
TOWN OF AMHERST ECONOMIC STUDY

Amherst, New York

November 9, 2016

PREPARED BY DELTA ASSOCIATES FOR:

Mr. Eric Gillert

TOWN OF AMHERST PLANNING DEPARTMENT

5583 MAIN STREET
Williamsville, NY 14221

Delta Associates Project #15287



DELTA ASSOCIATES

1717 K STREET, NW, SUITE 1010 | WASHINGTON, DC 20006
P: 202.778.3100 | WWW.DELTAASSOCIATES.COM

T A B L E O F C O N T E N T S

A. Introduction	1
B. Key Findings.....	4
C. State of the Amherst and Buffalo Regional Economy	6
D. The Economic Development Environment	11
E. Commercial Real Estate Market Trends	14
F. Amherst’s Economic Strengths and Weaknesses.....	18
G. Employment and Development Forecasts.....	21
H. Trends in Suburban Commercial Redevelopment.....	28
I. Conclusions and Recommendations.....	33

Appendix Tables



A. INTRODUCTION

PROJECT OVERVIEW

Over the course of the past several decades the Town of Amherst has undergone major changes that have reshaped its image and its role in the economy of the Buffalo-Cheektowaga-Niagara Falls Metropolitan Statistical Area (MSA). After a long history as a rural, primarily agricultural community, Amherst emerged as an affluent bedroom suburb of Buffalo after World War II. Following the opening of the North Campus of the State University of New York at Buffalo (UB) in the 1970s, Amherst began to transition into one of the region's major employment centers as well.

For most of the past 40 years, economic growth in the Town has been driven by the development of office and industrial space spread across its business parks and corporate campuses. This trend mirrored the national model of low-density, automobile-oriented development. However, both in Amherst and around the country, this model of development is rapidly falling out of favor, with vacancy rates in suburban office parks on the rise and a resurgence of demand for both housing and work environments in more central, walkable locations. This shift has driven increased pressure for the revitalization of older suburban residential and commercial areas.

The research and projections that underpin the Town of Amherst's Bicentennial Comprehensive Plan was completed nearly 15 years ago. At that time, Amherst was still experiencing healthy population growth and was the unquestioned top location for office development in the region. The plan was formulated around the assumption that growth would be driven by the continued expansion of the local office market. In the aftermath of the national economic recession that began in 2008, though, demand for office space collapsed throughout the United States. The national recovery that began in 2010 has seen a shift in the nature of office demand, with tenants now favoring space in downtowns and other mixed-use urban environments. This trend has played out in Western New York as well, with much of the activity in the region's office market now focused in and around downtown Buffalo.

As the Town of Amherst prepares for additional growth and change, it now seeks to update the economic data and analyses that underpin its Comprehensive Plan. This report is geared towards providing the Town with a deeper understanding of the factors that will drive economic growth and change over the next 20 years.

METHODOLOGY

This report synthesizes a broad range of *quantitative* and *qualitative* information regarding demographic, economy, real estate market, and policy trends that are affecting and will affect the Town of Amherst's competitive position.

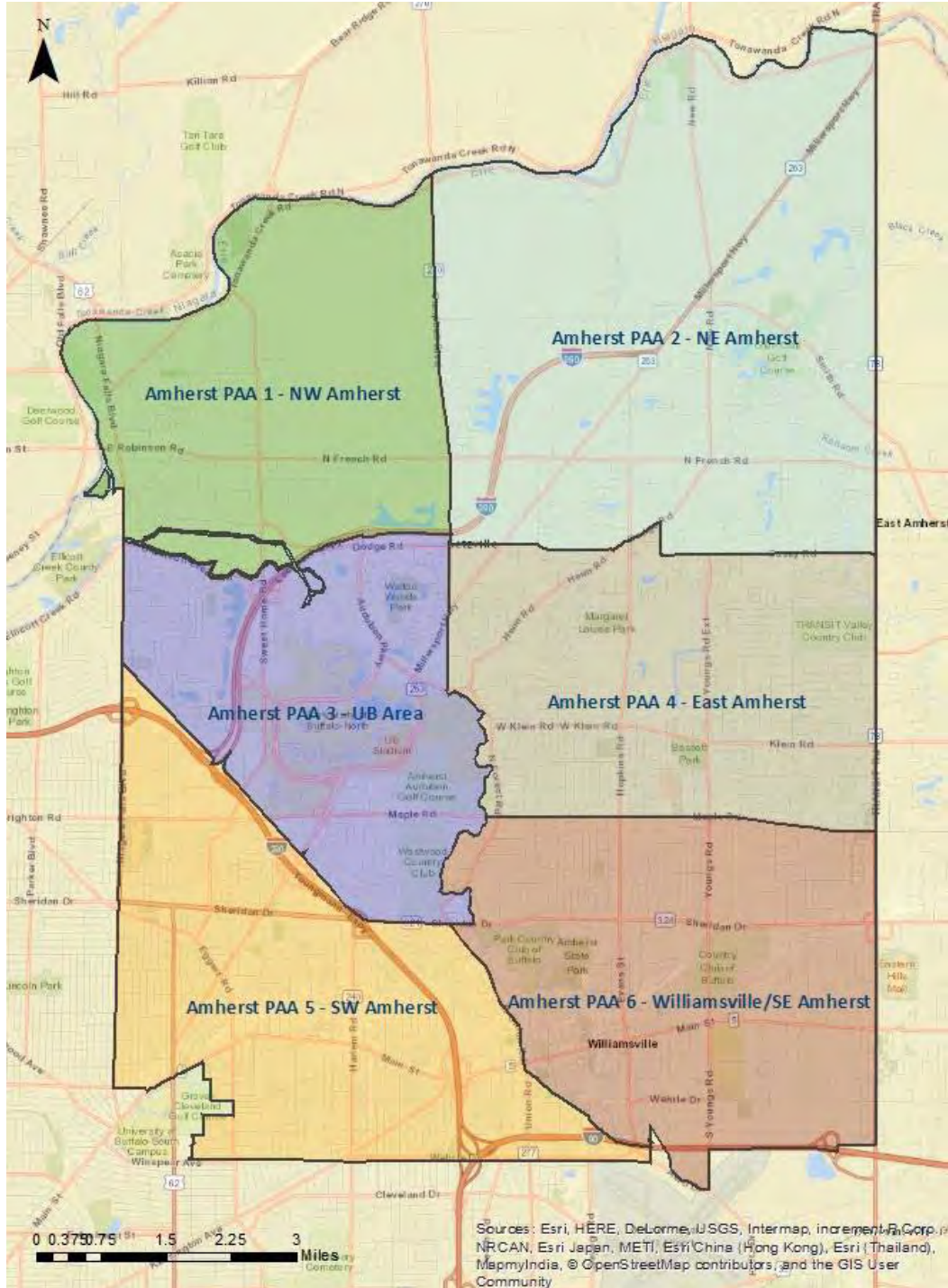
The **quantitative** component of this report includes demographic and economic data assembled from a combination of public sources and proprietary, third-party data providers. Baseline local and regional-level data, was collected from a variety of sources including:

- The Census Bureau’s American Community Survey
- The Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) program
- The U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages
- The U.S. Bureau of Economic Analysis
- The New York State Department of Labor
- The Greater Buffalo-Niagara Regional Transportation Council’s forecasts of population, housing, and employment
- Demographic forecasts from ESRI Business Analyst
- Employment forecasts from Economic Modeling Specialists Inc. (EMSI)

Forecasts are provided out to the year 2040 from a baseline year of 2015 and are presented at both the townwide and Planning Analysis Area (PAA) level. The PAAs, which were defined in the Bicentennial Comprehensive Plan, are shown in Figure 1. Minor adjustments have been made to some PAA boundaries in order to ensure that they match with the current boundaries of Census Tracts, but the PAAs shown here generally match up with those used in the Comprehensive Plan.

