<tr>
<td>5.2a</td>
<td>Provide real estate development technical assistance and coordinate financing for community facility development that will provide important health, wealth, and cultural contributions to the neighborhood, specifically: 1. Broadway Theater, 2. Tom Space Theater, 3. African American Cultural Center, 4. Temple of Prayer Arts &amp; Cultural Center, 5. Pappy Martin Legacy Jazz Collective</td>
<td>LISC</td>
<td>A, B, C</td>
<td>2023</td>
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</tbody>
</table>

**Strategy 3**

Provide focused support on events unique to the area

<table>
<thead>
<tr>
<th>Project</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5.3a</td>
<td>Identify existing events in main East Side commercial districts (ie. Juneteenth, Kuleta Pamoja, other special events, community events, and retail events)</td>
<td>Commercial District Groups, Pappy Martin Legacy Jazz Collective</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.3b</td>
<td>Develop a shared marketing platform for all large-scale East Side events</td>
<td>Commercial District Groups, Pappy Martin Legacy Jazz Collective, Buffalo Go Green</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.3c</td>
<td>Build connectivity between existing community events and existing businesses via retail promotions</td>
<td>Commercial District Groups, Beau Fleuve, Pappy Martin Legacy Jazz Collective</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
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</tbody>
</table>
## Strategy 4

Elevate the importance of the creative and cultural industries as a generator of jobs and wealth

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<tr>
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<tbody>
<tr>
<td>5.4a</td>
<td>Convene creative and cultural industry leaders to identify shared industry goals and strategies (ie. African American Cultural Center, Apollo Media Center, other facilities and/or creatives)</td>
<td>Beau Fleuve, The Foundry, Wakanda Alliance, Pappy Martin Jazz Collective, LISC WNY</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>5.4b</td>
<td>Strengthen connective tissue between creative and cultural organizations and makers with shared communication platforms</td>
<td>Arts Services Initiative of WNY, LISC WNY, Beau Fleuve, The Foundry, Wakanda Alliance, Pappy Martin Jazz Collective</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.4c</td>
<td>Identify real estate matching strategies to connect creative businesses and makers with physical spaces and growth opportunities (ie. filling commercial corridor vacancies, connecting makers to space at Central Terminal, etc.)</td>
<td>Beau Fleuve, The Foundry, Commercial District Groups, Pappy Martin Jazz Collective</td>
<td>A, B, C</td>
<td>2023</td>
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</tbody>
</table>

## Strategy 5

Increase public access to a variety of healthy, natural outdoor spaces

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<tr>
<th>Project</th>
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<th>Plan Area</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5.5a</td>
<td>Support the implementation of the East Side park improvement priorities in the City/Trust for Public Land Master Park Plan</td>
<td>Implementation Council, City of Buffalo, Trust for Public Land</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.5b</td>
<td>Identify at least two opportunities in each planning area for inclusive, creative play space, including opportunities for families with very young children, school aged children, older youth/young adults, and older adults (ie. traditional playgrounds, natural play spaces, public performance space, space design for quiet and mindfulness, sports and recreation, and/or community “pop-up”/multi-use space, etc.)</td>
<td>Implementation Council, GOBike Buffalo, CTRC, Freedom Gardens</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.5c</td>
<td>Work with The Foundry to build amenities with community members in the planning areas to support the identified creative play space.</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.5d</td>
<td>Co-design a neighborhood native plant landscaping plan with experts and community residents</td>
<td>Buffalo Go Green, Buffalo Freedom Gardens, Master Gardeners, Grassroots Gardens</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>5.5e</td>
<td>Develop a strategy for tree planting</td>
<td>Neighborhood Associations, Commercial District Groups, Re-Tree WNY &amp; Government</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
</tbody>
</table>
COMMUNITY GOALS

GOAL 1
GOAL 2
GOAL 3
GOAL 4
GOAL 5
GOAL 6
GOAL 7
GOAL 8

ADDITIONAL OPPORTUNITIES

Potential Measurements

- Narrative: Ratio of positive to negative stories about East Side (i.e., Google search), ratio of historic properties restored to at risk or abandoned, frequency of East Side assets in regional marketing
- Belonging: An example of a tool for measuring belonging is the Inclusion of Other in the Self Scale
- Social capital: Selected questions from the Social Capital Community Benchmark Survey
- Number of vacant and/or underutilized commercial spaces activated
- Shared public space improvements program established and funded (snow, flowers, maintenance, etc)
- Number of shared communication tools for commercial district leaders
- Shared metrics for district managers created
- Number of TA, training, promotional tools for food entrepreneurs
- Number of intersection redevelopment projects completed
- All existing events identified and shared event marketing platform created
- Shared communication tools for cultural/creative industries created
- Cultural/creative industry goals/agenda established
- Number of real estate opportunities identified/secured for creative/cultural industry
- Dollars invested in public improvements (and source of funds public v. private)
- Number of jobs created/preserved through public improvements
- Number of net new businesses in WITHIN geography
- Number of net new jobs in WITHIN geography corridors
- Number of BIPOC-owned businesses that become loan ready
- Number of community-based developers completing training programs
- Low-interest loan programs developed
- Number of grants administered to contractors
- Number of mixed-income, single-family, infill homes built/occupied
- Number of mixed-income, multi-family, infill homes built/occupied
- Number of affordable housing rental units built/occupied
- Occupant demographics
Goal 6

