

3.4 Summary Analysis, Findings and Recommendations

The extensive research, analysis and community engagement conducted as part of the South Buffalo BOA study to date creates a solid foundation for development of the BOA Master Plan. Guiding the Master Plan are Emerging Directions, Use Clusters and a Preliminary Framework, which draw heavily upon the examination of local and regional demographic trends, the market context and the physical elements of the site. The emerging directions, supported by objectives, are a series of high level statements that will guide economic, development and preservation decision-making for the BOA. Land use clusters are groupings of related land uses that are generally considered appropriate for the BOA. The successful redevelopment of the BOA will depend upon where, based on their location, these uses achieve the greatest synergy, and how and when they are phased onto the BOA to ‘build’ market value. The Preliminary Framework separates the BOA into five opportunity/reinvestment areas as a means to focus discussion, to better understand the BOA’s diverse character, and to structure potential land use and redevelopment scenarios.

3.4.1 Where are Buffalo and the South Buffalo BOA Today?

Summary: Local and Regional Demographic and Market Trends

Demographic and employment shifts reflect overall stagnation, in Buffalo and around the BOA, but opportunities exist within key economic growth sectors. The regional economic picture is not one of outright decline, but more critically, a result of major shifts in the employment base. It is not alone -- Buffalo is experiencing part of what can be considered a national and global restructuring of the labor force and economy.

Particularly, while the Buffalo region has seen a sharp decline in its base of manufacturing employment, its employment base has grown in sectors such as scientific research, education and health care, and back office insurance and financial services. Further, while the manufacturing employment base has shrunk, it remains a key part of the overall economic base. The loss of manufacturing jobs is due in part to movement of businesses to other parts of the country or globe, but also due to the modernizing of the remaining manufacturing base. Technology in the modern manufacturing sector is critical to global competitiveness, but by definition requires fewer jobs.

In order for Buffalo to compete in this new economy, the City must be able to retain and attract a more diverse workforce including the young, professional, educated workforce, the so-called “Creative Class.” While Buffalo has a sizable number of younger households, a key component for the knowledge-economy, the majority of these households have relatively low incomes. Buffalo has a number of colleges, universities that are producing highly qualified workers for the new economy. The missing ingredient appears to be a concentration of high-paying jobs with strong career potential that can attract and retain a young, educated professional workforce.

Summary: Buffalo Strengths and Challenges

The region and the City have a number of core strengths that can provide true foundations for economic resurgence. These strengths include a low cost of living, the fact that the City is strategically located within a North American trade and research and education corridors, the inherent value of a true urban Waterfront, and a hard-working, educated, and affordable labor force.

There are also some clear challenges facing the City and region as it pushes for an economic resurgence. Some of the largest and most pronounced include the challenge of reversing decline, urban decay, attracting and retaining a quality workforce, aging infrastructure, the high cost of doing business, in particular high energy costs, a large tax burden, and an uncertain political environment and complicated bureaucracy.

While these challenges are not easily overcome, many of the strengths do present opportunities to create a sustainable economic resurgence through regional growth industries. In order to mitigate challenges and leverage strengths, strategic public investment and economic development initiatives should be focused on growth industries that have opportunities to be economic generators for the City and region.

Focusing on these industries will help capitalize on the existing sectors of economic growth in the Buffalo region, further promote private sector investment in emerging sectors, and diversify the region's economy. The following sectors have been identified as key growth sectors:

- High-Tech Manufacturing
- Basic and Applied Scientific Research
- Super-Regional Research Linkages
- Alternative Energy
- Call Centers & Back Office Support Services
- Multimodal, Logistics, and Distribution Facilities
- Tourism

Summary: Land Base

Given its size and location - 1,900 acres adjacent to downtown Buffalo - the South Buffalo BOA represents a tremendous opportunity to renew the South Buffalo Community and the City of Buffalo. The over 500 acres of vacant and underutilized land demonstrates the scale of the opportunity to re-shape and re-brand the BOA area. Further the 349 acres which are vacant and publicly controlled offer an opportunity for local and state governments to partner in catalytic investment of strategic sites. Located along two waterfronts and at the intersection of several international transportation corridors, the BOA is a valuable resource, that managed strategically, could transform into a strong regional economic and recreational center.

