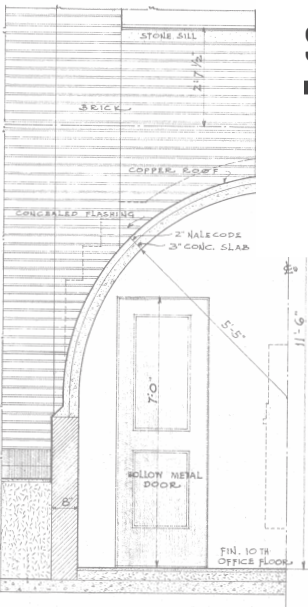
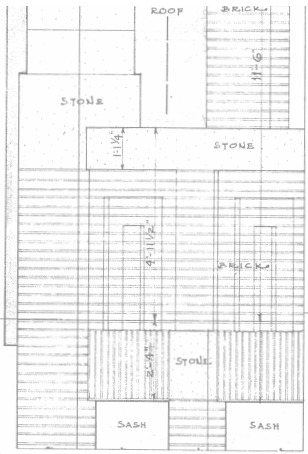


SECTION 1.0

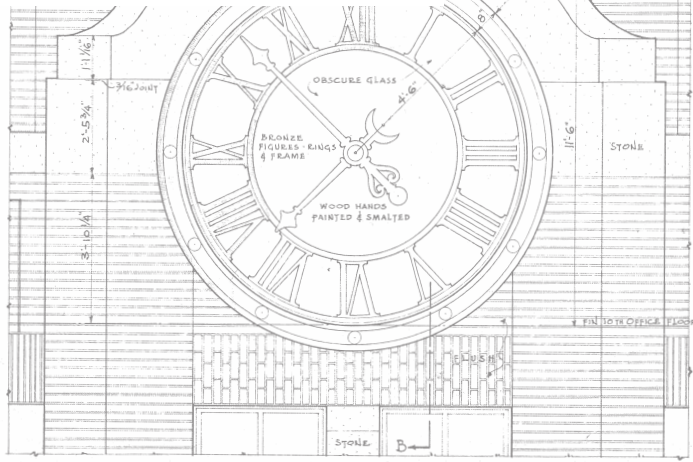
EXECUTIVE SUMMARY



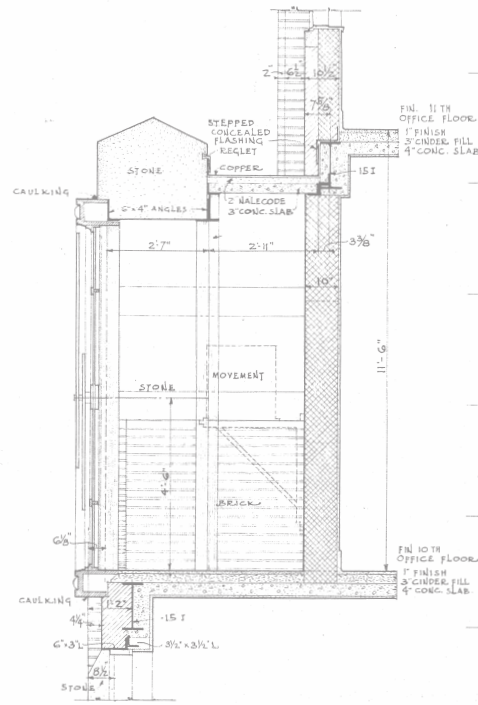
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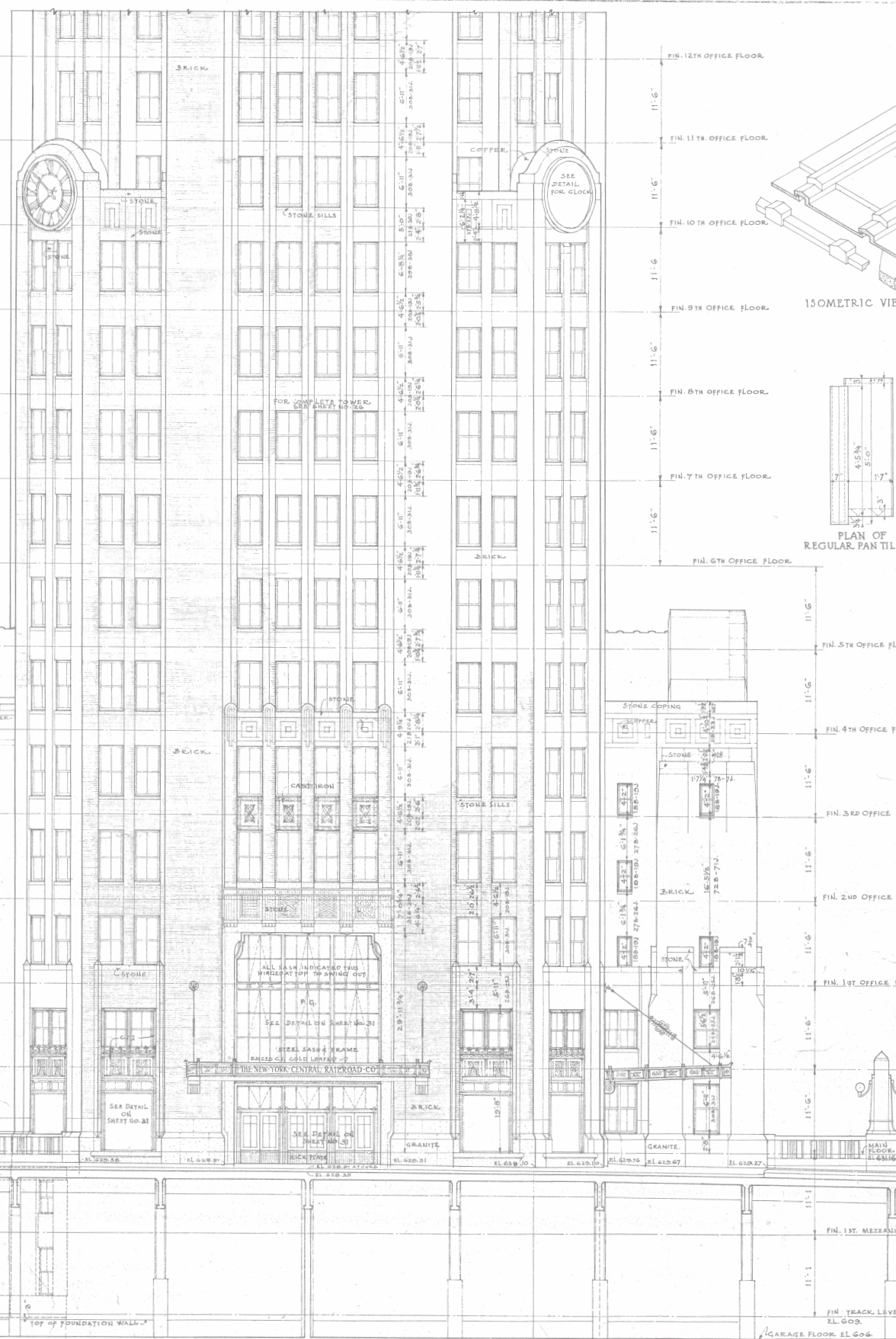
SIDE ELEVATION



FRONT ELEVATION
DETAILS OF CLOCK



SECTION B-B



ISOMETRIC VIEW

PLAN OF
REGULAR PAN TILE



1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

In May of 2020 SmithGroup and a team of experienced consultants were hired by the Central Terminal Restoration Corporation (CTRC) to prepare a Property Conditions Survey for Buffalo Central Terminal located at 495 Paderewski Drive in Buffalo, NY. This Property Conditions Survey is part of a three-part scope of services that includes:

- 1. A Neighborhood Plan for the adjacent Broadway-Fillmore Neighborhood and Broadway Market
- 2. Master Planning and Pre-Development Activities
- 3. Development & Financing Structure for use in evaluating Developer options