The **qualitative** component was drawn from a combination of Internet-based research, literature searches, and one-on-one interviews with more than 10 leading professionals in the Western New York real estate and economic development fields.

FIGURE 1
PLANNING ANALYSIS AREAS (PAAs) IN THE TOWN OF AMHERST



B. KEY FINDINGS

The Town of Amherst remains among the fastest growing communities in Western New York. Looking ahead, Amherst's population growth rate is expected to slow in the next 20 years, and most growth will be driven by residents age 65 or older.

The Buffalo regional economy has posted sustained job growth over the past few years. Since 2010, the region has added 23,000 jobs, though it is still struggling to overcome the job losses suffered during the preceding decade, particularly in the Manufacturing sector. Job growth in the region is being driven by three sectors: Education & Health Services; Retail, Dining, and Entertainment; and Professional, Business, and Financial Services. Jobs in these sectors tend to pay considerably less than Manufacturing jobs.

Amherst's long-term status as the location of choice among major corporate employers is eroding. During the current economic cycle, most major corporate employers in the Buffalo region have demonstrated a preference for new and renovated buildings located in proximity to nightlife and other urban amenities in and near downtown Buffalo. Amherst's office market is now largely being driven by back office users and medical practices.

The state and regional economic development environments have shifted. Efforts by the State of New York and Invest Buffalo Niagara in recent years have been heavily geared towards marketing and investing in the City of Buffalo, particularly around major public-private initiatives such as the Buffalo-Niagara Medical Campus and SolarCity.

The University at Buffalo is a major driver of the economy both for Amherst and for the entire region. As the flagship unit of the SUNY system, UB has more than 30,000 students and produces more than 8,000 graduates per year, including 3,500 in Science, Technology, Engineering, and Mathematics (STEM) fields. However, more needs to be done to harness UB's research and innovation efforts for economic development and entrepreneurship purposes. The Town should seek to directly engage with UB in order to develop mutually beneficial economic development initiatives.

The Town needs to take a more holistic look at its economic development activities. As demand for office and industrial space in Amherst has ebbed, many older buildings simply cannot be backfilled, effectively rendering them obsolete. In order to rectify this situation, the Town needs to retool its economic incentives to focus on the renovation and/or redevelopment of underutilized sites and buildings, rather than on promoting new greenfield development. It also needs to consider expanding its economic development activities to include more proactive efforts such as industry targeting, marketing, and site assembly.

Amherst has many older commercial sites that have become obsolete. The recent shift in demand for office and commercial space towards downtown Buffalo and other urban centers has left many older business parks in Amherst underutilized and in need of intervention. These sites are spread out among several locations in the Town.

Amherst's strengths are challenged by several key weaknesses. Although Amherst remains one of the most attractive communities for residential and retail development in Western New York, it will be challenged in the future by several factors, including: a lack of suitable sites for new development, a perception that it is anti-

growth, a glut of obsolete commercial buildings and parks, and issues with both regional and local transportation infrastructure.

The Town of Amherst is forecasted to add between 9,000 and 16,500 jobs between 2015 and 2040. Most job growth will be concentrated in businesses that will need retail and office space, with little new demand for industrial spaces in most of the Town. In order to meet this job growth, the Town will need to increase its supply of commercial space by 4.1 to 5.9 million SF. Most of this development is expected to be achieved by redeveloping existing commercial sites, though, so there will only be demand for less than 100 acres of newly developed land.

Amherst is well positioned to be a leader in suburban redevelopment. Suburban communities all over the United States are just beginning to come to grips with the massive wave of redevelopment of their commercial properties that will be necessary over the next 20 years. While many communities are now tackling these issues, it is too early to say how effective these efforts may be in the long term. For this reason, Amherst has an opportunity to be at the forefront of suburban revitalization both in Western New York and nationally.

There are many potential redevelopment tools that should be considered. As the Town of Amherst pursues redevelopment of some of its older commercial and industrial areas, the following tools should be explored: public visioning, site assembly, changes to zoning, public investments in trails/greenways, inclusion of civic uses in private developments, development of structured parking, and changes to economic incentives.

The following key office and industrial sites are recommended for partial or complete redevelopment within the next 10 years:

- Audubon Business Park (PAA 3)
- Audubon Industrial Park (PAA 1)
- Centerpointe Business Park (PAA 6)
- Ridgelea Business Park (PAA 5)

C. STATE OF THE AMHERST AND BUFFALO REGIONAL ECONOMY

This section presents data and analysis regarding population and employment change in the Buffalo region and the Town of Amherst. It is important to consider both, as economic growth does not necessarily translate to population growth, and vice versa.

DEMOGRAPHIC TRENDS AND FORECASTS (Appendix Tables 1-5)

The Buffalo-Cheektowaga-Niagara Falls Metropolitan Statistical Area (MSA), which consists of Erie and Niagara Counties, has shown signs of stability during the national economic recovery. Between 2010 and 2015, the MSA’s population was virtually unchanged, with an annual growth rate of 0.00 percent. While this rate did not keep pace with the State (+0.43 percent) or national (+0.81 percent) growth rates, it does represent an improvement for the region, which had lost population during every decade since 1970.

Since 2010 the Town of Amherst has maintained its historic position as one of the growth leaders in the Western New York economy. From 2010 to 2015, the Town’s population increased from 122,366 to 125,109, representing an annual growth rate of 0.44 percent. Amherst’s population shows strong variations by age and household type based on location within the Town:

- The areas around the UB North Campus (PAAs 1 and 3) have younger, more ethnically diverse populations with high shares of renters.
- The oldest developed areas of Amherst (PAAs 5 and 6) have small household sizes but older, less diverse populations and moderate shares of renters.
- The Town’s outlying areas (PAAs 2 and 4) have larger household sizes, low shares of renters, and less diverse populations.

TABLE 1
 TOWN OF AMHERST DEMOGRAPHIC PROFILE, 2010-2014 5-YEAR AVERAGES

Category	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	Total
Population	8,517	14,354	21,038	23,461	34,025	22,147	123,542
Avg HH Size	2.65	2.58	2.19	2.51	2.25	2.19	2.34
% Renter Occupied	43.4%	13.8%	52.3%	15.1%	27.7%	32.0%	29.0%
Median Age	35.6	40.5	33.0	47.8	40.9	47.4	41.6
% Nonwhite	69.2%	80.7%	67.3%	83.1%	81.7%	87.1%	79.5%

Source: American Community Survey, 2010-2014 5-Year Estimates, Delta Associates, September 2016.

