

**Project Goal:**

Examine potential strategies that the Broadway Market could take to strengthen the Market and to redefine its role as a distribution center of fresh and processed locally-sourced food.

**Project Objective:**

Provide local officials and public agencies a potential platform from which to build a structure for securing healthy food choices for East Buffalo as part of a comprehensive strategy for sustainable neighborhood redevelopment.

**Market assets noted for community food project in USDA submission:**

- 1) committed management team,
- 2) established location as a neighborhood and regional anchor,
- 3) loyal base of customers and vendors,
- 4) committed group of neighborhood residents and citizens working to improve the neighborhood quality of life; and
- 5) most recently, through the strong commitment of neighborhood groups Broadway Market and Broadway Fillmore are experiencing a new optimism.

**Project Approach:**

Project intent was to investigate proposed visions for the market in terms of their potential impact on Broadway Market operations. Emphasis was given to identify strengths, weaknesses, opportunities and threats for Broadway Market as a neighborhood anchor for healthy food in East Buffalo.

**Project Assumption:**

Major obstacle for moving forward any effort is changing demographics in Broadway Fillmore and neighborhood deteriorating conditions. A major asset is the underestimation of expenditure potential in inner-city distressed neighborhood by major food chain stores.

**Project Focus:**

- Where neighborhood residents do most of their shopping;
- Frequency with which neighborhood residents shop for fresh fruits and vegetables;
- Where do most residents do their quick-stop/convenient shopping;
- What types of food residents feel is lacking in their neighborhood;
- Knowledge of neighborhood residents about affordable healthy food opportunities and food preparation strategies for a healthy lifestyle;
- Feasibility of reviving the Broadway Market “Farm to City Project”; and
- What strategies neighborhood residents feel would strengthen the Broadway Market to more effectively serve low-income individuals’ food security needs as well as to provide stewardship for a community-food centered revitalization strategy in the City of Buffalo.

## **Project Findings:**

Overview of the public market evolution in United States

Potential to be a driving force for neighborhood revitalization by distinguishing themselves from typical retail activities:

- 1) “public markets have public goals” (Ford Foundation, 2003, p. 5);
- 2) “public markets are located in and/or create a public space in the community”, and 3) “public markets are made up of locally owned, independent businesses operated by their owners, unlike the ubiquitous franchises that dominate retailing today” (Ford Foundation, 2003, p. 5).

### **Factors that make it difficult for public markets to be successful:**

- 1) Inadequate capitalization, poor understanding of the customer and the market, and poor management” (Ford Foundation, 2003, p. 9);
- 2) Markets operate with no overt public purpose and fails to recognize the role of the market for serving as public benefit to the community; and
- 3) Failure of market to be part of a broader comprehensive neighborhood strategy that focuses on the bridges between the market and their nearby economic, civic or recreational activities (Ford Foundation, 2003, p. 11).

**Broadway Market strengths and assets:**

Market Location (potential customer base of 200,000 within 3 to 5 miles)

Long-term established vendors

Long tradition of service as a public market

Facility with over 100,000 square feet of which 48,000 leasable space

Parking ramp of over 1,300 parking spaces

History of market serving as neighborhood meeting space

Neighborhood landmarks

**Broadway Market weaknesses: Changing socio-economic conditions:**

Remains entry point for immigrants, now Asian American, Muslims, and Afro-Americans

High rates of population living in poverty

Single-headed households

Population not completing high school

High rates of unemployment

Transit-dependent population

**Broadway Market shopping analysis:**

Challenges facing the market:

- Difficulty keeping up with changing neighborhood demographics
- Not matching the changing regional and neighborhood food shopping preferences
- Market hours not adapting to changing food shopping patterns
- Emerging food preferences for buying local food; and
- Deteriorating neighborhood condition

### **Changing purchasing patterns:**

1998-70% of shoppers purchased meat, 65% baked goods, and 34% candy

2007-40.6% meat, 34.5% bakery products, 29.9% fresh produce, 21% dining services

### **Changing ethnic purchases:**

1998-66% identified Polish food as favorite ethnic food

2007-46.4% identified Polish followed by 23% Italian, 15% Chinese, 10% Soul food, and 7.6%

Mexican

### **Changing household shopping patterns**

Women in labor force, now showing greater preference for nontraditional shopping time

1998-25% noted if market had Sunday hours would come more often

2007-35.6% noted would shop more often if there Sunday hours

### **Growing preference for local products**

1998-37% of shoppers said they would visit market more if farmers market

2007-51% of shoppers would visit more if farmers market

2007-survey asked about local goods—38% would visit more often if local wines, 33% more local goods available, 28% would visit if more micro-beers; and 21% more organic foods.