Food access, infrastructure, and business support that increases healthy food options, creates neighborhood economic opportunity, and contributes to a shared vision of food sovereignty

Summary

— BIPOC-owned real estate development
— BIPOC-owned and managed food and food-related small businesses
— Land acquisition in service of green space, gardens, and farming
— Commercial district coordination and promotion of food ecosystems

Strategy 1

Support regional strategies and recommendations developed through Food Futures Western New York that pertain to East Side communities

<table>
<thead>
<tr>
<th>Project</th>
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</tr>
</thead>
<tbody>
<tr>
<td>6.1a</td>
<td>Identify how specific East Side strategies and recommendations are supported in this neighborhood investment plan and fill gaps where needed</td>
<td>Implementation Council, City of Buffalo, Trust for Public Land</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>6.1b</td>
<td>Work with Food for the Spirit to identify the capacity needs of the Buffalo Food Equity Network and its members</td>
<td>Implementation Council, GOBike Buffalo, CTRC, Freedom Gardens</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>6.1c</td>
<td>Support Buffalo Food Equity Network and its members to develop strategic plan in areas where food resources are scarce such as Delavan Grid, the Fruit Belt, and Masten Park with the closure of Tops</td>
<td>Implementation Council</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
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</tbody>
</table>
Strategy 2

Support community-centered food-related real estate development opportunities with BIPOC leadership and ownership. Provide business support to existing and burgeoning culinary arts businesses and food-based markets for promotion, growth and expansion.

<table>
<thead>
<tr>
<th>Project</th>
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</tr>
</thead>
<tbody>
<tr>
<td>6.2a</td>
<td>Provide Real estate development technical assistance and coordinate financing for community facilities that will provide important health, wealth, and cultural contributions to the neighborhood, specifically: 1) African Heritage Food Co-op, 2) Project Rainfall, 3) Buffalo Go Green Holistic Wellness &amp; Agricultural Education Campus, 4) Kanaka Development Projects, 5) Groundwork Market Gardens, 6) Community Gardens &amp; Urban Farming Initiatives</td>
<td>LISC, African Heritage Food Coop, Project Rainfall, Buffalo Go Green, Buffalo Freedom Gardens, Grassroots Gardens, Buffalo Food Equity Network, Food Futures WNY</td>
<td>A, B, C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2b</td>
<td>Explore growth and incubator opportunities for food-based entrepreneurs, including infrastructure (ie. Commercial/commissary kitchen models) and cooking school support</td>
<td>Broadway Market, BFNHS, Fillmore Forward, Buffalo Go Green, MOM Market</td>
<td>C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>6.2c</td>
<td>Expand existing small business development programs to support food entrepreneurs at any level in the food system and ensure equitable access to these programs. Support cultural competency of these programs.</td>
<td>Buffalo Go Green, Project Rainfall, UFV, Eat Off Art, Community First</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>6.2d</td>
<td>Increase participation and capacity of Healthy Corner Store Initiative (HCSI) work to support and grow healthy food businesses.</td>
<td>Healthy Corner Stores Initiative</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
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<tr>
<td>6.2e</td>
<td>Develop and enhance training programs for new farmers and farmers of color</td>
<td>UFV, Freedom Gardens</td>
<td>A, B, C</td>
<td>2023</td>
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</tbody>
</table>
Strategy 3

Promote and highlight the East Side's existing restaurateurs and food-based businesses

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</thead>
<tbody>
<tr>
<td>6.3a</td>
<td>Develop and promote a map of existing food-based business and restaurants</td>
<td>Jericho Road, BFNHS, Fillmore Forward, Buffalo Go Green</td>
<td>C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>6.3b</td>
<td>Develop marketing tools to promote &amp; brand East Side neighborhoods as a culinary food destination and experience</td>
<td>Commercial District Groups</td>
<td>A, B, C</td>
<td>2023</td>
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</tr>
</tbody>
</table>

Potential Measurements

- Number of BIPOC-owned food-related businesses supported
- Number of BIPOC-owned developments funded and built
- Food Access plan developed in Delavan Grider and Fruit Belt Neighborhoods
- Shared food-related mapping and marketing tools created
Goal 7

Public infrastructure supports community health and sustainable economic revitalization.