Although the BOA has a long history of former industrial uses and remnant contamination, much is known about the state of brownfields in the BOA. The majority of publicly-owned land in the BOA has been remediated and is ready for redevelopment. These publicly-owned lands include some of the best opportunities in the BOA to attract high value, high employment uses over the long term. Nonetheless, much of the publicly-owned land ready for redevelopment is disconnected and surrounded by low value uses. The challenge is for the City of Buffalo to strategically make best use of the BOA's assets, determine what uses have the greatest long term potential for the BOA, and decide how and where uses should be sited.

The park and open space network are the central assets that make the BOA a distinctive place. Collectively these assets have the potential to ignite change, and renew the identity of the BOA as a place of nature, sustainability and economic resurgence. To realize this potential, the City of Buffalo must prioritize investment in the public realm, building new linkages that connect the area's park and

open space assets together and to the rest of the City, strengthening each component of the park and open space network, and investing in new community assets.

Further, the BOA has a rich industrial past. Historic assets should be leveraged to attract visitors to the BOA or to spur on new industries through adaptive reuse. For example, the physical and natural transportation infrastructure that enabled the South Buffalo BOA to thrive as an industrial center through the 1900s still remains. One opportunity moving forward is to rethink how this infrastructure can be adapted and re-used to the benefit of the BOA as a 'new economy' hub.

The redevelopment of the BOA will over-time necessitate new investment in infrastructure. New investment in infrastructure is a significant opportunity to support the identity and brand of the BOA. Alternative solutions such as 'green technologies' should be considered that are more efficient and cost effective over the long-term to provide municipal services, helping to turn the BOA's competitive disadvantages into competitive advantages.

Summary: BOA Economic and Market Trends

While the region has historically been driven by the manufacturing sectors, Buffalo hosts an array of economic sectors. Industries such as basic and applied research, alternative energy, call centers and back office support services, and tourism. Supporting the growth of these industries will be key to reversing the trend of economic decline.

The South Buffalo BOA represents a great opportunity to contribute to this effort aided by coordinated decision-making and investment to renew the market perception of the BOA to better leverage the area's competitive advantages, which include its location along the Buffalo River and Lake Erie, proximity to the downtown, available large tracts of land, the presence of Empire Zones, and the area's many natural, recreational and tourism assets.

It is important for the BOA strategy to balance near-term objectives with the overall goal of supporting sustainable economic growth in the BOA. Planning for the long term is essential. The BOA strategy should: be grounded in the regional economic landscape and aligned to the competitive advantages of the BOA and City; catalyze economic activity that promotes sectors of growth in the City and region; ensure the BOA has the flexibility and opportunity to evolve over time; be strategic on where and what uses are situated in the BOA; encourage market clarity and the emergence of a common brand for the BOA that attracts high value, high density employment; target available incentives to attract industries that have the potential for long-term economic growth; and celebrate, strengthen and leverage the BOA's many assets – renewing the BOA's identity as an urban community with special amenities that make it a great place to live, work and visit.

3.4.2 Emerging Directions

Success of the Buffalo BOA will depend upon a variety of redevelopment strategies that leverage near-term opportunities but also generate sustainable, long-term economic activity. In the broad view, the BOA should be positioned to fully capitalize upon the core strengths of the City and the BOA. In order to position the BOA as an engine of growth for the region, the City must target appropriate growth industries within the new, knowledge-based economy and draw them to the BOA with existing and creative new incentives.

This type of economic resurgence is a long-term goal and it is critical that the BOA be allowed to evolve over time with interim land uses that do not preclude future, higher-value uses. At each point of the evolution, the redevelopment strategy must be sensitive to compatibility of uses, with a true understanding of how market segmentation and branding can provide the most efficient process for capturing a wide range of land uses and allow for continual evolution of values. While a true, urban, mixed-use development can be a long-term goal for the BOA, inclusion of a variety of lower-density uses in the near and mid terms will be important in the early stages of the BOA's evolution.