This Property Conditions Survey is the initial phase in Scope Item 2 – Master Planning and Pre-Development Activities. Its purpose is to identify the current state of Buffalo Central Terminal and the Mail & Baggage Building, highlighting scope of work for immediate stabilization and longer-term building readiness for development and reuse. These recommendations should prepare the buildings to be “dry and clean” and fully prepared for implementing creative highest and best use ideas for redevelopment. The consultant team assembled to complete the Property Conditions Survey for Buffalo Central Terminal was as follows:

SmithGroup	Architecture, Planning, Structure, Historic Preservation, Building Envelope Analysis
Watts Architecture & Engineering	Mechanical, Electrical, Plumbing, Fire Protection, Life Safety, Environmental Engineering
BAC A+P	Historic Preservation
Trophy Point	Cost Estimating

The objectives of this Property Survey were as follows:

- **Current State** – Identify current state of Buffalo Central Terminal segregated by area (Tower, Terminal, Parking Garage, and Mail & Baggage Building) as well as building component such as roofing, building envelope, and interiors.
- **Define Near-Term and Long-Term Stabilization Efforts** – Map out recommendations for items to be implemented immediately to prepare the building to be “dry and clean” and longer-term items that could be incorporated into development plans for the building’s highest and best use. “Dry and clean” means that the building envelope has been addressed to be water tight and that the interior has been cleaned and abated of hazardous materials. Only utility lighting and limited heating are provided in these recommendations to be able to ensure the building does not further deteriorate while awaiting future development and use.
- **Cost Estimating** – Corresponding cost estimates for prioritized recommendations

Parts of the overall project scope that will follow this Property Conditions Survey as separate but linked deliverables for the Master Planning and Pre-Development Activities will be:

- Development Costs for Building Components
- Phasing Strategies for Reuse
- Mixed Use Recommendations

- Strategies for Better Neighborhood Connectivity
- Multi-Modal Transportation Options

The Property Conditions Survey includes the assessment of the following building components of Buffalo Central Terminal and the Mail & Baggage Building:

- **Building Envelope** – Evaluate stability of existing roofing and masonry conditions, windows, and doors, moisture resistance.
- **Building Interior** – Evaluate conditions of ceilings, walls, flooring, doors, and historic finishes and fixtures.
- **Building Structure** – Evaluate stability of existing structure and masonry.
- **Mechanical Systems** – Evaluate performance, capacity and conditions of piping, ducts, and distribution controls.
- **Plumbing Systems** – Evaluate conditions of water supply water drainage, capacity of system and distribution.
- **Electrical Systems** – Evaluate capacity, condition of components, resistance/capacity of circuits, distribution load, lighting circuits.
- **Fire Protection/Fire Suppression/Life Safety Systems** – Panel/indicator boards, actuators, alarms/sounders/detectors/cabling.
- **Site** – Evaluate conditions of Plaza, driveways, sidewalks, landscape, site lighting, and site features.

It should be noted that while the survey covered the topics and building components listed above, the survey did not include the following: a detailed assessment of the Elevators, a property appraisal, seismic analysis, an energy audit, an survey of electrical power distribution, an infrared survey of the building envelope, waste water, or a sustainable practices survey. It also did not include an updated and thorough hazardous materials survey to address the deteriorated environmental conditions.

This non-intrusive survey of the building structure and systems conditions was required to establish a baseline understanding of how to make the existing buildings “dry and clean” to be able to support new uses and development for the long term that are sustainable and integrated with the surrounding community. The analysis of highest and best use and development concepts will be the next exercise to implement, the efforts of which this report will support.

1.2 METHODOLOGY

The following description outlines the sequencing of steps that the team took to develop this Property Conditions Survey.

Kickoff Meeting – Representatives from SmithGroup hosted a virtual kickoff with the survey consultant team on September 10, 2020 in anticipation of the site visit to establish site protocol, access requirements, project goals, schedules, and to review existing documents made available by CTRC.

Archival Research – The critical first task in working with an existing structure is to learn as much about the building as possible. SmithGroup and the design team reviewed the existing documentation, drawings, photographs, drone footage, and previous reports made available by CTRC. A list of these documents can be found in Appendix 6.5 of this report.