Summary

— Public transportation infrastructure supports safe, affordable, multi-modal travel, including universal design, active mobility, and the eventual deployment of electric and/or autonomous vehicles.
— Broadband infrastructure is sufficient to 1) allow multiple family members within a household to fully participate and engage with work and/education; 2) actively supports small business operation and innovation; 3) facilitate high quality public services
— Energy & electrification efforts prioritize “behind the meter” and other measures that minimize costs and maximize benefits to end users – including keeping energy costs to 6% of income and ensuring all residents are able to participate in the transition to beneficial electrification
— All people have access to safe, reliable, and affordable water
— Wastewater systems prepare for changing rain and snow patterns – working to minimize basement and disruptive neighborhood flooding

Strategy 1

Advocate for the redevelopment of key intersections that connect residents to public space and job centers

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</thead>
<tbody>
<tr>
<td>7.1a</td>
<td>Connect the Northland Campus to the surrounding neighborhood at the following 6 key intersections: 1) E. Delavan &amp; Northland, 2) E. Delavan &amp; Grider, 3) E. Delavan &amp; Schaaf, 4) E. Schaaf &amp; Northland, 5) Fillmore &amp; Northland, 6) Fillmore &amp; E. Delavan</td>
<td>BUDC, LISC WNY, Albright Knox, GOBike Buffalo, City of Buffalo</td>
<td>B</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>7.1b</td>
<td>Plan intersection safety improvements (crosswalk painting, traffic calming, curb cuts, snow maintenance, etc.)</td>
<td>GOBike Buffalo</td>
<td>A, B, C</td>
<td>2022</td>
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</table>
### Strategy 2

Advocate for the investment of streetscape and public infrastructure surrounding Broadway Market & Central Terminal Sites (lighting, curb appeal, etc)

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</tr>
</thead>
<tbody>
<tr>
<td>7.2a</td>
<td>Develop community consensus on streetscape and public infrastructure strategies</td>
<td>Government, CTRC, Fillmore Forward, BFNHS, GOBike Buffalo</td>
<td>C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>7.2b</td>
<td>Identify all possible funding opportunities and dates for applications</td>
<td>Government, CTRC, Fillmore Forward, BFNHS, LISC WNY, GOBike Buffalo</td>
<td>C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>7.2c</td>
<td>Apply for streetscape and public infrastructure funding</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>7.2d</td>
<td>Work with The Foundry to build streetscape amenities with students and community groups</td>
<td>Government, CTRC, Fillmore Forward, BFNHS, GOBike Buffalo, The Foundry</td>
<td>C</td>
<td>2022</td>
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### Strategy 3

Advocate to improve safe, multi-modal mobility within, and connecting to, the neighborhood areas

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>7.3a</td>
<td>Identify bus stops / shelters at high ridership locations for climate smart improvements</td>
<td>CEJ, BTRU, GOBike Buffalo, NFTA, GBNRTC, Government, LISC</td>
<td>A, B, C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>7.3b</td>
<td>Support development of next phase bicycle paths – Greenway Trail Connectors from Delavan and LaSalle Stations to Bailey Ave., Best St., Fillmore Ave.</td>
<td>GOBike Buffalo, HOCN</td>
<td>A, B, C</td>
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</tr>
<tr>
<td>7.3c</td>
<td>Work with The Foundry to build amenities in support of strategies 7.3.a and 7.3.b.</td>
<td>CEJ, BTRU, GOBike, HOCN, The Foundry</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>7.3d</td>
<td>Identify specific community-based and managed locations for added walkability, micro-mobility and electric mobility hubs (e.g. bike shares, charging stations, etc.)</td>
<td>HOCN, Shared Mobility Inc., GOBike Buffalo, East Side Bike Club</td>
<td>A, B, C</td>
<td>2023</td>
<td></td>
</tr>
<tr>
<td>7.3e</td>
<td>Audit and identify priority plan for sidewalk repair and curb cuts</td>
<td>Implementation Team, GOBike Buffalo, LISC</td>
<td>A, B, C</td>
<td>2023</td>
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**Strategy 4**

Advocate for digital equity in the East Side through expanded broadband options, access to technology, training, and nonprofit support

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</thead>
<tbody>
<tr>
<td>7.4a</td>
<td>Connect Community Foundation broadband project to Broadway Market and Central Terminal sites</td>
<td>Mission Ignite, WNY COVID-19 Response Team, BURA, STAND UP Buffalo, Broadband Providers, Buffalo Go Green, FBCLT, HOCN</td>
<td>C</td>
<td>2022</td>
<td></td>
</tr>
<tr>
<td>7.4b</td>
<td>Identify specific public gathering, education, and residential sites for broadband improvements, with particular focus on access for older adults and educational and workforce opportunities</td>
<td>Mission Ignite, WNY COVID-19 Response Team, BURA, STAND UP Buffalo, Broadband Providers, Buffalo Go Green, FBCLT, HOCN</td>
<td>A, B, C</td>
<td>2023</td>
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</table>