Nine emerging directions have been developed to address the context, strengths and weaknesses of the BOA and the City. These directions have been refined throughout the analysis and through input from the steering committee, stakeholders and the general public. They include specific objectives, drawn from the key identified throughout the nomination document and will provide a clear framework for Master Plan decisions, including those related to proposed land uses, design, phasing and implementation.

1. Leverage Existing Assets

The natural, open space, transportation infrastructure and neighborhood assets of the BOA can act as catalysts for realizing desired change, strengthen the BOA's competitive advantage and attract higher value uses to the area. In particular, public land holdings and remediated lands are important assets that leveraged strategically can attract further public and private investment.

Objectives:

1. Leverage regional and local competitive assets (such as access to a large bi-national market and an educated workforce) and BOA assets (open space, the waterfront and riverfront, and Tiff Nature preserve) to attract and retain growth industries and skilled workers
2. Capitalize on the opportunity afforded by the BOA's large size and proximity to downtown
3. Set the direction for the land use pattern and quality of place for the BOA through strategic development of vacant publicly owned lands
4. Celebrate the BOA's historic assets as an authentic characteristic that will distinguish the site and attract visitors and new industries
5. Leverage the existing transportation infrastructure to support new economic initiatives

2. Diversify the Economic Base

The BOA should actively cultivate a range of uses and use clusters that build upon emerging regional growth industries and that support long-term sustainable economic growth. These use clusters have the potential to draw out new synergies and catalyze further regeneration.

Objectives:

1. Orient the BOA economic strategy towards new directions that support regional economic drivers and reflect locally and nationally growing economic sectors instead of competing to attract stagnating industries
2. Foster economic sectors that support diverse careers, including higher paying jobs
3. Preserve lands designated empire zones to attract higher employment industries and uses
4. Capitalize on environmental assets as the building blocks to differentiate the BOA as a sustainable community design and development opportunity and demonstration site

3. Enhance and Leverage the Natural Environment as a Key Asset

Fostering a clean and healthy natural environment should continue to be a priority within the BOA. A healthy functioning environment is important not only for enhancing the quality of life of area residents and employees but also for continuing to support the many diverse species and unique habitats of the BOA.

Objectives:

1. Strengthen each component of the park and open space network, including restoring South Park to revive Olmsted's vision, establishing a new sustainability center connected with the Tifft Nature Preserve, and encouraging the riverfront and lakefront to evolve into an active armature of recreation and economic activity
2. Plan development that contributes to conservation and renewal initiatives within the waterfront, nature preserves, and public parks in the BOA
3. Add new natural heritage elements and systems to link disconnected open space areas and improve existing natural features such as the waterfront or Tifft nature preserve

4. Create a Strong Market Brand

A Focus on the *green economy, innovation commercialization* and *city building* would help to rebrand the BOA as a high-value area and transform negative perceptions of the area.

Objectives:

1. Build an identifiable brand that attracts uses appropriate to the BOA's urban location
2. Coordinate land use decision-making and investment to re-brand the BOA as a place of nature, sustainability and recreation
3. Manage land use decision-making and phasing strategically when determining what uses are appropriate for the BOA, and deciding how and where these uses should be sited, balancing near term objectives with long term sustainable growth
4. Upgrade existing and plan new infrastructure (energy, water, heat, waste disposal and stormwater services) with a high performance environmental standard to support the brand of the BOA

5. Prioritize Investment in the Public Realm

Strengthening the public realm promotes place making and provides a focus for new investment. Strategic investments in the public realm should celebrate the heritage and unique qualities of the BOA, improve connections across and to the BOA and advance economic and tourism goals.