Looking ahead, population forecasts envision slow population growth in Amherst in the future. The EMSI forecasts, which are done at the MSA level, envision population growth of only 0.1 annually. ESRI’s forecasts predict a similar growth rate for the Town of Amherst. Both sets of forecasts indicate that the Town’s oldest age cohorts (65 and older) will lead the way in terms of population growth. Forecasts from the Greater Buffalo-Niagara Regional

Transportation Council (GBNRTC) envision somewhat stronger population growth in the Town, with an annual growth rate of 0.44 percent from 2010 to 2040.

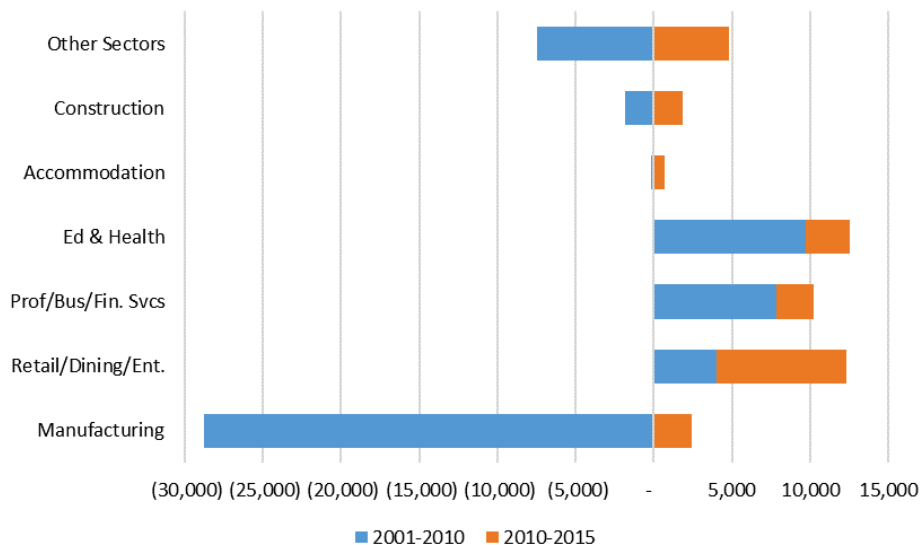
The ESRI and GBNRTC forecasts each have data available to the PAA level. ESRI envisions most population growth in the Town’s northern areas (PAAs 1 and 2) and the UB area (PAA 3), but little to no growth in the other three PAAs. The GBNRTC forecasts also predict stronger growth in PAAs 1, 2, and 3 than in the rest of the Town.

REGIONAL EMPLOYMENT TRENDS
(Appendix Tables 6-8)

The employment base in the Buffalo-Cheektowaga-Niagara Falls Metropolitan Statistical Area (MSA) has shown considerable improvement during the national economic recovery. According to the U.S. Bureau of Labor Statistics (BLS), the MSA increased its private sector employment base from 426,600 jobs in 2010 to 449,900 jobs in 2015, a net increase of 23,000 jobs and an annual growth rate of 1.1 percent. Most of the region’s employment gains over the past five years (19,100 jobs) have been in Erie County, though Niagara County also added 4,200 jobs.

While the gains of the past five years were enough to overcome the region’s loss of 16,600 jobs from 2001 to 2010, the MSA has still only added a total of 6,700 jobs over the past 14 years. Erie County has outperformed Niagara County since 2001, though, as Erie has posted a net gain of 10,100 jobs since 2001 compared with a net loss of 3,400 jobs in Niagara.

FIGURE 2
 EMPLOYMENT CHANGE IN BUFFALO MSA BY MAJOR CATEGORY, 2001-2015



Source: U.S. Bureau of Labor Statistics, Delta Associates, September 2016.

There has been a strong shift in the Buffalo region in terms of the types of jobs driving economic growth. Among the seven major categories of employment, three sectors have shown consistent job growth since 2001: Education & Health Services; Professional, Business, and Financial Services; and Retail, Dining and Entertainment. These three categories have collectively added more than 35,000 jobs since 2001. The regional economy has been harmed by the loss of Manufacturing jobs, though: this sector shed nearly 29,000 jobs between 2001 and 2010, though it has actually recouped 2,400 since 2010.

These changes have had a profound impact on the structure of the Buffalo region's economy. From 2001 to 2015 the share of jobs in the region that are in the Manufacturing sector declined from 17.6 percent to 11.5 percent. With an average wage of \$62,660 as of 2015, this sector is among the highest paying in the region. Meanwhile, much of the region's growth has been focused on lower wage industries such as Retail, Dining and Entertainment (average wage of \$24,420), and Education & Health Services (average wage of \$41,014). The only higher-wage industry group to make major contributions to the region's recent job growth was Professional, Business, and Financial Services (average wage of \$56,149).

Other employment estimates besides BLS show slightly different but still consistent results:

- The Greater Buffalo-Niagara Regional Transportation Council (GBNRTC), which uses a different methodology for its employment estimates, reported a net loss of only 12,900 Manufacturing jobs in the region from 2001 to 2015 and total employment growth of 14,800 jobs over this period. This count shows the region adding nearly as many jobs as the BLS statistics with a very modest annual growth rate of 0.2 percent.
- Economic Modeling Specialists, Inc. (EMSI), which also counts self-employed persons in its employment figures, actually showed a net decline in employment in the region of 231 jobs from 2001 to 2015. EMSI's growth rates for Manufacturing and Retail were consistent with BLS figures, but EMSI showed slower growth than did BLS for sectors within the Professional, Business, and Financial Services categories and the Wholesale Trade sector.
- The Census Bureau's Local Employment Dynamics (LED) program combines American Community Survey data with BLS data. This source was consistent with the BLS figures: it reported a total gain of about 12,000 jobs in the MSA from 2002 to 2014 and consistent growth rates among all major employment categories.

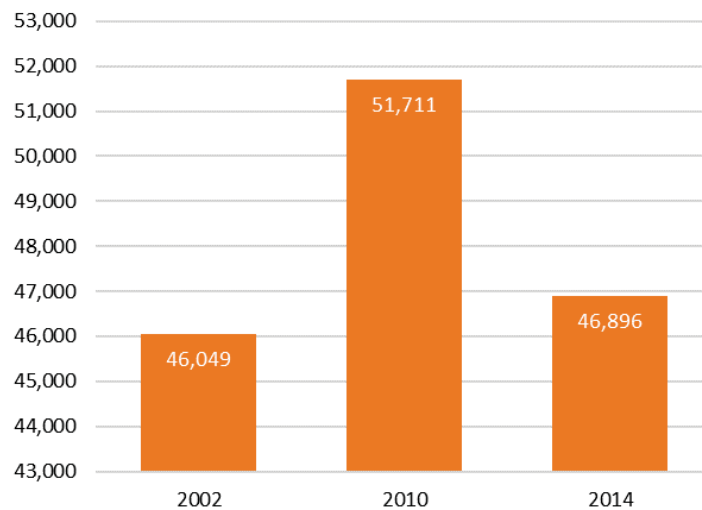
AMHERST'S CHANGING ROLE IN THE REGIONAL ECONOMY

The only town-level estimates of employment available for Amherst are from GBNRTC. According to this dataset, the Town of Amherst added an estimated 13,000 jobs between 2001 and 2015 (Appendix Table 11), which represents 88 percent of the MSA's total increase of 14,800 jobs (Appendix Table 8). As with the overall region, though, there were also dramatic differences in employment change by job type within the Town of Amherst. During this period, the Town's industrial sectors (Manufacturing and Wholesale) posted a net loss of 11 jobs, which its Retail sectors added 2,200 jobs and the All Other Employment category – which mostly includes office-using sectors – added more than 10,800 jobs.