Base Drawings – After completion of the archival materials review, SmithGroup used CAD files provided by CTRC to establish updated background drawings for the basis of the site survey. These plans were verified as part of the site survey and used as background drawings for the planning exercises in the next phase of this project.

Property Conditions Survey – SmithGroup led the design team on a three-day site survey exploration to observe the interior and exterior conditions of the building. The survey included a review of existing conditions of the following:

- Exterior Envelope – Masonry, windows, doors, roofing, and drainage systems
- Interior Finishes – Ceilings, walls, floor finishes, doors, interior partitions, and windows
- Structural Systems – Beams, columns, floor slabs, bearing walls, exterior cladding
- Mechanical, Electrical, Plumbing Systems
- Fire & Life Safety Systems
- Site Issues – Paving, lighting, landscaping

Coordination with Other Ongoing Work - While this Property Conditions Survey was comprehensive, there are other parallel projects underway that will have to be further coordinated with the recommendations of this report. CJS Architects is in the midst of planning a project to rehabilitate the Restaurant on the Passenger Concourse to be a conditioned “white box” with a restaurant kitchen to support year round event use. Their project includes limited window restoration along the north facade of the Passenger Concourse, hazardous materials abatement of discrete spaces adjacent to the Restaurant, roofing surrounding the Restaurant, and limited exterior restoration to prevent future deterioration of the Restaurant rehabilitation. The CJS project is still under development so this report assumes costs for these spaces to try to establish a total project scope budget.

Meeting with the Stewards – During the on-site visit, the survey team met with Board Members of CTRC and volunteers that have served as stewards of Buffalo Central Terminal to better understand the maintenance and operations of the building and the history of changes made to the building fabric. This input has been incorporated into the Developmental History & Timeline in Section 2 of this report.

Historic Preservation Zones – After the site survey, the SmithGroup team spent time to review the plans and elevations to establish historic preservation zones that prioritize the existing historic spaces and components of the building. These diagrams are important for the next phases of the project where highest and best uses will be considered and were also helpful to summarize conditions of materials and where character defining features related to the assumed period of significance exist. These diagrams can be found in Appendix 6.1 of this document.

Recommendations – After the team completed the survey work, recommendations for maintenance or improvements to address identified issues were provided by each of the reviewing disciplines. These recommendations were provided in a narrative format and are summarized in the Recommendations Matrix located in the Section 5.0 of this report. The Recommendations Matrix indicates items that are URGENT, Priority 1 – High, Priority 2 – Medium, or Priority 3 – Low. Each item is also identified as to whether they are in POOR, FAIR, or GOOD condition or have been REMOVED/NOT OPERATIONAL. The the criteria for the Priority categories applied to the recommendations in the Recommendations Matrix were defined as follows:

URGENT

- Items that present an immediate public safety risk

PRIORITY 1: CRITICAL/HIGH/EXECUTE AS SOON AS POSSIBLE

- Code/Fire and Life Safety issues
- Potentially unsafe conditions that may be a public safety concern

- Environmental/Hazardous Materials issues

PRIORITY 2: MEDIUM PRIORITY/EXECUTE IN 1-3 YEARS

- Potential to cause continued building damage and/or avoid significant future costs
- Critical for supporting and making the building “dry and clean” and developer ready
- Not deemed imminently hazardous but should be repaired in the near future
- May yield return on investment such as improving spaces for event rentals

PRIORITY 3: MEDIUM PRIORITY/EXECUTE IN 3-10 YEARS

- No immediate safety or waterproofing implications
- Mainly aesthetic or future function based

Cost Estimate – The cost estimator has worked closely with the design team to review the recommendations and to provide costs for various options for CTRC to review and comment on. The estimate numbers are incorporated into the Recommendations Matrix so that all resources are in one place. The matrix is to serve as an active worksheet to be referred to and updated as recommendations are implemented and as priorities change when discussions regarding highest and best use have occurred. A base price for each recommendation is provided as well as escalated costs to reflect items be considered a Priority 1, 2 or 3 item and thus implemented in 1 year, 1-3 years, or 3-10 years.