**Potential Measurements**

- Evidence of coordinated broadband strategy linked to anchor and neighborhood redevelopment projects
- Number of new public access to high speed connections locations
- Nonprofit support: Number of organizations with added capacity (type) or investment (amount)
- Number of sidewalk repairs and/or intersection improvements completed
- Number/miles of new bicycle infrastructure
- Number of, and dollars invested, in public streetscape amenities (ie. benches, lighting, etc)
- Number of creative play spaces built for intergenerational play
Goal 8

Legacy contamination and environmental pollution no longer impact East Side resident health outcomes

Summary

— Residents and landlords have access to the tools and resources they need to quickly address lead paint and pipes, asbestos, mold and other contaminants
— Regional arterials like the Scajaquada Expressway, Route 33, and Main Street do not create air pollution issues
— Brownfield and superfund industrial pollution sites are cleaned up to standards that protect residents and in a way that supports community revitalization goals.

Strategy 1

Develop a rehabilitation fund for existing homeowners & small landlords for repairs, rehab, and elimination of hazards/toxins (in conjunction with displacement strategies listed in Goal 2, Strategy 1 and modeled after and/or in partnership with PUSH Buffalo and other local programs/funds)

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</tr>
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<tbody>
<tr>
<td>8.1a</td>
<td>Identify properties in need of repair (roof, basement flooding, lead exposure, asbestos, etc)</td>
<td>GJABA, Taxpayer’s Associations, Block Clubs</td>
<td>A, B, C</td>
<td>2023</td>
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<tr>
<td>8.1b</td>
<td>Provide training to homeowners and small landlords on accessing fund and construction needs</td>
<td>Cedarland Development, Home Headquarters, Banking &amp; CDFI Partners</td>
<td>A, B, C</td>
<td>2023</td>
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Strategy 2

Utilize urban farms for environmental remediation of neighborhoods

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<tr>
<th>Project</th>
<th>Strategies</th>
<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
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<tr>
<td>8.2a</td>
<td>Identify locations for remediation</td>
<td>Buffalo Go Green</td>
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<td>2023</td>
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<td>8.2b</td>
<td>Secure funding and implementation strategy for urban farms</td>
<td>Buffalo Go Green</td>
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Strategy 3

Support efforts to restore and reconnect communities dissected by traffic infrastructure

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<th>Lead</th>
<th>Partners</th>
<th>Plan Area</th>
<th>Project Start</th>
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<td>8.3a</td>
<td>Support neighborhood participation and leadership in local and state efforts to reconstruct the Kensington Expressway (Route 33)</td>
<td>Restore Our Community Coalition, Olmsted Parks Conservancy, New York State government partners</td>
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<td>8.3b</td>
<td>Support neighborhood participation and leadership in local and state efforts to strengthen community assets and reconnect neighborhoods impacted by the Scajaquada Expressway (Route 198)</td>
<td>GBNRTC, Region Central, One Region Forward</td>
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<td>8.3c</td>
<td>Support neighborhood participation and leadership in equitable transit oriented development along the Main St. corridor</td>
<td>NFTA, eTOD Coordinating Committees, City of Buffalo, Developing Our Transit Future participants, GOBike Buffalo</td>
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<td>A</td>
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Potential Measurements

— Rehab fund developed
— Numbers of homes repaired/rehabbed
— Number of repairs made with fund
— Urban Farm remediation strategy developed
— Number and type of neighborhood leadership roles, engagements, decision making in infrastructure redevelopment processes
“When people want to move,” Threat asked, “what do they look for? They look for businesses. They look for schools. They look for transportation, shops, parks and restaurants their families can enjoy. We also need a quality supermarket.

“There’s going to be some kind of movement in this area,” she predicted. “It probably never will be the way it was, but it would be something to get caught up with the rest of city. We’ve got Canalside. We’ve got Larkinville right around the corner from us. Why can’t we be like that?”

**Marva Threat,**
East Side Fields of Dreams Block Club President,
as quoted from The Buffalo News
Background

Although these items do not have funds or an execution team and plan, they are still important opportunities for the East Side.

**NOTE**: In addition to the priorities outlined in the previous section, these neighborhood strategies are also significant investment opportunities that attain neighborhood goals. The opportunities in *italic* are public and private fund development options.