In spite of the Town's long-term success at attracting jobs, particularly among companies in need of office space, there are signs that this growth cycle has come to an end. Economic development and real estate professionals in the area have observed that, since 2010, the preferences for work environments among office tenants and workers have shifted away from suburban office campuses to historic office buildings and converted industrial

buildings in and around downtown Buffalo. This notion is backed by recent office market statistics (see Section E below) as well as by data from the Census Local Employment Dynamics (LED) program. According to LED data, employment in Amherst the major sectors that typically use office space (Information, Finance/Insurance/Real Estate, Professional/Technical Services, and Educational Services) decreased by 9.3 percent between 2010 and 2014 after posting an increase of 12.3 percent from 2002 to 2010.

FIGURE 3
EMPLOYMENT IN OFFICE-USING SECTOR IN THE TOWN OF AMHERST, 2002-2014



Source: Census Bureau Local Employment Dynamics (LED) Program; Delta Associates, September 2016.

With most corporate office employers no longer finding Amherst to be their preferred location, the appeal of office space in the Town has changed considerably. The bulk of demand in the current office market originates from support service and back-office type users that are seeking buildings with large, open floorplates that can accommodate high worker densities and have higher than average parking ratios of at least six spaces per 1,000 SF of space, compared with the typical suburban office ratio of four to five spaces per 1,000 SF. This is exemplified by the GEICO processing center and BlackRock data center that both recently located in the CrossPoint Business Park in Amherst.

One caveat to this greater trend is that corporations that do want to locate in Amherst are no longer looking for suites in larger office buildings, and are instead favoring signature, standalone buildings. A prominent example of this is the new, two-story, 34,000 SF building recently built by the Columbus McKinnon Corporation (CMCO), also located at CrossPoint. While this project does represent an economic development win for both the Town of Amherst and the State of New York (the company was considering sites in other states), CMCO vacated leased space in Audubon Business Park to move to this space. The deal was further assisted by economic incentives from both the Empire State Development Corporation and the Amherst Industrial Development Agency. This project illustrates two troubling trends in Amherst: 1) leading real estate professionals report that most new office developments or leases are the result of existing tenants moving within the area, and not from new demand, and 2) even retaining tenants often requires the use of economic incentives.

Another major source of demand for office use in Amherst is from medical practices. According to local real estate professionals, this market is being driven by movement among current tenants, rather than a net increase in demand. As existing leases expire, tenants are seeking new, and often stand-alone, buildings for their practices. Given the overall weakness of the office market, tenants have been able to build their own buildings or lease space in newly built buildings with favorable terms.

D. THE ECONOMIC DEVELOPMENT ENVIRONMENT

A SHIFTING REGIONAL PARADIGM FOR ECONOMIC DEVELOPMENT

The regional economic development system in Western New York has experienced major changes over the past 15 years. In the past, the marketing of sites and locations in the region was primarily handled at the local level – because Amherst has had its own local Industrial Development Agency (IDA) since the early 1970s, it had a leg up on other communities that did not have local IDAs. In 1999, Buffalo-Niagara Enterprise (BNE) was founded as a regional marketing and economic development entity. This organization, which was rebranded as Invest Buffalo Niagara (InBN) in 2016, markets the eight-county Western New York region to investors, companies, and site selectors on a national and global scale.

InBN's business model focuses on marketing the entire region to attract prospects, and then working with local governments and economic developers to identify the best sites for those prospects and providing appropriate incentives to close deals. InBN orients its marketing and development activities around five target industry sectors: 1) Advanced Manufacturing; 2) Agribusiness; 3) Advanced Business Services; 4) Life Science; and 5) Logistics/Distribution. From InBN's perspective, Amherst is competitive for only two of these five target groups – Advanced Business Services and Life Sciences – as the Town's combination of more expensive land prices, a limited transportation network, and lack of suitable sites effectively takes it out of the running for most industrial developments.

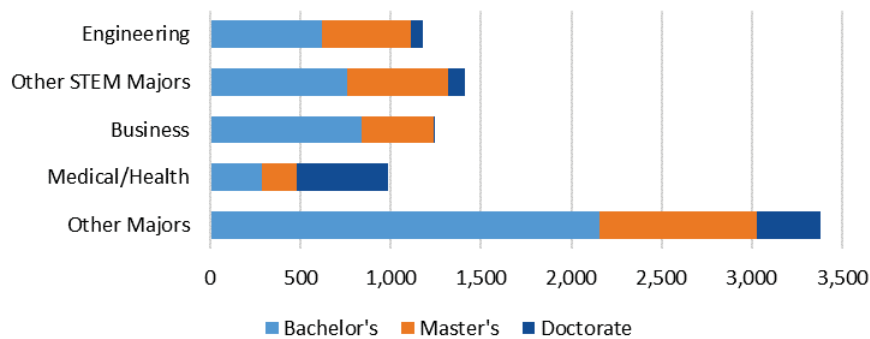
As the region's designated marketing organization, InBN works closely with the State of New York. In recent years, particularly since 2011 under the administration of Governor Andrew Cuomo, the state's policies relative to Western New York have been very much focused on promoting investment and jobs in the City of Buffalo. This focus has been exemplified by the "Buffalo Billion," a State initiative aimed at energizing the region's economy through targeted investments in high-leverage economic development projects. The most prominent of these investments is a \$750 million investment in SolarCity, which is building the largest solar panel manufacturing facility in the Americas at the Riverbend Commerce Park near downtown Buffalo. The Buffalo Billion is also funding investments in the Buffalo-Niagara Medical Campus (BNMC), and for several advanced manufacturing projects in the City of Buffalo.

Another item that demonstrates the region's increasing cohesiveness has been the One Region Forward (1RF) initiative, a regional plan for sustainable economic development that was completed in 2014. This effort successfully brought together local and county governments, regional business organizations, universities, and institutions to craft a long-range regional strategy for growth and development that emphasizes the redevelopment of built-up areas and diversifying transportation options. This plan was notable for its widespread community engagement efforts, which resulted in the participation of more than 5,000 citizens in the planning process. Despite the plan's broad support, implementing its recommendations is providing difficult, as local governments have not been eager to adopt the plan's recommendations. While most people in the region generally favor higher density urban development, in practice, suburban communities are often reluctant to embrace redevelopment and density.