1.3 SIGNIFICANT FINDINGS AND RECOMMENDATIONS

The following are highlights of action items the team recommends based on the survey observations.

RECOMMENDED FOCUSED ANALYSIS AND STUDIES

Having reviewed the extensive existing documents and having conducted the site survey, the following additional studies and further analyses are recommended to be implemented in the near future to better support future development.

- **Utility Survey** – The condition and capacity of the site utilities are not clear. Information regarding existing water, electrical and gas service, their location, conditions, and capacity will be critical for all future planning. A civil engineer should be contracted to identify and verify all these utilities as a starting point for planning future restoration and development.
- **Akoustolith Detailed Survey and Sounding** – While Vertical Access performed a one day survey of the Akoustolith Tile at the ceiling and walls of the Passenger Concourse as part of the 2019 Schematic Design led by CJS architects, they did not sound out and map out zones of tile in a way that could be bid out to a contractor. This effort should be done as soon as possible to get a better handle on cost for the full restoration of the Akoustolith tile given that areas of the tiling are currently failing.
- **Parking Garage Structural Analysis** – The Parking Garage structure and slab is showing significant damage. It is unclear as to whether the concrete encasement of the beams contributes to structural capacity or not and additionally whether the structure is still capable of supporting vehicles above. This analysis is critical for making decisions regarding the restoration of the structure and the future use of the Plaza.
- **Hazardous Materials Abatement Master Plan** – Several hazardous material surveys and reports for the Terminal have been generated over time and various abatement activity has taken place. However, this work has taken place in a piecemeal manner. All spaces should be retested to verify all hazardous materials threats and a master plan should be developed to guide implementation and track all abatement in a phased approach moving forward. It should be noted that due to

the advanced deterioration of the interior building fabric, the building debris and hazardous materials are heavily comingled and therefore demolition and hazardous material abatement will need to be a combined effort.

- **Site Contamination Analysis** - Prior to any site development planning it is worth getting a better understanding of the hazardous materials on the site, separate from the buildings. A Phase I Environmental Assessment of the site should be implemented.
- **Decorative Paint Analysis** – While we understand that CJS is underway with planning a rehabilitation of the Passenger Concourse Restaurant, we recommend that a paint analysis of the existing exposed decorative paint in the Restaurant as well as the Women’s Room be implemented to document these historic decorative elements before they are covered over or removed with future construction activity.
- **National Register Nomination Update** – The city and state National Register Nomination Forms should be updated as the current nominations are outdated, and the city and state nominations are not consistent. This effort will help future development efforts and approvals go more smoothly.
- **Historic Structures Report and Cultural Landscape Report** - While a draft Historic Structures Report (HSR) was completed in 2011 by HHL Architects, it did not include all critical information to be considered a complete HSR. SmithGroup strongly suggests that a full HSR be completed to serve as a solid reference point for making decisions moving forward as they relate to impacting historic fabric for restoration, rehabilitation, and development efforts of Buffalo Central Terminal. This HSR will also be beneficial if tax credits are pursued. Similarly, a Cultural Landscape Report would benefit the project to serve as a point of reference for the history and development of the 60 acre site and specifically the 12.5 acres that CTRC has stewardship of.

PRIORITIZED RECOMMENDATIONS

The following lists provide high level summaries of the recommendations detailed in the Recommendations Matrix in Appendix 5. The priorities are organized by the Priority Levels previously defined and are categorized by building component.

URGENT ITEMS – IMPLEMENT NOW

These items should be implemented as soon as possible as they impact the safety and occupancy of the site.

TERMINAL

- **Akoustolith Stabilization** – Provide localized strapping and securing of failing akoustolith at ceiling and walls of Passenger Concourse. Provide netting or scaffolding to ensure that occupants of the Concourse are safe until the time when the Akoustolith can be fully restored.
- **Restrict Access** – Make sure that all areas that have not yet been abated of hazardous materials are properly secured and identified with signage including areas in the Offices & Mezzanine areas of the Terminal.
- **Stand Off Fencing** – Provide stand off fencing for the perimeter of the Terminal to ensure that visitors are out of the fall zone of potential loose brick, coping stones, and debris from the Tower and other areas of the building.
- **Canopy Stabilization** - Stabilize entrance canopies so metal and concrete elements will not fall.