### **Does where one lives make a difference?**

Both regional and neighborhood customers prefer extended hours and greater variety of local goods

### **Best attributes of Broadway Market:**

The 2007 survey asked respondents to rank what they liked most about the Broadway Market.

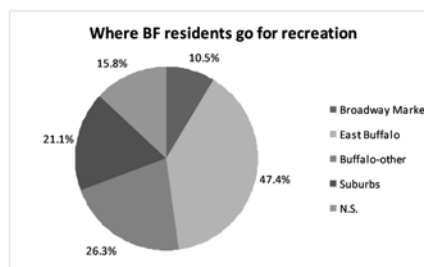
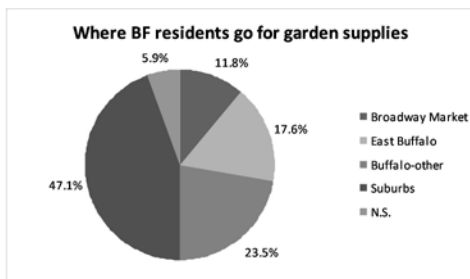
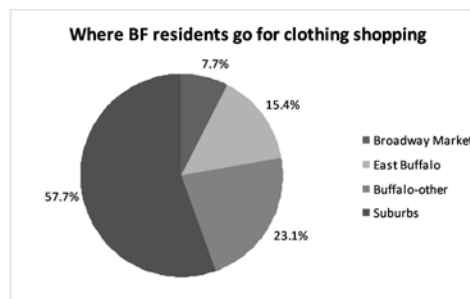
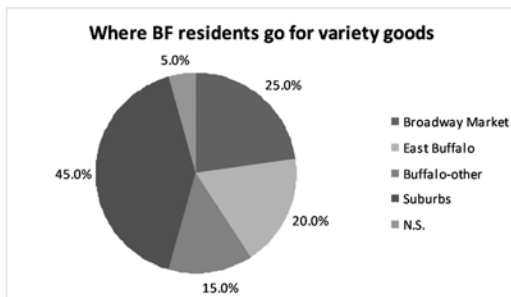
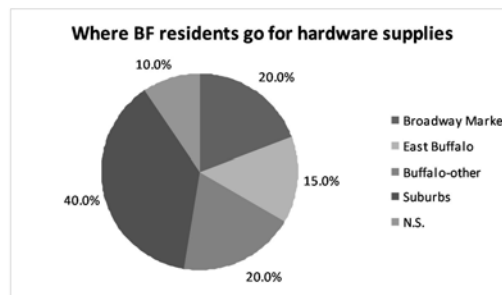
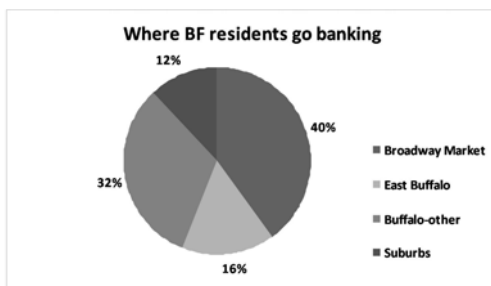
Approximately 50% of the respondents cited the market meat products followed by baked goods, old world atmosphere, market fresh produce and friendly markets.

**Reasons for not shopping at Broadway Market:**

Overwhelmingly, neighborhood conditions were the major response given to the reasons for not shopping at the market in the 2007 survey. The next most cited response was crime and safety, market hours, and loitering and begging.