1. **East Side residents and businesses lead the revitalization, collaborating with partners to get projects done with an equitable development framework**
   - Build and invest in a climate infrastructure and sustainability plan for the East Side Equitable Development Team
   - Create a youth participation model for the activities of the East Side Equitable Development Team coordinating with municipal and nonprofit youth leadership programs to engage youth in development issues such as:
     - Strategic planning and design for green spaces and public gathering spaces
     - Business and entrepreneurship
     - Safety and justice through community design
     - Policy, advocacy, and organizing leadership

2. **Build an equitable, predominantly Black, inclusive community of diverse residents**
   - Explore innovative housing strategies targeting the following groups:
     - East Side youth ages 18-24
     - Women-headed households
     - Working artists
     - Live/work space for entrepreneurs
   - Develop an anchor institution housing strategy
     - Work with employers to provide housing placement support for employees, minimizing transportation barriers
     - Work with schools and housing agencies to increase connection for housing placement support for students and staff in proximity to schools
East Side Investment Plan

3. Connect residents to family sustaining jobs, and reduce the racial income gap for East Side residents
   - Build the job pipeline between residents within planning areas and all surrounding anchor institutions
   - Design job opportunities for career advancement, provide career coaching and provide tuition assistance
   - Increase the youth job pipeline
     - Develop youth bridge programs and/or job corps (health, manufacturing, tech, creative arts)
   - Foster businesses development through increased capacity and access to capital
   - Increase business connectivity to access banks and mission-driven lenders (CDFIs)
   - Work with lenders to identify ways to create more flexible criteria, for example loosening requirements of credit score and collateral
   - Develop and promote crowdfunding and micro-lending products (i.e. KIVA program)
   - Explore the creation of geographically focused angel investment group

4. Build Black and Indigenous People of Color (BIPOC) Wealth and close the racial wealth gap through
   - Grow contract opportunities for building and infrastructure redevelopment projects for BIPOC businesses
   - Identify methods to launch and accelerate creative businesses (workshops and keynotes)
   - Determine ways to bring business development tools to the creative community.
   - Find pathways to enable small scale producers to aggregate products for large-scale institutional purchases
   - Explore opportunities for an East Side place-based business chamber
   - Offer supports for small contractors to qualify for higher levels of insurance and/or explore changing requirements for bonding and insurance on publicly funded projects.
5. Placekeeping to amplify economic vitality, and celebrate culture, neighborhood identity, history and wellness

- Fund a 311 community education campaign to increase neighborhood improvement participation of all residents
- Connect arts and culture-based infrastructure projects with grant assistance, financing and capital
- Elevate the importance of the creative and cultural industries as a generator of jobs and wealth
  - Connect creative & cultural industry leaders with
  - regional marketing and tourism groups to promote
  - existing arts and cultural activity on regional scale
  - Use 1% for Arts program to directly connect local BIPOC artists with community development efforts, embedding arts and culture in new East Side developments
  - Train Business Support Organizations on tools and resources needed to elevate artist and maker business growth
- Pool permanent stabilization dollars available for historic preservation, particularly on the East Side, designed for both larger and smaller historic preservation projects.
- Support the growth of the proposed Broadway Fillmore Historic District & existing MLK Park Historic Districts
  - Increase public space amenities like lighting, garbage cans, street furniture, street signage, public art, banners, etc.
  - Invest in, and increase ratio of, historic building renovations
- Support the redevelopment of Main/Michigan/Ferry triangle
  - Enlist beautification strategies for garbage management, green space enhancement, and arts and culture
  - Explore business recruitment opportunities for grocery and retail
- Build upon self-guided asset map tool created by Pride in Place Buffalo to connect neighborhood historic, cultural, arts, food, recreation, and small business and anchor fabrics
6. Public Infrastructure Supports Community Health and Sustainable Economic Revitalization

— Establish corridor priorities for a municipal snow maintenance plan for sidewalks, contracting with local BIPOC contractor.
— Identify primary multi-modal mobility corridors to fund and install street furniture, lighting, and shading solutions
— Co-design bus stop templates with community residents for various types of bus stops (e.g. non-shelter stops, lower use shelters, high use shelters/transfer hubs).
— Support increased resident participation in re-assessment of neighborhood bus services and NFTA’s bus rapid transit (BRT) exploration on Bailey Ave.
  — Participation in BNMC Community Shuttle project that addresses first/last mile challenges and explores vehicle diversification, accessibility, and technology advancements
— Invest in physical infrastructure projects at the following locations:
  — Northland Beltline Parkway
  — Main Street bridging E. and W. Ferry
— Create an equitable Transit Oriented Development (eTOD) Fund to support traditional density AND supporting amenities/priorities for neighborhoods
— Develop flexible retail space for production/manufacturing with retail storefronts
— Anchor development strategy that benefits neighborhood growth
  — Anchors invest in transportation system improvements and mobility infrastructure from homes to work, including public transportation incentives
  — Implement anti-displacement strategies for residents and small businesses; deploy a policy commitment to mixed-income neighborhoods
  — Expand existing intergenerational technology training programs for older adults at residential and community center sites

7. Legacy contamination and environmental pollution no longer impact East Side resident health outcomes

— Develop a greening strategy for increased green space and green energy opportunities in the Delavan Grider neighborhood.
— Prepare workforce for transition to the electrification of mobility, transportation, and other green infrastructure improvements.
  — Ensure a just transition of existing workforce through training programs
  — Support labor union collaboration
— Find pathways for newer workforce pipeline to emerging green job opportunities
Appendices & Contributions

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The WITHIN WNY quality of life planning process, developed with neighborhood partners, uses a comprehensive approach to create a neighborhood action plan that addresses neighborhood priorities across LISC program areas including Affordable Housing, Community Leadership, Creative Placemaking, Economic Development, Education, Financial Stability, Health, Safety & Justice, and Sports & Recreation. It embodies the LISC model of grounding the pooled public and private resources LISC has access to in local communities by working with place-based neighborhood partners.