TOWER

- **Entrance Scaffold** – Due to the unsafe condition of coping stones and brick on the Tower,

entrance scaffolding should be provided to allow for safe entrance to the Terminal.

- **Temporary Masonry Stabilization** - For the areas of the facade that have been identified as unstable, such as brick and limestone, these areas should be stabilized with temporary anchoring and/or scaffold or locally disassembled to ensure the building is safe in the short term.
- **Restrict Access** - Make sure that all areas that have not yet been abated of hazardous materials are properly secured and identified with signage.
- **Fifth Floor Tile Storage** - Relocate concrete tile from Tower fifth floor so as not to jeopardize slab capacity.

PARKING GARAGE

- **Restrict Access** – Make sure that all areas that have not yet been abated of hazardous materials are properly secured and identified with signage.
- **Hard Hat Zone** – Designate areas with failing concrete as hard hat zones with proper signage and secured access.

MAIL & BAGGAGE BUILDING

- **Restrict Access** – Make sure that all areas that have not yet been abated of hazardous materials are properly secured and identified with signage.
- **Hard Hat Zone** – Designate areas with failing concrete as hard hat zones with proper signage and secured access.
- **Stabilize Canopies**
- **Address Flooring Dead Load** - Clear and abate debris on all floor slabs.

PRIORITY 1 ITEMS – CRITICAL/HIGH/EXECUTE AS SOON AS POSSIBLE

These items should be implemented as soon as possible as they impact the safety and occupancy of the site.

SITE AND LANDSCAPE

- **Plaza** - Repair structure and repave, restore balustrade.
- **Landscape** - Clear out overgrown landscape.

TERMINAL

- **Roofing** - Phase in roofing replacement of flat roofs.
- **Abatement** - Implement phased hazardous materials abatement per Master Plan. Coordinate with areas that are already underway with the CJS project.
- **Limited Structural Repairs**
- **Augment Emergency Lighting**
- **Upgraded Bathrooms** - Install replacement temporary bathrooms for existing.
- **Exit Signage** - Provide additional exit signage.
- **Fire Alarm** - Provide new base panel, limited distribution, and fire extinguishers.

TOWER

- **Roofing** - Phase in Roofing Replacement.
- **Abatement** - Implement phased hazardous materials abatement per Master Plan.

- Limited Structural Repairs
- Enhance Utility Lighting

PARKING GARAGE

- Structural Repairs

MAIL & BAGGAGE BUILDING

- Abatement - Implement phased hazardous materials abatement per Master Plan.
- Canopies - Rebuild.
- Stair - Clean/repair existing stair core.
- Structural Repair
- Add Utility Lighting
- Fire Alarm Panel - Provide new panel and temporary fire alarm system.

PRIORITY 2 ITEMS – MEDIUM PRIORITY/EXECUTE IN 1-3 YEARS

These items have been prioritized as they will arrest the continued deterioration of the building, support expansion of events, or support future development use.

SITE AND LANDSCAPE

- Plaza and Site Lighting - Restore Plaza and site lights to make site more welcoming
- Plaza and Paderewski Drive Sidewalk and Lighting - Replace

TERMINAL

- Roofing Replacement of Tiled Roof
- Exterior Window Restoration
- Exterior Masonry Restoration
- Exterior Door Restoration
- Exterior Metalwork Restoration
- Restaurant – Restore finishes, lighting (Already underway with CJS)
- Passenger Concourse – Restore Akoustolith, Wainscot, Lighting, Storefronts, Windows
- Entrance Lobbies Restoration
- Canopy Restoration
- Temporary Heating
- Provide Utility Lighting
- Fire alarm and Emergency Lighting
- New Permanent Bathrooms
- Heating Cooling
- CTRC Office
- Continued Abatement Implementation (Coordinate with work already underway by CJS)
- Structural Repairs - Complete remaining repairs
- Upgrade Water and Sanitary Service
- Provide Additional Event Electrical Support