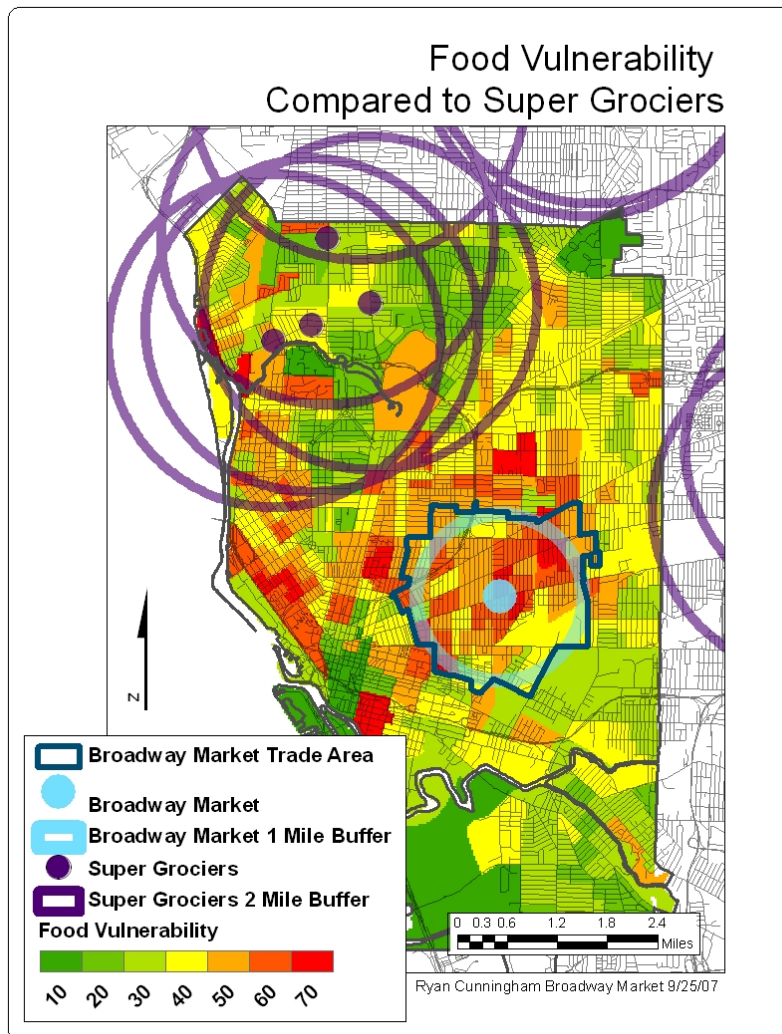
**Where do Broadway Fillmore residents shop for nonfood goods and services?**

40% do banking, 25% do variety goods shopping, and 20% do hardware supplies at Broadway Market.