The three neighborhood areas located just east of Main Street were selected to launch the new livability planning program based on identified historic disinvestment patterns and the greatest gaps in health and wealth equity compared to the rest of the region. Simultaneously, in late 2019, early 2020, LISC Western New York was building a team to carry out the livability planning program in coordination with the economic inclusion, housing, and capacity building program areas.

COVID-19

Just after hiring the first WITHIN WNY Program Officer, and as we planned for the launch of this process, our community was significantly impacted by the onset of the COVID-19 pandemic in March 2020. LISC operations quickly moved to a virtual, work-at-home model and the new team strategized pathways to move forward in the context of the pandemic and lived realities of the communities and partners engaged in the process. The pandemic only exacerbated the health and wealth equity issues within Buffalo. We saw initial, large scale spread of the virus in Black and Brown communities, areas already more significantly impacted by underinvestment in the social determinants of health. Deaths rates resulting from the virus were also disproportionately impacting people of color. Concerted and focused efforts by community leaders like the African American Health Equity Task Force, places of worship, community centers like Delavan Grider, food providers, health
providers like Jericho Road and GBU-AHN, and mutual aid efforts were among the most critical community responders who advocated for an intentional County and City focus on the communities of color. Testing centers, and eventually vaccine distribution hubs, were set up in Black and Brown neighborhoods, including the three planning areas, in the first wave of interventions. This intentionality helped to level out the disproportionate impact of the pandemic in these communities, though health data still shows inequities according to race and zip code.

The socioeconomic impact of the pandemic has also had a tremendous impact on the neighborhoods in all of the planning areas. First, a transition to physical isolation meant people lost their jobs and/or had to choose to continue to work in frontline or service industry jobs in the height of the risks from the virus. Children were sent home from school and/or childcare, which also meant parents made difficult decisions to balance work and childcare/schooling. Small businesses were pressed to make rapid transitions to virtual platforms or socially distant services in order to survive, otherwise many closed their doors. The neighborhood environment was brought to the forefront as families looked for safe outdoor places to go, exercise, and access resources. Walkability, food access, the quality of green space, bicycling, and transportation have been critical factors for navigating the pandemic. Affordable, safe housing, an important issue even prior to the pandemic, rose to one of the most significant concerns of families during this time. Spending more time at home meant the need for stable housing with broadband access and adequate utilities. While the renewed focus on these inequities by multi-sector partners is promising, communities continue to be challenged by circumstances related to under investment in their environments and social and economic systems that support their families.

**Racial Justice**

The COVID-19 pandemic highlighted the obvious and known race-related health and economic inequities locally and nationally. This was compounded by the renewed racial justice movement that followed the unjust murder of George Floyd by police, also in early 2020. George Floyd’s murder was one among many cases of police brutality and murder in the media in 2020. Black Lives Matter brought communities together, amid the pandemic, to demand justice and equity. Locally, Buffalo experienced both the raised community awareness and action and the effects of police brutality.

Organizations and government entities demonstrated a renewed commitment to racial justice and a new wave of diversity, equity, inclusion, and justice advocacy continues to be a priority. In this moment, organizations also are beginning to understand the need to center race in order to more effectively close wealth and health equity gaps throughout communities.
APPENDIX A
PROCESS
TIMELINE
APPENDIX B
APPENDIX C
CONTRIBUTIONS

Appendices & Contributions

Pre 2020

2004
Masten Park Cold Springs Housing Competition

2017–2018 LISC
City of Buffalo hire Urban Design Associates to conduct neighborhood outreach around Masten Park/Cold Spring Housing Goals

2020

March
COVID-19 Work from Home Begins

April
LISC Staff Hired to manage WITHIN WNY Neighborhood Planning Work

Ongoing Economic Development Report Review-Staff collected and compiled past data to inform Economic Inclusion portion of investment plan

Outcomes: Staff gathers community’s previous feedback on Buffalo Billion, REDC Key Industries, Northland Brownfield Opportunity Area, City-released Reports, Neighborhood level reports (like 2017 Fillmore Streetscape Plan, 2004 Masten Neighborhoods Plan, ROCC Studies, etc)

2019

East Side Avenues Starts

HUD Section 4 funding administered to BUDC for a Northland Planning Grant

LISC Staff Hired for Economic Inclusion Work

May
AARP Funding Received for Pride in Place. In partnership with the Buffalo Center for Health Equity

August
6 Livability Meetings Summer 2020 - Goals: Learn about each organization’s top 3 goals and opportunities for collaboration

September
Attorney General’s Affordable Housing 101 Training Released. 8 entities receive pre-dev funding and expected to produce 382 units of affordable housing

October
First Equitable Neighborhood Development Summit kicks off with 116+ virtual attendees
2021

January
Prospect Hill Consulting is hired by LISC team for data mapping and HUB Site development

February–June
Outcomes: Staff gathers data relative to Buffalo Green Code, Main Street e-TOD, Buffalo Sewer Green Infrastructure

Intensive Multi-Sector Data Collection

LISC National Resources available for Economic Inclusion. LISC partners with Buffalo Urban League (BUL)

July
HUD Section 4 funding to Buffalo Urban League assists in hiring Jacques Consulting for outreach assistance.