TOWER

- Exterior Masonry Restoration
- Exterior Metalwork Restoration
- Structural Repairs - Complete remaining repairs
- Temporary Heating

PARKING GARAGE

- Provide Storefronts

MAIL & BAGGAGE BUILDING

- Replace Roofing
- Install Temporary Window Protection
- Temporary Fire Alarm System
- Cleaned Up Stair Core
- Limited Heating for Mothballing
- Complete Abatement Implementation
- Provide Updated Water Service

SITE

- Replace Plaza Paving
- Provide Site Lighting

PRIORITY 3 ITEMS – LONGER TERM PRIORITY/EXECUTE IN 3-10 YEARS

These items either support longer term developer ready needs, can be postponed to 3-10 years out or are mostly cosmetic

SITE AND LANDSCAPE

- Curtiss Street and Street Car Entrance - Repave

TERMINAL

- Waiting Room Restoration
- Street Car Lobby Restoration
- Decorative Finish Recreation - Items not already addressed by Passenger Concourse and Restaurant rehabilitation/restoration
- Tenant Fit Out
- Decorative Metal Recreation - Railings, grilles
- Augment Event Lighting Controls
- Augment Security System

TOWER

- Metal Screen Restoration at Penthouse
- Elevator Restoration
- Stair Restoration

- MAIL & BAGGAGE BUILDING
- Provide Accessible Entrance
 - Replace Windows
 - Restore Masonry
 - Restore Exterior Metalwork

1.4 RECOMMENDATIONS COST SUMMARY

The following charts summarize the costs associated with the studies and prioritized recommendations, broken down by building component. A more detailed breakdown of these costs can be found in the Recommendations Matrix in Section 5 of this report.

SUMMARY OF RECOMMENDATIONS COSTS

STUDIES AND ANALYSIS	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
Utility Study	\$0	\$38,805	\$0	\$0
Akoustolith Detailed Survey and Soudning	\$0	\$200,000	\$0	\$0
Parking Garage Structural Analysis	\$0	\$20,000	\$0	\$0
Decorative Paint Analysis	\$0	\$15,000	\$0	\$0
Hazardous Materials Abatement Master Plan	\$0	\$35,000	\$0	\$0
Phase I Environmental Assessment for Site	\$0	\$100,000	\$0	\$0
National Register Nomination Update	\$0	\$50,000	\$0	\$0
Historic Structures Report	\$0	\$95,000	\$0	\$0
Cultural Landscape Report	\$0	\$110,000	\$0	\$0
TOTAL	\$0	\$663,805	\$0	\$0

SITE & LANDSCAPE	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
Terminal Plaza	\$0	\$4,493,015	\$221,740	\$0
Curtis Street	\$0	\$0	\$0	\$278,939
Street Car Drop Off	\$0	\$0	\$0	\$299,601
Landscape and Other	\$0	\$0	\$370,694	\$0
Mail & Baggage Building Planting and Sidewalks	\$0	\$38,400	\$0	\$14,390
Mail & Baggage Building Accessibility	\$0	\$0	\$55,435	\$0
TOTAL	\$0	\$4,531,415	\$647,869	\$592,930