THE IMPORTANCE OF THE UNIVERSITY AT BUFFALO

Another critical factor in the region’s economic development picture is the University at Buffalo (UB), which is the largest unit in the SUNY system with about 30,000 students. UB’s North Campus is the flagship campus of the SUNY system, and is home to most of the university’s undergraduates, as well as many of its key graduate and research programs. For the 2014-15 academic year, about 8,200 students graduated from UB – of these, 3,500 (43 percent) graduated with degrees in Science, Technology, Engineering, and Mathematics (STEM) fields. UB’s STEM programs are led by its School of Engineering and Applied Sciences, which produced 1,176 graduates in the 2014-15 academic year, including 555 graduates with master’s or doctoral degrees. UB also has a very strong School of Management, which produced 1,246 graduates in 2014-15, including 398 M.B.A. graduates.

FIGURE 4
GRADUATES FROM THE UNIVERSITY AT BUFFALO, 2014-15 ACADEMIC YEAR



Source: National Center for Education Statistics, Delta Associates, September 2016.

In addition to UB’s potential for spurring job creation in Amherst and Western New York, the university is also a major generator of housing demand both among its student and alumni populations. The university estimates 64 percent its students originate from outside of Western New York, and 17 percent are international students. For the 2016-17 academic year, UB reports that 99 percent of its on 7,600 on campus housing units are occupied, and the university is planning additional housing construction to keep pace with demand. With about 20,000 non-local students at UB, at least 12,000 of its students must find off campus housing – this helps fuel the rental market in Amherst and surrounding areas. Beyond graduation, UB reports that, in a recent survey, 65 percent of its graduating students said they wanted to remain in Western New York. While there are no statistics of the impact of this desire on the region’s housing market, it is clearly a driver of demand.

UB’s role in the regional economy transcends its academic programs and student population, and extends into the realm of technology transfer and the commercialization of research. At present, the primary venue for these activities is the Baird Research Park, a 45,000 SF incubator center adjacent to the North Campus. UB reports that, since its inception in 1988, this facility has helped launch 63 companies with more than 1,000 employees. As part of its UB recognizes that this facility is no longer sufficient to meet the university’s goals as defined in its UB 2020 strategic plan. Looking ahead, UB is extremely interested in partnering with outside interests to develop innovation space, either on or off campus. This facility would ideally allow for the co-location of researchers and entrepreneurs, and would be ideally located in a mixed-use, urban environment.

THE LOCAL ECONOMIC DEVELOPMENT FUNCTION

The economic development function for the Town of Amherst is effectively delegated to the Amherst Industrial Development Agency (AIDA). AIDA focuses its efforts on offering information, technical, and funding assistance on available sites and buildings to prospects seeking to locate in the Town. On the funding side, AIDA's primary role is to offer tax incentives, but the agency is also equipped to work with prospects to obtain grants and low-interest loans.

AIDA offers three types of incentives: 1) a Sales Tax Exemption on materials related to the development and fit-up of sites and buildings; 2) an exemption from the state's 1% Mortgage Recording Tax; and 3) up to 10 years' worth of abatements from local Property Taxes. These incentives are made available to properties located in the Town's business parks as well as in redevelopment zones designated as "enhancement areas." AIDA is limited by its state enabling legislation in terms of the nature and scope of the incentives that it offers. Any attempt to expand its incentive programs could require seeking an amendment to the legislation.

AIDA has long faced outside criticism from the other jurisdictions in Western New York for being overly generous with its incentives, as they have resulted in a system that makes new buildings far more economically viable than older buildings. In practice, AIDA's incentives made great contributions to the Town's economic base over a long period of time when Amherst's employment base was growing and the incentives were an important contributor to the Town's ability to attract new business. However, with the volume and nature of demand for commercial space shifting, the existing menu of incentives is no longer as effective at attracting and retaining companies to Amherst. The example of CMCO cited above is a good illustration of this new reality: while the company did decide to remain in Amherst and made a major investment in the Town, it vacated a large block of leased space in another building to do so, and this space remains vacant.

E. COMMERCIAL REAL ESTATE MARKET TRENDS

REGIONAL MARKET CONDITIONS

The broader trend toward reinvestment and redevelopment in central Buffalo is being increasingly reflected in the performance of commercial property markets. During 2015, the City of Buffalo office market posted positive 596,000 SF in net absorption, while the balance of the metro area experienced negative net absorption of 36,000 SF. There has been a wave of major leasing activity concentrated in the Buffalo Central Business District (CBD), led by brand-name tenants such as Delaware North Corporation, PricewaterhouseCoopers, KeyBank, IBM, and Ernst & Young. The CBD and the nearby Larkin District have also attracted a variety of startups and small businesses that are aiming to tap into the energy of the city's budding renaissance.

The new wave of interest in downtown Buffalo has fueled demand for top-of-the-market space. Lease rates in the Buffalo CBD are well above the historic ceiling of about \$20 per SF. Some new leases in downtown have achieved as much as \$30 per SF with tenants spending \$80-\$90 per SF in fit-up costs. Local architects and real estate professionals report that these tenants are seeking exciting urban environments that appeal to the Millennial generation. The model for this for new construction or historic renovations in walkable, urban locations, with interior spaces that reflect the industrial/warehouse aesthetic. This wave has fueled multiple successful developments in downtown Buffalo, as well as the re-use of industrial buildings on the fringes of downtown.

In spite of the positive activity in the Buffalo CBD, market statistics have shown a persistently high vacancy rate. High vacancy has been an issue both in the city and at the regional level. As of year-end 2015, the region's overall office market vacancy rate stood at 13.5 percent, according to data from CBRE, and the downtown vacancy rate was 17.8 percent. However, the market's performance has been largely skewed by the status of one building. One Seneca Tower is the region's largest office building, with 1.1 million SF of space, and the building has been almost entirely vacant since the departure of HSBC, its anchor tenant, in 2013. At year-end 2015, One Seneca Tower alone represented more than 50 percent of the total vacant inventory in the City of Buffalo, and about 25 percent of the total vacant office space in the region. The August 2016 announcement that One Seneca Tower had been acquired by an out of state buyer with the intent to repurpose the building as a mixed-use building may result in this property being removed from the office market, at least in the short term.

The Buffalo region's industrial market is performing very well. The regional industrial market has been doing extremely well during this cycle, with the region experiencing positive net absorption for four consecutive years. The region's overall industrial availability rate at year-end 2015 was 3.6 percent, according to CBRE. Vacancy is expected to remain very low in spite of very strong construction. At present, there is more than two million SF under construction in the region, but all of it is build-to-suit space – this is led by the 1.2 million SF SolarCity project. With very little spec space in the pipeline and low vacancy, the outlook for the region's industrial market remains strong.

The regional retail market is showing positive signs. Retail vacancy in the Buffalo region has been declining throughout this cycle, and reached a 15-year low of 9.6 percent in 2015, according to data from CBRE. Although the City of Buffalo still has the highest retail vacancy rate at 16.8 percent, it has been among the most active. The addition of Harbor Center has brought new retailers into the CBD for the first time in decades, and many restaurant and food-related tenants have come into the city as well. The region's primary suburban submarkets –

Galleria, Boulevard, and Eastern Hills – are all performing well too, with declining vacancy and new tenants such as Nordstrom Rack and several restaurant chains coming into the region. There are reports of major reinvestments and/or redevelopments at Eastern Hills and Boulevard Malls, although no specific plans have been announced.