Economic Inclusion Steering Team Formed

Eight Economic Inclusion Focus Groups: Commercial Districts, Creative & Cultural Economy, Workforce Development, Real Estate, Main Street Businesses (x2), Childcare Economy, New American Business Owners

Regional Housing Report Released in partnership with Partnership for the Public Good

August
Moving Forward Together funding received with several housing partners for East Side modular housing developments

Four public engagement sessions occur at Kuleta Pamoja, Funk Fest, Manna @ Northland, SuperStreet

Individual Interviews ongoing with Economic Inclusion & Livability Partners-Summer 2021

September
Virtual Scenario Planning Event - Sept 2021

Interactive Digital HUB Site available to the public

October
Presentation of Shifting the Narrative: ROI on Healthy Communities

All data and engagement materials get compiled in WITHIN East Side Report draft
2021–2022

**November–January 2022**

6-part Commercial District Management 101 Training Released. Administered by LISC in partnership with ESA. Nov 2021–Jan 2022

Weeks of partner interviews on WITHIN Report for public feedback and investment plan endorsement through Q1 2022

**February**

Finalist for NYSERDA Clean Neighborhoods Challenge with HOCN, GOBike, SMI, East Side Bike Club, BNMC, CEJ

**April**

Implementation Council Convenings Kick Off April 2022

**May–December**

Finalized WITHIN Report is launched

Ongoing fundraising for Investment Plan Implementation

Continue Implementation Council convenings as funding allows.
The housing choice voucher program is the federal government’s major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.

**Affordable Housing**
 means that a household’s housing costs, including energy, does not exceed 30% of its gross monthly (family) income.

**ARPA**
 American Rescue Plan Act

**BIPOC**
 Black and/or Indigenous People of Color

**CDFI**
 Community Development Financial Institution

**DIVERSITY**
 The terms that most often come to mind are race, ethnicity, and gender - though the term “diversity” is also used in relation to age, national origin, religion, difference of ability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives and values.

**EQUITABLE / EQUITY**
 is dealing fairly and equally with all concerned.

**ERAP**
 Emergency Rental Assistance Program

**ESA**
 East Side Avenues

**E-TOD**
 Equitable Transit Oriented Development

**HOME**
 Housing Opportunities Made Equal

**INCLUSION**
 Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

**MWBE**
 Minority and/or Women-Owned Business Enterprise

**MOBILITY**
 is the ability to move or be moved freely and easily.

**MULTI-MODAL**
 simply means involving several different forms of activities.

**OPEN4**
 A private funding initiative focused on regional inclusive entrepreneurship

**Racial Wealth Gap**
 The rate at which white householders own their homes compared to African American householders. Further, the overarching housing values in African American predominant neighborhoods are just a third of values in the region’s predominantly white neighborhoods.

**Racial Income Gap**
 This refers to the income gap between white residents in the region and Black and Latino residents. In Buffalo-Niagara, this gap is more than doubled for white residents compared to Black and Latino residents.
### APPENDIX A

**AFRICAN HERITAGE FOOD COOP**

**ALBRIGHT KNOX**

**AMERICAN AXLE**

**BCCWNY**
Black Chamber of Commerce Western New York

**BEAU FLEUVE MUSIC & ARTS**

**BELMONT HOUSING RESOURCES FOR WNY, INC.**

**BFNC**
Buffalo Federation of Neighborhood Centers

**BFNHS**
Broadway Fillmore Neighborhood Housing Services

**BNMC**
Buffalo Niagara Medical Campus

**BTRU**
Buffalo Transit Riders United

**BUDC**
Buffalo Urban Development Corporation

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### APPENDIX B

**BUFFALO FOOD EQUITY NETWORK**

**BUFFALO FREEDOM GARDENS**

**BUFFALO GO GREEN**

**BUL**
Buffalo Urban League

**BURA**
Buffalo Urban Renewal Agency

**CANISIUS COLLEGE**

**CAO**
Community Action Organization

**CATHOLIC HEALTH**

**CDC**
Community Development Corporation

**CDFIS**
Community Development Financial Institutions

**CEDARLAND DEVELOPMENT**

**CEJ**
Center for Economic Justice

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### APPENDIX C

**CEL**
Center for Entrepreneurial Leadership

**CITIZEN’S ALLIANCE**

**CITY OF BUFFALO**

**COMMERCIAL DISTRICT GROUPS**

**COMMUNITY FIRST**

**CTRCC**
Central Terminal Restoration Corporation

**DEVELOPING OUR TRANSIT FUTURE PARTICIPANTS**

**DOT**
NYS Department of Transportation

**EAST SIDE AVENUES**

**EAST SIDE BIKE CLUB**

**EAT OFF ART**

**ECIDA**
Erie County Industrial Development Agency

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**ECMC**
Erie County Medical Center