TERMINAL	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
ARCHITECTURAL - EXTERIOR				
Masonry	\$45,138	\$0	\$5,863,237	\$0
Doors	\$0	\$0	\$180,053	\$0
Windows & Storefronts	\$0	\$0	\$7,014,412	\$0
Roofs	\$0	\$1,476,145	\$2,424,128	\$280,657
Metal Work	\$0	\$0	\$240,097	\$0
SUBTOTAL	\$45,138	\$1,476,145	\$15,721,928	\$280,657
ARCHITECTURAL - INTERIOR				
Stone Finishes	\$46,763	\$0	\$6,853,665	\$1,632,679
Windows	\$0	\$0	\$396,360	\$0
Doors and Frames	\$0	\$0	\$1,619,589	\$0
Metal Work	\$0	\$0	\$487,828	\$1,074,551
Concrete Finishes	\$0	\$0	\$680,021	\$215,292
Plaster	\$0	\$0	\$694,152	\$1,495,872
Stairs	\$0	\$0	\$0	\$1,972,065
SUBTOTAL	\$46,763	\$0	\$10,731,615	\$6,390,459
STRUCTURAL	\$21,750	\$3,806,000	\$7,048,228	\$0
MECHANICAL	\$0	\$0	\$3,074,069	\$0
PLUMBING	\$0	\$0	\$2,470,184	\$0
ELECTRICAL	\$0	\$221,901	\$13,304	\$477,113
LIFE SAFETY	\$0	\$16,631	\$0	\$0
SECURITY	\$0	\$0	\$110,870	\$0
ENVIRONMENTAL	\$32,500	\$2,277,500	\$2,277,500	\$0
TOTAL	\$146,150	\$7,798,177	\$41,447,698	\$7,148,228

TOWER	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
ARCHITECTURAL - EXTERIOR				
Masonry	\$120,538	\$0	\$4,262,092	\$0
Doors	\$0	\$0	\$180,053	\$0
Windows & Storefronts	\$0	\$0	\$5,099,133	\$0
Roofs	\$0	\$226,300	\$0	\$0
Metal Work	\$0	\$0	\$1,271,635	\$0
SUBTOTAL	\$120,538	\$226,300	\$10,812,912	\$0
VERTICAL TRANSPORTATION	\$0	\$0	\$0	\$6,984,927
STRUCTURAL	\$15,000	\$521,000	\$1,183,205	\$0
MECHANICAL	\$0	\$0	\$432,393	\$0
ELECTRICAL	\$0	\$131,901	\$0	\$0
ENVIRONMENTAL	\$17,500	\$4,555,000	\$0	\$0
TOTAL	\$153,038	\$5,434,201	\$12,428,510	\$6,984,927

PARKING GARAGE				
	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
ARCHITECTURAL - EXTERIOR				
Masonry	\$0	\$0	\$112,533	\$0
Windows & Storefronts	\$0	\$0	\$1,298,288	\$0
SUBTOTAL	\$0	\$0	\$1,410,821	\$0
STRUCTURAL	\$21,750	\$2,200,000	\$304,893	\$0
TOTAL	\$21,750	\$2,200,000	\$1,715,713	\$0

MAIL & BAGGAGE BUILDING				
	URGENT	PRIORITY 1	PRIORITY 2	PRIORITY 3
ARCHITECTURAL - EXTERIOR				
Masonry	\$0	\$0	\$1,943,791	\$0
Doors	\$0	\$0	\$174,509	\$0
Windows	\$0	\$0	\$55,435	\$3,585,850
Roofs	\$0	\$1,036,360	\$0	\$0
Metal Work	\$0	\$0	\$0	\$540,168
Concrete	\$0	\$0	\$135,816	\$0
SUBTOTAL	\$0	\$1,036,360	\$2,309,552	\$4,126,018
ARCHITECTURAL - INTERIOR				
Windows	\$0	\$140,920	\$0	\$0
Stairs	\$0	\$105,000	\$0	\$0
SUBTOTAL	\$0	\$105,000	\$0	\$0
STRUCTURAL	\$0	\$11,953,487	\$0	\$0
MECHANICAL	\$0	\$0	\$136,467	\$0
ELECTRICAL	\$0	\$49,235	\$0	\$0
PLUMBING	\$0	\$0	\$0	\$0
FIRE PROTECTION	\$0	\$20,000	\$0	\$0
ENVIRONMENTAL	\$0	\$550,000	\$550,000	\$0
TOTAL	\$0	\$13,714,082	\$2,996,019	\$4,126,018

1.5 NEXT STEPS

While these recommendations are based on the criteria of stopping deterioration, supporting events use, and preparing the building for development, they will need to be revisited as conversations are had about highest and best use that will occur during the next phase of this project. If a critical component of success for development is the pursuit of tax credits, several of the phased strategies recommended in this report may not be acceptable and should be revisited as part of the highest and best use, redevelopment, and funding conversations.