MARKET CONDITIONS IN AMHERST

Class A office vacancy is high in the Amherst area. Amherst is the largest component of the North submarket for office space, as tracked by CBRE (the submarket also includes Tonawanda and Lockport). At year-end 2015, the overall vacancy rate in the North submarket was 12.1 percent, which was below the regional average. However, the Class A vacancy rate in the North submarket stood at 19.1 percent, which is more than double the Class A vacancy rates the other suburban submarkets. While Class B vacancy in the North submarket was far lower (7.5 percent), rental rates have been on the decline as tenants have taken advantage of the soft market to renegotiate lower rates as part of lease renewals. Several landlords and brokers report that tenants that formerly paid \$16-\$18 per SF were able to renew at \$14 per SF or less.

Office demand in Amherst is now limited to back office and professional office users. As discussed in Section C above, most demand for office space in Amherst is driven by two tenant types: back office and professional office users (doctors, lawyers, accountants, etc.). Back office users are seeking lower cost space (less than \$15 per SF) in modern buildings with large floorplates and large parking lots. The buildings desired by such tenants must necessarily be located in outlying, low-density locations that can accommodate the needs of such tenants. Professional office users are less cost-sensitive, but they also tend to be far smaller users, with their spaces typically being in the range of 2,000 to 8,000 SF. These tenants, users prefer one- or two-story buildings in visible, accessible locations with easily available parking, and are willing to pay up to \$20 per SF if they rent, but they are also more likely to own their own buildings.

Amherst's industrial market is underperforming the region, and is not likely to grow. Unlike the regional market, which is dominated by Manufacturing and Warehousing space, much of the industrial space in Amherst is considered Flex space. Amherst straddles the North and East submarkets for industrial space, as defined by CBRE. In both areas, the vacancy rate for Flex space is above regional averages – this is particularly true for the North submarket, where the Flex vacancy at year-end 2015 was 10.2 percent (Amherst's piece of the North submarket includes all areas west of I-290 and I-990). With little room available to expand industrial space in the Town, its industrial market is not poised for additional growth.

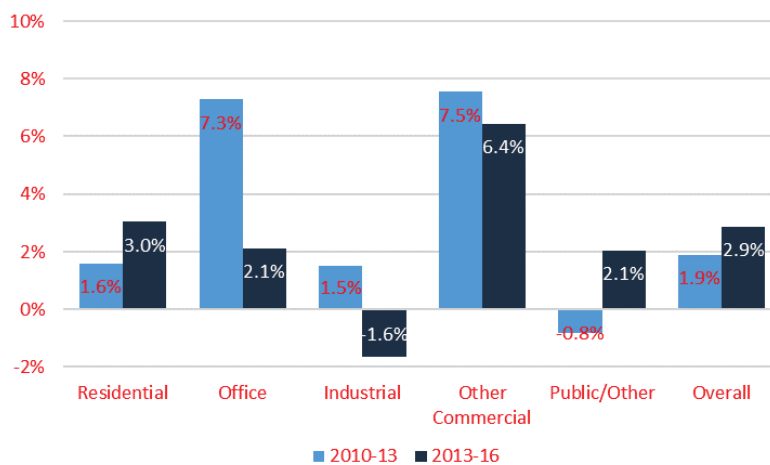
Many existing office and industrial buildings/parks in Amherst are ripe for redevelopment. Given the lack of demand for existing office and industrial space and low rental rates for these spaces in Amherst, there are simply many office and industrial buildings in the Town that are no longer viable in their current configurations. There are several older office and business parks around the Town of Amherst that are cited by the local real estate community as being particularly attractive as redevelopment opportunities. These properties include:

- **Audubon Business Park (PAA 3)**, located on the northeast side of the UB North Campus. This park consists mostly of 1-2 story, single-purpose office buildings that are at least 20 years old, and many of these buildings have high vacancy rates. This area is challenged by the fact that its parcels are individually owned, making large-scale redevelopment more difficult. The proximity of this area to UB makes it a very attractive location for multi-family residential development, particularly student housing.

- **Audubon Industrial Park (PAA 1)**, located on the west side of Sweet Home Road between North French Road at Ellicott Creek. This district contains more than 50 industrial and flex buildings, most of which are at least 30 years old and are too small and have insufficiently low ceiling heights to meet the needs of modern industrial tenants. Many of these buildings are already vacant or underutilized as well. Given this area’s isolated location and limited transportation access, it likely has limited viability for new industrial or commercial development, and may need to be at least partially redeveloped for residential uses, particularly student or senior housing.
- **Centerpointe Business Park (PAA 6)**, located along Essjay Road and International Drive, just to the north of the Village of Williamsville. While these properties are performing better than some of the other older business parks in Amherst, there is some vacancy and its lower density, car-oriented land use pattern will make it less competitive in the future. This area’s proximity to Main Street and retail amenities along Sheridan Drive also make it an attractive location for adding higher densities and/or other use types, particularly residential.
- **Ridgelea Business Park (PAA 5)**, located off of Bailey Road near the I-290/Niagara Falls Boulevard interchange. This complex includes 17 one-story office/flex buildings, many of which are completely vacant. The entire park was recently acquired by Benderson Development, which reportedly intends to redevelop at least part of the site as a major retail project.

The recent struggles in Amherst’s commercial real estate market have begun to catch up with its nonresidential property values. According to data from the Town Assessor’s Office, the overall valuation of the Town’s office properties increased from \$753 million to \$808 million between 2010 and 2013, a growth rate of 7.3 percent. However, from 2013 to 2016, the office valuation increased to only \$826 million, an appreciation of 2.1 percent. Industrial assessments followed a similar trend: after increasing by 1.5 percent from 2010 to 2013, this property category actually lost 1.6 percent of its valuation from 2013 to 2016.

FIGURE 5
 CHANGE IN TOWN OF AMHERST PROPERTY ASSESSMENTS, 2010-2016



Source: Town of Amherst Assessor’s Office, Delta Associates, September 2016.

While the growth of office and industrial valuations has slowed in recent years, other categories have been performing much more strongly since 2013. The Town’s residential valuation (both single- and multi-family), which accounts for 67 percent of the overall valuation, increased by 3.0 percent from 2013 to 2016 after growing by only 1.6 percent from 2010 to 2013. The Other Commercial category, which includes retail, mixed-use, and hotel properties, has shown the most consistent growth since 2010, growing by 6.4 percent from 2013 to 2016 on the heels of a 7.5 growth rate from 2010 to 2013.

Full data on assessment changes from 2010 to 2016 are presented in Appendix Table 9.

F. AMHERST'S ECONOMIC STRENGTHS AND WEAKNESSES

This section offers insights into the factors that will affect Amherst's competitiveness in the regional economy over the next 20 years. This information is based on data presented in the preceding sections, as well as from observations by leading economic development and real estate professionals.

AMHERST'S STRENGTHS

The overall state of the Buffalo and Western New York economy is improving for the first time in 50 years. For many decades Amherst was a bright spot in an otherwise weak regional economy. From the 1970s through 2008, the Town's population and employment showed consistent growth, while the City of Buffalo and older and more industrial suburbs were in decline. In the wake of the Great Recession, though, the regional economy is showing signs of stronger economic growth than at any time in the preceding 50 years. While much of the growth is occurring in and around downtown Buffalo, a stronger central city with a better image will benefit the entire region.