**EFORALL**
Entrepreneurship for All Erie County

**ESA**
East Side Avenues

**ETOD COORDINATING COMMITTEE**

**FBCLT**
Fruit Belt Community Land Trust

**FILLMORE FORWARD**

**FOOD FOR THE SPIRIT**

**FOOD FUTURES WNY**

**GBNRTC**
Greater Buffalo Niagara Regional Transportation Council

**GJABA**
Greater Jefferson Avenue Business Association

**GOBIKE BUFFALO**

**GRASSROOTS GARDENS**
<table>
<thead>
<tr>
<th>Appendix A</th>
<th>Appendix B</th>
<th>Definitions</th>
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Buffalo Niagara Medical Campus Master Plan, 2010
Buffalo Parks Master Plan
BURA Northland Neighborhood Strategy, 2016
Canisius College Facilities Master Plan, 2019
Central Terminal Master Plan, 2021
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The Harder We Run: The State of Black Buffalo in 1990 and the Present, 2021
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## Team Support

LISC WNY, with the financial support of the John R. Oishei Foundation, provided capacity and technical support through staff and consultant teams throughout the WITHIN program.

## Consultants

### Prospect Hill Consulting LLC and JBK Consulting

Prospect Hill is a small, NYS Certified Minority and Women-owned Business Enterprise (M/WBE) LLC located in the Prospect Hill Historic District within the vibrant West Side community of Buffalo, NY. Prospect Hill has more than 60 years of combined nationwide experience in the environmental consulting industry and provided all of the GIS mapping data analyses, design, construction, and maintenance of the HUB site throughout the WITHIN program. JBK Consulting provided scenario planning analyses, education, and training support for LISC and community partners.

### White Bicycle and Renata Toney

White Bicycle is a nationally recognized branding team based in Buffalo, New York. White Bicycle focuses on brand strategy, brand design, and brand content. Part studio, part agency, they are a group of creatives who integrate strategy, project management, and client collaboration into our process. White Bicycle contracted with Renata Toney, owner of On Message Communication and Public Relations Strategist at the Burchfield Penney Art Center, to design and develop the WITHIN WNY / East Side brand and messaging. This incredible report document design was also generated through White Bicycle.

### Buffalo Urban League and Jacques Planning & Consulting

The Buffalo Urban League empowers African Americans, other minorities, and disadvantaged individuals to secure economic self-reliance, parity, power, and civil rights. The Buffalo Urban League partnered with Jaques Garcia of Jacques Planning & Consulting Services, LLC to provide support for WITHIN East Side community outreach and focus groups focused on topics in economic inclusion during the summer of 2021.
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LISC WNY

Julie Barrett O’Neill, LISC WNY Executive Director 2018-2022;
— Local Government Relations
— Housing processes, including the Regional Housing Market Study, Moving Forward Together Housing proposal and Mission Based Affordable Housing program.

Tyra Johnson Hux, LISC WNY Operations Director;
— Support for emerging Black developers through the Community Based Real Estate Development Training
— Built synergies and connections with regional economic development players
— Anchor institution & workforce development strategies
— Manages our local small business grant programs (ie. General Motors)
— Co-authored the Regional Inclusive Economic Development Agenda

Kate Rebhan, Nonprofit Coaching & Capacity Support
— Provided one on one assistance to nonprofit organizations
— Manages our LISC AmeriCorps & Section 4 grant programs
— Manages all general office grants and contract management

Saira Siddiqui, Neighborhood Business Support
— Manages neighborhood based economic development initiatives, including commercial corridor program management and placekeeping initiatives
— Co-authored the Regional Inclusive Economic Development Agenda
— Co-authored the WITHIN East Side Neighborhood Plan
— Assisted in AARP Pride in Place project & early win activities

Brittany Perez, Livability Program Support
— Secured AARP grant funding for the Pride in Place project & early win activities
— Secured Regional Plan Association funding
— Manages LISC’s health equity portfolio inclusive of transportation and food access work
— Co-authored the WITHIN East Side Neighborhood Plan

Maggie Hamilton Winship, Real Estate & Lending Support
— Support for emerging Black developers through the Community Based Real Estate Development Training
— Mission Based Affordable Housing & Affordable Housing 101 Trainings
— Provides direct financing & real estate assistance to partner organizations and businesses
Thank you.