Objectives:

1. Invest in improved and new public spaces including parks, streets and community facilities to renew the BOA's sense of place
2. Invest in new open space linkages and pedestrian and bicycle paths that traverse the BOA, connect the area's open space assets and link to the adjacent communities, including greenways between South Park, the Tifft Nature Preserve, the future Union Ship Canal park, the lakefront and the riverfront

3. Develop an integrated public road network to provide access to isolated areas of the site

6. Promote High Quality Urban Design and Place Making

Success in the BOA will rely on its differentiation as a high quality urban environment; an environment not found in more suburban locations. Adopting a culture of high quality design will set high expectations for new investment in the BOA, prioritize the strengthening of the area's sense of place and help to achieve an urban character.

Objectives:

1. Diversify the land uses located throughout the BOA to build a complete urban community
2. Ensure that development in the BOA contributes to its redevelopment as an urban place
3. Pursue design excellence for buildings, the landscape and the public realm

7. Foster Collaboration and Partnerships

Success in the BOA will depend upon the collaboration and coordination of many people and agencies, including state and regional departments, the City, private sector investors and the local community.

Objectives:

1. Actively build partnerships with public and private individuals, agencies and businesses within the BOA community and amongst regional and local growing sectors
2. Demonstrate commitment to the BOA by working with public sector partners to lead its redevelopment
3. Maintain an on-going collaboration and dialogue with the community
4. Leverage the BOA nomination process to better understand the state of contamination of strategic sites

8. Provide Benefit to the Neighboring Communities

The redevelopment of the BOA should significantly benefit surrounding communities, by filling gaps in local services and housing, strengthening connections to and from the BOA, improving community amenities and generating new training and employment opportunities that deliver greater prosperity.

Objectives:

1. Ensure that the redevelopment of the BOA supports and respects the surrounding City, particularly areas that abut existing neighborhoods
2. Allow for the range of jobs connected to the BOA's proposed diverse economy to be actively promoted to South Buffalo residents
3. Invest in new community assets that strengthen access and provide new facilities for City residents

9. Plan for the Long Term

Short term activities cannot preclude long-term goals. Every decision must consider the long-term goals of place-making and supporting the BOA's transition to higher value uses over time. Infrastructure and uses need to be compatible with this vision and incentives must be targeted accordingly.

Objectives:

1. Put a framework in place that plans for the short term, the long term and incremental change between the two but flexibly allows for opportunities to be pursued as they arise
2. Promote strategic land use decision-making by:
 - supporting both office and industrial uses, but site them in appropriate areas to ensure they do not impede longer term land use decisions
 - planning for a full range of uses in the longer term, including higher value uses such as residential

3.4.3 A Range of Land Uses

Market Opportunities

By targeting the market sectors identified in Section 3.3, and leveraging the competitive advantages of the BOA location, there will be multiple market opportunities within the BOA. Further, as the BOA evolves, the potential for mixed-use developments will arise. Research indicates that the following land uses will be supportable on the BOA site over the near and long terms:

- High-Tech Industrial Park
- Biofuel Production
- Business Park
- R&D/Flex/Technology Parks
- Research and Education Cluster
- Waterfront District
- Urban Office Core
- Neighborhood Retail
- Housing
- Hospitality/Recreation/Education

The land uses decisions for the BOA come with trade-offs. While near-term opportunities may be hard to pass up, capturing these uses without considering any implications for achieving the long term vision could limit future opportunities to capture higher value uses. For example, there is a significant disparity between industrial and office land uses in several key economic measures, particularly with respect to employees per acre and typical value per acre. The objective of the BOA Master Plan will therefore be to put the framework in place for change over time, setting the stage for all potential higher value uses, with lower value uses as more interim steps that can easily evolve when market conditions improve.

Use Clusters

The above land uses can be generally organized into four Use Clusters: Employment, Education, Neighborhood Development and Parks and Recreation. Use clusters simplify and explain the complex relationships between different groupings of activity. They shift the discussion away from the simple siting of individual uses throughout the BOA towards a more comprehensive picture of how clusters of activity can be mutually related to support one another over time. During the BOA's consultation process, the concept of use clustering was used to explain the principle of co-location (planning for related land uses), shifting the discussion away from specific land use decisions towards a more strategic discussion of how the potential of the BOA, its existing assets and uses could be best leveraged across the site, over time.