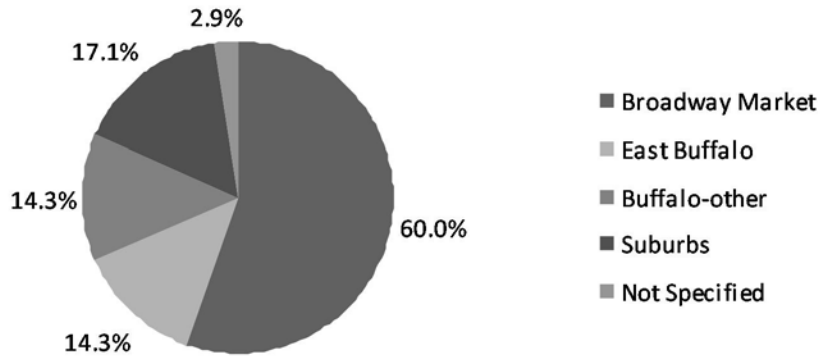


## Neighborhood Food Gap:

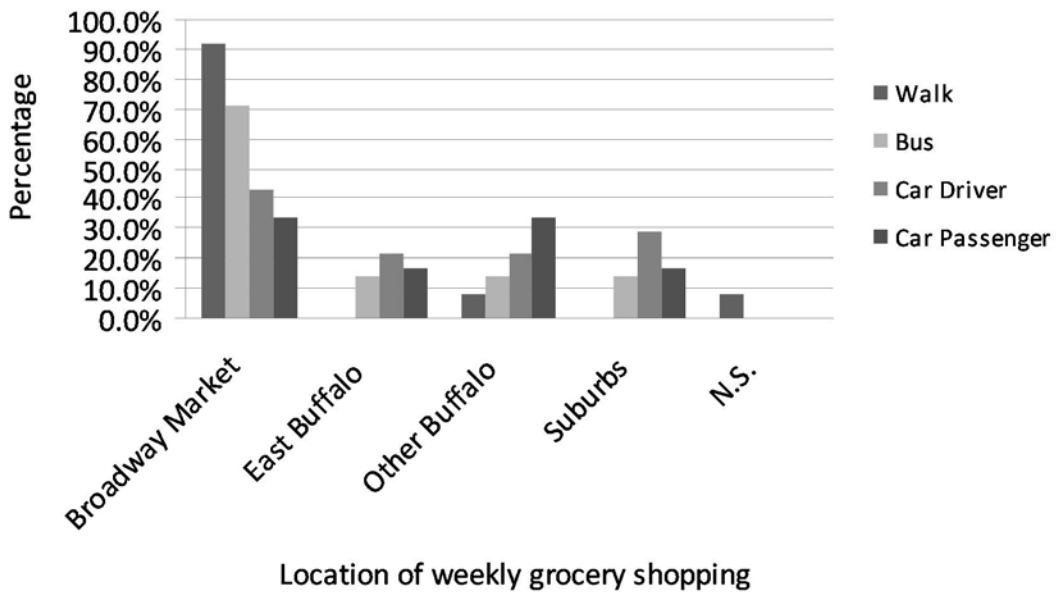
Here, the focus was on the public purpose of a public market. The question investigated was to the extent Broadway Market fills the healthy food gap.