Amherst remains a desirable location for suburban office and retail development. Amherst has long been home to the second largest concentration of office space in Western New York, trailing only downtown Buffalo, and has a strong base of corporate employment. Amherst is also bracketed by Western New York's three top shopping malls, and is the location of a variety of upscale stores and restaurants along Main Street, Transit Road, Sheridan Drive, and Niagara Falls Boulevard. Although the mix of tenants and desired building types is changing, Amherst remains at the top of the list in terms of suburban locations for these development types.

The University at Buffalo will continue to be a major force in the regional economy. Amherst is home to the University at Buffalo, the flagship university in the SUNY system. The North Campus is the locus of most of the university's academic programs, including its Engineering and Management schools, which are positioned to drive innovation and entrepreneurship activities throughout the region. Simply by nature of its 30,000 students and more than 7,000 employees, UB is also a major force in Amherst's housing market. UB is also an anchor that keeps its alumni rooted in the area, which further enhances its economic value.

The overall quality of life in Amherst remains high relative to the region. Amherst is home to many of the most attractive residential neighborhoods in Western New York, and the Town offers a variety of housing and neighborhood types that appeal to many different types of households. Amherst also has quality public schools that remain among the most desirable in the region, which bolsters the Town's image and property values. The Village of Williamsville offers an historic, walkable downtown area with a variety of stores and restaurants, and there are ample recreation opportunities all around the community. For these reasons, Amherst retains a very strong image as a place to live relative to its neighbors.

There will be strong demand for many different types of housing in Amherst. The strength of Amherst's market for single-family housing has been proven over many decades, but recent years have brought evidence of demand for other types of housing units as well. There have been multiple successful apartment and mixed-use developments around the UB North Campus and the Village of Williamsville, with several more such projects in the pipeline. Continued growth at UB will drive demand for student housing and more dense, urban housing aimed

at its recent graduates. The aging population homeowners in the Town will also drive demand for senior housing communities and one-level living, including in apartment or condominium buildings with elevators. Continued job growth in the region will also point demand to Amherst, due to its excellent quality of life.

The Main Street corridor already has a critical mass of the types of amenities desired by companies, workers, and residents. The Main Street corridor in and around the Village of Williamsville is one of the premier suburban downtown areas in the region, with a strong base of restaurants, retailers, salons, and recreational activities. The appeal of this area has been bolstered in recent years by new, high-end residential developments along the corridor and the addition of several new businesses. The Main Street corridor only stands to benefit from growing demand throughout the region for walkable urban environments.

AMHERST'S WEAKNESSES

The Town has few remaining undeveloped sites that can accommodate large-scale commercial development. There are very few remaining sites that offer characteristics necessary for suburban office or industrial development, such as proximity to major transportation routes, market supportability, compatibility with surrounding land uses, adequate utilities, and suitable soils to support development. As such, there is not likely to be much more business park development in the future along the lines of the campus-style developments that have shaped the Town's economic growth for many decades.

There is a large and growing supply of underutilized space in the Town's office and industrial parks. Many older buildings, particularly one-story buildings in the Town's suburban business campuses are either partially or completely vacant. Compounding this problem is that most of the underutilized inventory is located in automobile-oriented, single-purpose business parks that are not located in locations attractive to today's employers and workers and lack access to retail, dining, or other amenities.

Amherst is increasingly perceived as being anti-development. There is a widespread perception in the real estate community that major commercial developments in the Town have become increasingly difficult to achieve due to opposition from nearby residents, lack of cooperation from Town staff, and a lack of suitable development sites. Regardless of whether these perceptions are factual or not, the Town's image clearly plays a role in its ability to attract new investments in the future. If Amherst is perceived as anti-growth by developers and investors, these interests will be less likely to pursue major initiatives in the Town.

Amherst's suburban, automobile-oriented, land use patterns have fallen out of favor among employers and younger workers. The suburban retail corridors and business parks that comprise much of Amherst's employment base are not viewed favorably by younger workers of the Millennial generation, who have expressed strong preferences for downtown locations. In an effort to recruit and retain younger workers, many major companies and startups in the region have chosen to locate in central Buffalo. The consensus in the market is that this is a long-term trend, not a fad. This will make it increasingly difficult for Amherst's older, single-use commercial areas to compete in the marketplace.

The Town's existing economic development efforts are narrowly focused on tax incentives and should be broadened. The tax abatement programs that were used by AIDA for many years to spur new commercial development in Amherst were predicated on the assumption that demand for space would continue to grow, thus

allowing older space to be backfilled. With demand for space not keeping pace in recent years, the Town's economic development efforts have not been able to stem the tide of declining demand for space in outdated office, flex, and industrial buildings in many parts of Amherst. The Town must take a holistic look at its economic development needs, including an examination of its incentives in order to ensure that it achieves a better balance of supply and demand in its commercial real estate markets.

The transportation network in Amherst presents a challenge. Nearly all stakeholders expressed the opinion that Amherst's road network is an obstacle to its economic competitiveness. There are two major obstacles that are simply out of the Town's control: the availability of public transit and the effects on traffic of the location of the Thruway toll barrier on I-90. However, there are actions that the Town can take to enhance capacity, improve connectivity, reduce peak hour demand, and expand available travel options for residents and workers.

G. EMPLOYMENT AND DEVELOPMENT FORECASTS

FORECAST METHODOLOGY

This section presents forecasts from 2015 to 2040 for employment, commercial development, and land uses in the Town of Amherst. These forecasts were adapted from the 2040 baseline forecasts for employment by Traffic Analysis Zone (TAZ) produced by the Greater Buffalo-Niagara Regional Transportation Council (GBNRTC). The GBNRTC figures show forecasted employment divided into four categories of employment:

- **Manufacturing:** Includes jobs in the Manufacturing sector
- **Retail:** Includes jobs in the Retail Trade, Arts/Entertainment/Recreation, and Food Services sectors
- **Wholesale:** Includes jobs in the Wholesale Trade sector
- **All Other Employment:** Includes jobs in all other employment sectors. For the purposes of this analysis, these jobs are assumed to use office space.

These forecasts were then adjusted by comparing them with two other outside datasets and refined to reflect the on the ground situation in the Town of Amherst. The following steps were taken in developing these forecasts:

Step 1: Translate GBNRTC TAZ Forecasts to Amherst's PAAs

The first step in the process was to lay out the projected annual 2015-2040 growth rates by PAA according to GBNRTC. These projections serve as a starting point that would subsequently be adjusted based on other data. This involved assigning each of the 48 TAZs in Amherst to one of the six PAAs. Appendix Table 10 shows these PAA-level forecasts. GBNRTC is only forecasting a job increase in the Town of Amherst of about 3,000 jobs to 2040, which would be a growth rate of 2.8 percent over 25 years, or an annual growth rate of 0.11 percent. The forecasts predict strong job growth in the Retail and Wholesale sectors, but job losses in Manufacturing and office-using sectors.