Their specific introduction to and location within the BOA are integral to the BOA's redevelopment strategy. Certain uses overlap two or more clusters and their development within the BOA would satisfy several of the directions and objectives that have been determined as appropriate for the BOA. For example, a Center for Excellence in Sustainability is an education use cluster that generates synergies with both employment use clusters and parks and recreation use clusters. Drawing inspiration from the Tiff Nature Preserve, from efforts to clean-up the BOA and from the area's waterfront, the Center would house research on recycling, waterfront regeneration, brownfield remediation, and alternative energy, supporting employment generating research and development, and technological innovation.

Employment Use Clusters: In the interim there is existing market demand to expand employment uses such as high tech manufacturing and warehousing. However, if the BOA is managed strategically, including, setting aside higher value lands for higher value uses, there is market opportunity for new employment clusters of higher density, higher income employment to emerge.

The BOA strategy envisions employment opportunities that leverage the area's many natural assets to grow sustainable development, research, energy and health sciences industries. New uses include: research and development, and innovation and commercialization of new technologies. Focusing specific industries in the BOA will help build the area's common brand and strengthen its sense of place, setting the foundation for greater investment in high value commercial/office, residential and recreational development as the BOA evolves. With increased jobs and employment density in the BOA there may be increased demand for supporting professional and business services, as well as hospitality infrastructure including conference event space and a boutique hotel.

Education Use Clusters: There are several opportunities to introduce new educational opportunities centered on the BOA's recreational and natural assets, and support the area to develop a critical mass of knowledge and skills that propel higher valued employment opportunities. Education Use Clusters could include: 1) a sustainability center where visitors and researchers can interact with and learn from the area's many ecologically rich areas; 2) new research on brownfields and waterfront / coastal restoration; 3) a new cultural center; and 4) a museum highlighting the area's industrial past.

Neighborhood Development Use Clusters: Several opportunities to improve local services and strengthen the BOA's surrounding communities exist. The BOA strategy envisions a cluster of new strategic investments in community infrastructure, including space for the local community to gather, learn and play. In the near term, the BOA strategy envisions raising local quality of life by considering convenience retail and restaurants in the BOA. New residential development in the BOA is a long-term prospect with the most valuable opportunities along the waterfront and within mixed-use commercial

villages. Nonetheless the BOA strategy, over the short term, through the infusion of new and better located amenities, will assist in stabilizing and strengthening the housing stock of the surrounding area.

Parks and Recreation Use Clusters: While the BOA has an array of recreational opportunities, including sports fields, the Tifft nature preserve and waterfronts, they are fragmented across the area. The BOA strategy envisions creating new recreational uses and re-positioning existing recreational uses to create a system of nodes linked by green corridors. Proposed new recreational opportunities include destination amenities, such as a golf course and waterfront trail that will attract residents and visitors to the BOA, and improve movement across the area's open space system. The potential to reposition existing recreational uses will bring facilities closer to where people live, and open up highly accessible land to more active uses. The BOA strategy also identifies several strategic opportunities for public investment in new cultural destinations centered on the waterfront and the Tifft Nature Preserve. These investments strategically leverage special features of the BOA to create new economic, education and recreation opportunities that boost the area's value as a special place to live, work and visit.

3.4.4 Opportunity Areas: A Preliminary Framework for Structuring Change

The size of the BOA combined with its complex history and the challenge of contamination makes it difficult to conceive of its holistic development. Opportunity Areas, each with a logical collection of land parcels and a common theme to development, allow for a manageable discussion about the area's vision, possible uses and timing of redevelopment initiatives. Based on the analysis, stakeholder workshops and public open houses, as well as the emerging directions and objectives, initial frameworks have been developed for each of the Opportunity Areas. These frameworks are a summary of potential initiatives that should occur in each of the Opportunity Areas and will provide a strong direction for the redevelopment options that will be developed for the BOA and ultimately for the Master Plan.