### Where BF residents do weekly grocery shopping

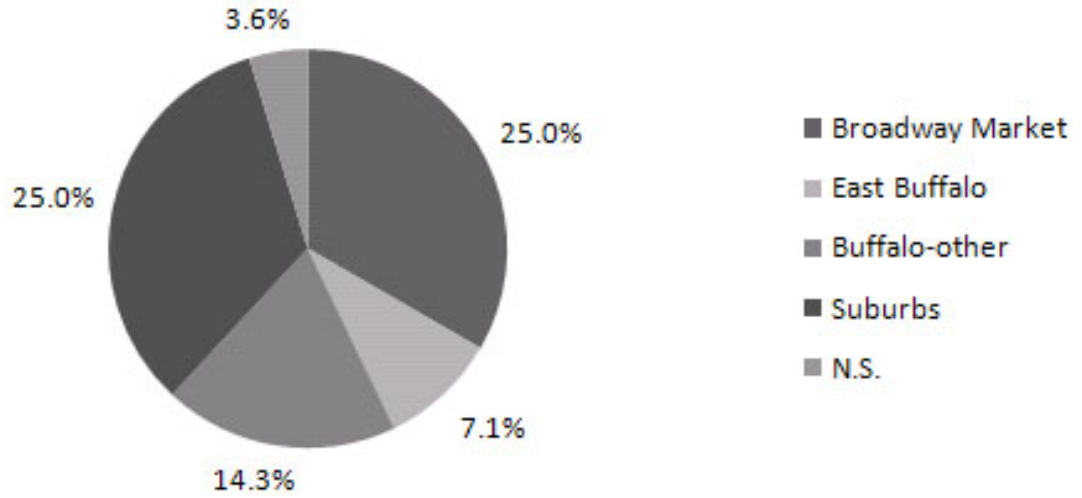


### Transportation mode for weekly grocery shopping

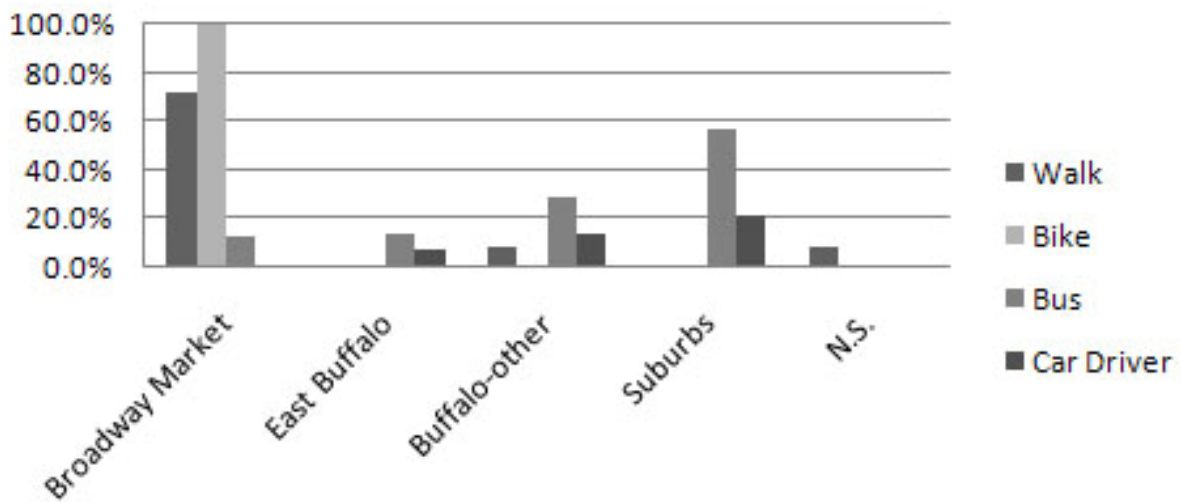




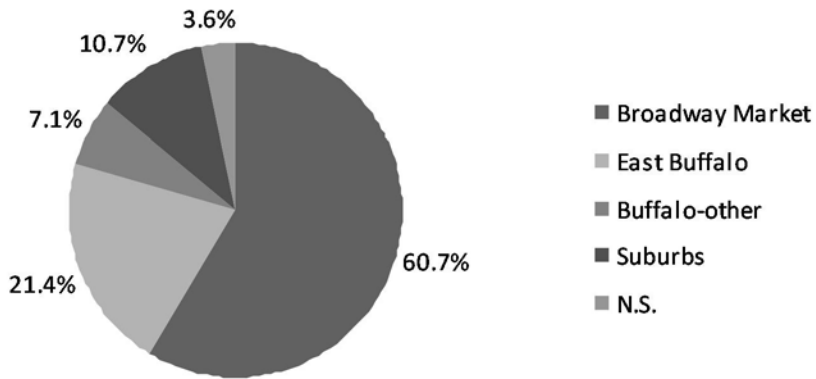
## Where BF residents go for sit-down restaurants



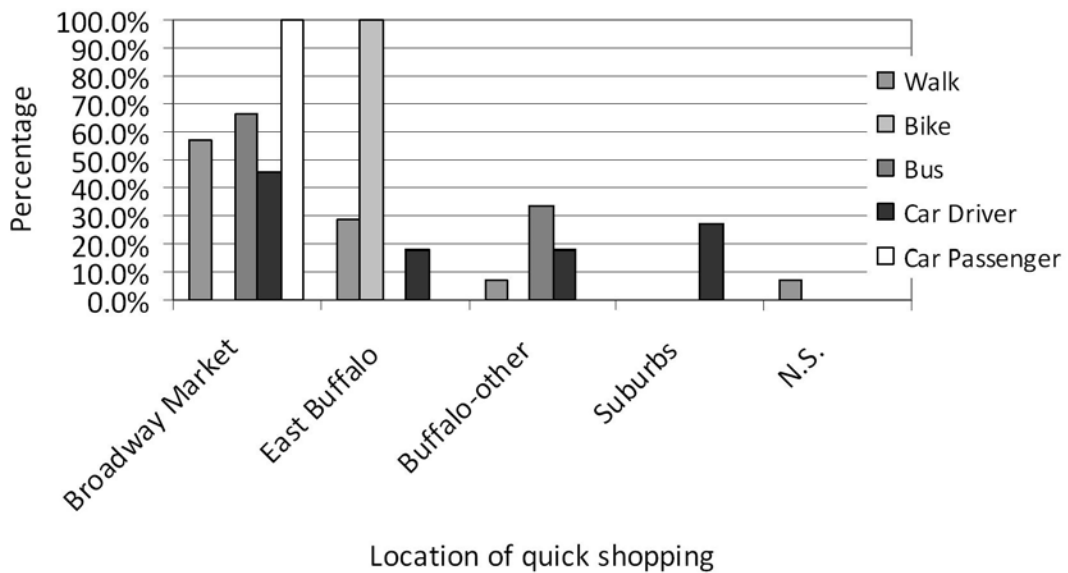
## Transportation mode for sit-down restaurants