Though they are not mutually exclusive, as they do physically overlap, the areas are somewhat distinct based on their strategic locations and the specific types of land uses that may be appropriate within each. Within the BOA, five Opportunity Areas have been identified that provide a structure to exploring options, and determining the location of potential land uses and use clusters over time. These areas are described below along with key ideas related to their future potential.

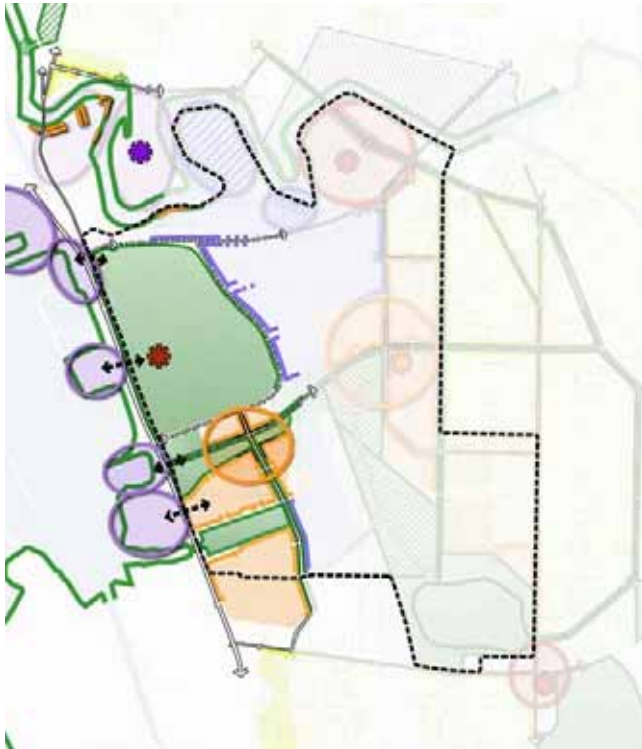
Opportunity Area #1: The Waterfront

Waterfronts, due to their inherent attraction and utility, represent strong catalysts for regeneration. The Buffalo waterfront presents a strategic opportunity to build on the existing patterns of regeneration north of the river and expand them south to create a series of linked and diverse destinations that will benefit not only the waterfront but, through improved connections, areas east within the BOA.

Key ideas/ themes that have been discussed:

- Creating a series of diverse linked destinations along the waterfront that will help to stretch the regeneration of the waterfront north of the River South alongside the BOA and extend the theory of the Lake to Lake Trail. These destinations can be supported through a series of new uses including:
 - Parks and open spaces
 - Arts and cultural attractions
 - Recreational boating amenities
 - Restaurants
 - Interpretive centers
- Capitalizing on the natural amenity and resource of the Tift Nature Preserve and waterfront to explore opportunities for new signature educational and interpretive uses such as a waterfront and coastal restoration center, cultural center or R&D uses
- Improving connections between the waterfront and BOA to support the location of higher value uses
- Improving connections between the Tift Nature Preserve and the Lakeside Commerce Park

Map 26 - Opportunity Area 1



Opportunity Area #2: The Lake to Riverfront Reinvestment Spine

The Lake to Riverfront Reinvestment Spine affords a key opportunity to link existing public land holdings and strengthen the relationship between key elements of the BOA. Building upon the existing patterns of infrastructure and investment, the spine will link a series of high profile sites in sequence stretching from Lake Erie, along Tiftt Street and north towards the Buffalo River.

Key ideas/ themes that have been discussed:

- Targeting interim and long-term use clusters to maximize advantage of these high profile sites
- Connecting existing areas of reinvestment at Lakeside Commerce and along Tiftt street and linking them north to connect with areas of high redevelopment potential on either side of South Park Avenue
- Creating a spine of reinvestment capable of leveraging the numerous public land holdings along the route
- Building on the existing investment in streetscape improvements along Tiftt Street to create a green link between the South Buffalo Neighborhood and the waterfront.
- Strengthening streetscape and open space linkages between the four land use clusters:
 - Parks and Recreation
 - Employment
 - Parks and Open Space
 - Neighborhood Development

Map 27 - Opportunity Area 2



Opportunity Area #3: South Buffalo Neighborhood Repair

The Hopkins Street corridor presents a key opportunity to spur renewal to the South Buffalo Neighborhood through the identification of compatible use clusters and open space enhancements. An improved interface between the BOA and neighborhood will help to not only improve some of the frayed residential streets along the western edge of the community but link the residents of South Buffalo with the emerging attractions and services of the BOA.

Key ideas/ themes that have been discussed:

- Establishing a connected open space, from South Park to Tiff Street, by incorporating the landfills to create a new public realm setting to support and attract new uses
- Strengthening the neighborhood by targeting streetscape improvements and reinvestment along Hopkins Street
- Filling existing fragmented residential areas with new infill development that helps to repair neighborhoods, increase densities and introduce a range of new community supportive uses
- Exploring the potential for new uses along Hopkins Street that help to support the corridor as a Parkway and provide important services for both nearby residential and employment uses
- Eliminating incompatible uses that will slow neighborhood renewal

Map 28 - Opportunity Area 3



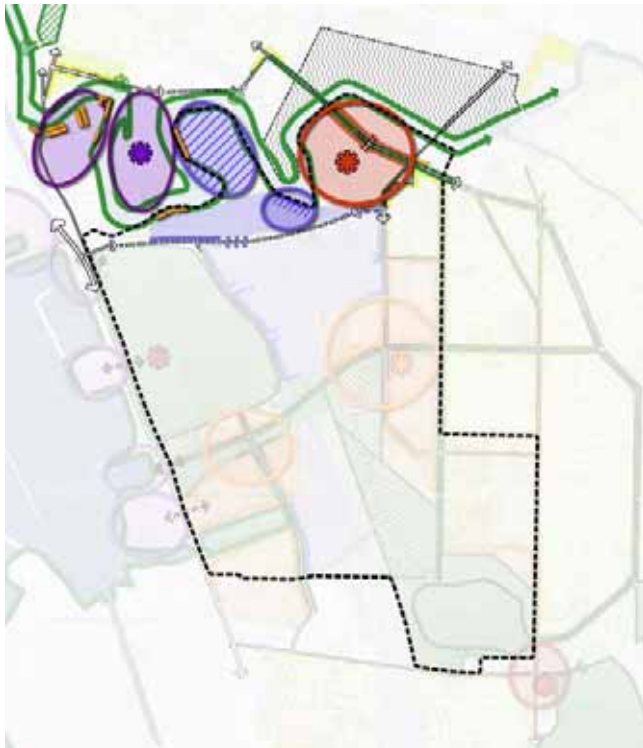
Opportunity Area #4: The Riverfront

The Buffalo riverfront is an important natural asset for the City and will be a key armature of reinvestment along the northern edge of the BOA. An opportunity exists to enhance the riverfront to capture a range of high value uses and build a legacy for future generations.

Key ideas/ themes that have been discussed:

- Strengthening the River's natural heritage amenity and environmental quality as a long-term strategy to leverage high value uses over time
- Planning for a diversity of uses with a high degree of compatibility so as not to preclude high value mixed use developments over time
- Capitalizing on the natural amenity and historic role of the River to explore opportunities for new educational and interpretive uses such as an industrial museum or riverfront sustainability centre
- Leveraging the deep water access afforded by the River to support new higher value employment uses that will not diminish the opportunity for high value mixed use developments over time
- Exploring opportunities for a new mixed use node along South Park which can leverage the area's connection to the downtown, riverfront amenities and proximity to the South Buffalo community

Map 29 - Opportunity Area 4



Opportunity Area #5: The South Buffalo Public Realm Framework

An opportunity exists to build on the Olmstead legacy by creating an integrated network of parks and open spaces that link the South Buffalo neighborhood west towards the waterfront and north towards the downtown. An improved network of parks and open spaces will act as a long term framework around which change can occur and will help to leverage the natural assets of the BOA to attract higher value reinvestment to the area.