### Where BF residents do quick/convenient shopping



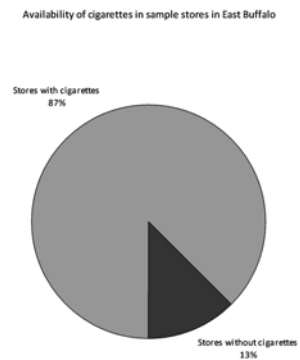
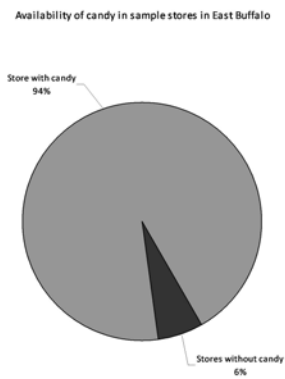
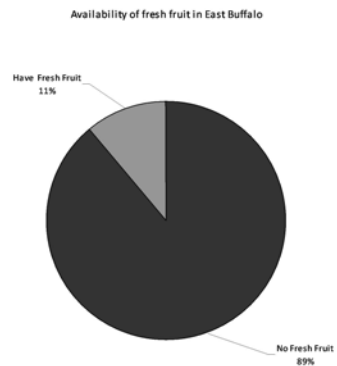
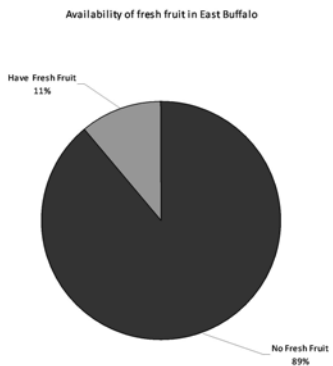
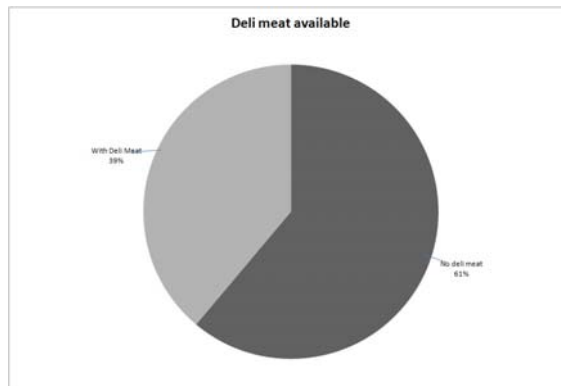
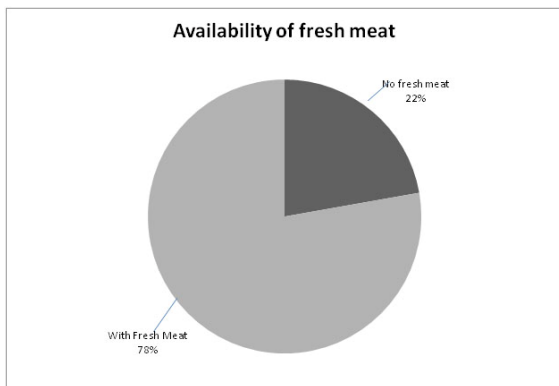
### Transportation mode for quick shopping



## Alternative food shopping opportunities in neighborhood:

the Broadway Fillmore corner store

What's available?



### **Lessons from other markets:**

Importance of strategic neighborhood revitalization plan

Strategic plan for market

Market district matters

Facility matters

Mixed funding sources

Friends of markets

Be flexible

Importance of local and farmers market

History matters

Most other markets moving toward existing Broadway Market structure—operated by 501(C) 3 and facility owned by public agency or city with exception of Cleveland, Dayton

### **Recommendations for Broadway Market Management Corporation:**

- Board members review and revisit Broadway Market Strategic Business Development Plan with attention to what has been accomplished since 2001 and obstacles and reasons for not moving forward on recommendations.
- Build on market assets to promote reasons for regional and neighborhood customers to come to market. PPS suggested annual May flower and gardening events, farmers market, and Christmas events. Since 2001, market has made tremendous strides in this direction—the partnership with BSC for the Christmas Fair, Halloween events, and Christmas at the Market.

- Develop communication strategy to communicate market strengths and assets to public, key local officials, and potential funders .
- Set aside empty market space for market exhibit that promotes the rich cultural history of the Broadway Market Village.
- Reach out to neighborhood icon institutes to incorporate the rich history of Broadway-Fillmore into the Broadway Market experience.
- Build on the synergy of Corpus Christi, Central Terminal, BABA, East Buffalo Good Neighbors Planning Alliance, and Broadway Fillmore Alive to improve the perception of the Broadway Market as a viable, culturally unique shopping destination.
- Create a subcommittee to reach out to neighborhood nonprofits to set up a nonprofit market booth for selling their fund raising products during Easter off-season to help fill up empty space and figure logistics of rental charge.
- Outreach to Central Terminal Director, Corpus Christi Pastor, St. Stanislaus Pastor to have regular meetings with Broadway Market executive director to work and promote each others special events together, working together will make it possible for each to establish immediate area as a tourist destination.
- Establish a Friends of the Market group to assist director and staff and tenants association in organizing, advertising, and outreach for market events.
- Revisit market operation practice recommendations from PPS study:
  - PPS suggested expanding market hours, in particular on Sunday, as well as implementing a Farmers Market. Vendors currently are not supportive of expanded market hours. The

implementation of a farmers market would have to move forward in incrementally in small steps. A possible solution to expanded hours and farmer market implementation is a Sunday Farmer's Market. This would also enable market to take small steps toward creating local wine cellar for selling local wines. Local wines can be sold through New York State Farmers Markets. Current vendor participation could be optional, but not forced. Possible sites for a farmers market could be the Save A Lot parking lot or the K-mart lot across from the Broadway Market. Seek out potential nonprofit partners who need outlet for their efforts such as Queen City Farms, Urban Roots, Massachusetts Avenue Project, Corpus Christi and reach out to Slow Foods Buffalo and Buffalo First to identify potential local growers and producers.

- Reach out to seasonal vendors in City of Buffalo farmers market to determine potential interest of vendors to establish temporary stands indoors on weekends for their locally-grown products.
- Work with nonprofits and local health agency to develop a healthy educational awareness programs, sponsor healthy Broadway Market healthy cooking demonstrations, offer market coupons to participants for healthy food products at Broadway Market.
- Upgrade market layout design to promote highest and best use of space to enhance upon old world market atmosphere — revisit Villa Maria recommendations for design enhancements or other local educational institute with design expertise.
- Reach out to local groups to sponsor special community art exhibits such as Buffalo Re-use.
- Do not forget the public market purpose—to be sustainable as well as serving a public purpose.

**Recommendations to the City of Buffalo Mayor, Fillmore District Councilman,  
Buffalo Economic Renaissance  
Corporation:**

***Neighborhood Planning:***

- Recognize the role Broadway Market plays as a healthy neighborhood food shopping destination and the potential for a community food industry neighborhood development strategy centered on the Broadway Market.
- Work with neighborhood groups to develop an aesthetic “clean and seal” strategy for neighborhood abandoned buildings.
- Recognize the historic significance of the Broadway Fillmore neighborhood and work with neighborhood groups to designate historic Broadway Fillmore neighborhood overlay.
- Clean up neighborhood business district and gateways.
- Work with Senator Thompson, Erie County Industrial Development Agency, and relevant departments from Canisius College, Buffalo State College and University at Buffalo to develop neighborhood retail business incubator.
- Advocate for follow through on recommendations from the Lower East Side Weed and Seed program to make Broadway Market a hub for neighborhood community policing satellite and neighborhood business crime watch.
- Work with Broadway Area Business Association (BABA) to establish an East Buffalo Chamber of Commerce.
- Enhanced communication and coordination with the Buffalo Police Department for neighborhood safety and security.

**Landlord recommendations:**

- Work with Broadway Market Management Corporation to design a facility modernization and upgrade plan.
- Design a strategy to make the building energy efficient and green, potentially green roof.
- Enhance the security of the building and surrounding business district.

**Community collaboration recommendations:**

- Work with existing institutions engaged in community agriculture, farmer's markets, and community food production to make City of Buffalo a show case for a community-based food industry.