Key ideas/ themes that have been discussed:

- Implementing streetscape improvements and new Parkways to better link the BOA to adjacent neighborhoods and the waterfront
- Expanding the park and recreational amenity of South Park north to Tifft Street to support the potential for new employment and community uses
- Creating an expanded Greenway along the Tifft Street Corridor to link the waterfront and nature preserve east into the South Buffalo neighborhood and to strengthen connections between the community, employment and recreational activities
- Reimagining the waterfront to capture tourism potential by developing a comprehensive waterfront public realm plan which fully integrates the BOA assets with the waterfront
- Connecting South Park to the Lakeside Ship Canal to strengthen the relationship between the recreational and open space amenity of the park, potential tourism related uses and the employment uses of the commerce park
- Exploring opportunities for the creation of a land bridge or other new connection along Tifft Street over the rail corridor
- Examining open space opportunities related to the landfill sites

Map 30 - Opportunity Area 5



3.4.5 Change Over Time: Interim and Future Uses

Much of the redevelopment in the BOA will happen over the long term. Gradually, higher value land uses, within each of the use clusters, will be phased in to each of the Opportunity Areas. The BOA possesses unique assets and market opportunity, that carefully managed, can catalyze new clusters of employment, education, neighborhood development, and parks and recreation uses. Each cluster overlaps, drawing synergies from across the BOA to re-orient and re-brand the area as a competitive regional center of innovation and a cultural destination. Over time, the clusters have the potential to climb to higher value uses – transitioning from interim lower employment uses to higher density, higher employment uses. Table 3.10 presents a list of specific uses broken down by potential timing of development. The success of these transitions will be determined by how well short- and long-term employment and land use goals for the area are balanced over the near-term. This is an initial, rather than a complete, list of potential uses.

Table 3.10 - Interim and Future Uses

	Near Term	Mid Term	Long Term
Employment Cluster	<ul style="list-style-type: none"> ▪ Warehouse ▪ High Tech Manufacturing and Distribution ▪ Business Park Related Uses (back-office management facilities, call centers), ▪ Ethanol Production ▪ Related Facilities 	<ul style="list-style-type: none"> ▪ Research Park focusing on the Innovation and Commercialization of New Technologies and Bio Fuel Production ▪ Hospitality Uses (conference event space, boutique hotel) 	<ul style="list-style-type: none"> ▪ Conventional Office ▪ Professional Business Services
Education Cluster	<ul style="list-style-type: none"> ▪ Tift Interpretive Center ▪ Cultural Center ▪ Industrial Museum 	<ul style="list-style-type: none"> ▪ Sustainability Center ▪ Brownfield Research ▪ Waterfront / Coastal Restoration ▪ Apprenticeships and Retraining 	
Neighborhood Development Cluster	<ul style="list-style-type: none"> ▪ New Sports Facilities ▪ Community Center ▪ Library 	<ul style="list-style-type: none"> ▪ Destination Restaurants ▪ Community Retail 	<ul style="list-style-type: none"> ▪ Lake and Waterfront Housing / Mixed Use Villages ▪ Expanded Retail Opportunities
Parks and Recreation Cluster	<ul style="list-style-type: none"> ▪ Waterfront Trail ▪ Revitalized Olmstead Park and Tift Nature Preserve ▪ Arts and Cultural Programming ▪ Festivals 	<ul style="list-style-type: none"> ▪ Golf Course and Clubhouse ▪ Riverfront Trail 	

Focusing the transition of the BOA to the proposed future land uses will support place-making initiatives for the BOA. As the vision is realized, an identifiable brand for the BOA will be created. This will enable the City to pursue a clear marketing strategy which will ultimately establish within the minds of existing and future residents and businesses that the BOA is a desirable location for housing, employment and

recreation. This approach orients the renewal of the BOA towards long-term economic resurgence. It encourages the City to direct incentives towards industries that have the potential for long-term, sustainable growth, rather than towards industries that remain only as long as the incentives are provided, and it supports a higher quality urban form (streetscape, parking standards, and connections) that affords prominent key sites the flexibility to continue to evolve and remain competitive beyond the proposed land uses.