Step 2: Adjust Employment Growth Rates Based on Outside Forecasts

Starting with these allocations, the next step was to adjust the overall employment figures for the Town based on the comparison of GBNRTC's region-wide projections with employment forecasts for the Buffalo metro area from two outside sources: 1) the New York State Department of Labor's (NYSDOL) 2012-2022 forecast; and 2) 2014-2026 forecasts produced by Economic Modeling Specialists, Inc. (EMSI). This comparison is shown in Appendix Table 11 under the heading "Adjusted Annual Employment Growth Rates, 2015-2040." Both NYSDOL and EMSI predict slightly stronger employment growth for the metro area in the future than GBNRTC's forecasts. After these adjustments, the forecast now indicates an annual employment growth rate in the Town of 0.33 percent, with growth in all sectors besides Manufacturing.

Step 3: Project Employment Growth by Sector and PAA

The next step was to apply these growth rates to the 2015 employment baselines for each PAA for the four major employment sectors. Employment growth was projected for three different scenarios:

1. **Scenario 1:** A baseline scenario that applies the annual growth rates from Appendix Table 11
2. **Scenario 2:** Assumes the same growth rate as Scenario 1 but allocates more development to the areas around the UB campus as follows:
 - 10 percent of Retail growth and 20 percent of All Other Employment growth is reallocated from PAA 1 to PAA 3
 - 25 percent of Retail growth and 10 percent of All Other Employment growth is reallocated from PAA 5 to PAA 3
3. **Scenario 3:** Assumes that the overall annual employment growth rate in the Town of Amherst outperforms the baseline forecasts by 25 basis points (0.25 percent) for all employment categories and PAAs.

The results of the three scenarios are shown in Appendix Table 13.

Step 4: Translate Employment Growth to Commercial Square Footage Needs

This step applies assumptions regarding gross square footage of built space per employee to the employment change projections from Step 3. The following factors, which are based on current industry standards, were applied for each property type:

- **Manufacturing:** 500 SF per employee
- **Retail:** 350 SF per employee
- **Wholesale:** 1,000 SF per employee
- **All Other Employment (Office):** 175 SF per employee

The results of these calculations are shown in Appendix Table 14 for each scenario.

Step 5: Translate Commercial Square Footage to Land Consumption

The final step is to take the projections of commercial square footage and translate them into land consumption. This step involves two sets of assumptions: 1) the average Floor Area Ratio (FAR) for each type of commercial space; and 2) the share of space for each building type and PAA that will be built on greenfield sites as opposed to on redeveloped properties. Average FARs for new, single-purpose developments are assumed to be:

- **Manufacturing:** 0.15 FAR
- **Retail:** 0.40 FAR
- **Wholesale:** 0.20 FAR
- **All Other Employment (Office):** 0.75 FAR

These FAR figures are adjusted upward for Retail and Office employment to account for the assumption that many of these developments will be part of mixed-use developments, either with each other or with multi-family housing. Table 2 displays assumptions regarding the shares of new development that is expected to be undertaken on land that is not currently developed. These are then used in Appendix Table 15 to make the calculations for future land consumption.

TABLE 2
 SHARE OF FUTURE DEVELOPMENT ON CURRENTLY UNDEVELOPED LAND

Use Type	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6
Manufacturing	50%	75%	50%	50%	0%	0%
Retail	75%	75%	25%	25%	10%	10%
Wholesale	50%	75%	50%	50%	0%	25%
All Other Employment (Office)	75%	75%	50%	25%	10%	10%

TOWNWIDE FORECASTS FROM 2015 TO 2040

The following is a summary of the future employment and development forecasts for the Town of Amherst and its six Planning Analysis Areas (PAAs). A complete set of these forecasts can be found in Appendix Tables 13 through 15.

TABLE 3
 SUMMARY OF TOWNWIDE FORECASTS BY SCENARIO
 NET CHANGE FROM 2015-2040

Use Type	Employment Change	Change in Comm. SF	Future Land Need (Acres)
SCENARIO 1: BASELINE			
Manufacturing	(599)	14,200	-
Retail	6,072	2,225,800	24.3
Wholesale	1,074	1,147,900	31.8
All Other Employment (Office)	2,480	833,000	9.3
Total	9,027	4,220,900	65.4
SCENARIO 2: MORE DEVELOPMENT AROUND UB NORTH CAMPUS			
Manufacturing	(599)	14,200	-
Retail	6,072	2,125,500	27.2
Wholesale	1,074	1,147,900	31.8
All Other Employment (Office)	2,480	809,900	9.0
Total	9,027	4,097,500	68.0
SCENARIO 3: BETTER OVERALL PERFORMANCE FOR TOWN OF AMHERST			
Manufacturing	(351)	41,400	1.0
Retail	7,951	2,837,200	33.0
Wholesale	1,533	1,576,600	44.3
All Other Employment (Office)	7,367	1,472,400	14.8
Total	16,499	5,927,600	93.1

Depending on the scenario, the Town of Amherst is expected to added between 9,000 and 16,500 jobs over the period covering 2015 to 2040, a modest annual gain of between 350 and 650 jobs. About half of the jobs expected to be added will be in the Retail sector – as noted in Section C, these jobs are among the lowest paying in the area, with an average annual salary below \$25,000. The Town is expected to need between 2.1 million and 2.8 million SF of additional retail space to 2040. Amherst is not expected to add any Manufacturing jobs over the next 25 years, and only a modest amount of jobs in the Wholesale sector.

The biggest variable is Office employment, which is forecasted to add between 2,500 and 7,400 jobs, depending on the scenario. In order to accommodate these office-based jobs, the Town would need to add between 800,000 and 1.5 million SF of office space over the next 25 years. This translates to a very modest amount of annual net absorption of about 30,000 to 60,000 SF.

Since much of the new development in Amherst, particularly in PAAs 5 and 6, will be achieved through redeveloping existing commercial sites, the future need for additional commercial land in the Town is only expected to be between 65.4 and 93.1 acres.

FORECASTS BY PLANNING ANALYSIS AREA

The following information summarizes expected growth by PAA. Full forecasts are presented in Appendix Tables 13 through 15.

PAA 1: NW Amherst

This area is expected to add between 1,900 and 3,100 jobs to 2040, the vast majority of which are expected to be in Office sectors. The forecasted office space growth in this area is between 272,000 and 426,000 SF – the majority of this space would need to be added on currently undeveloped properties.

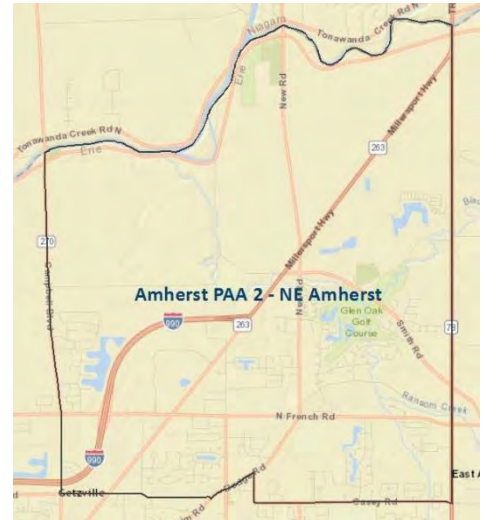
PAA 1 is currently the largest of the six PAAs in terms of Manufacturing employment, but it is not expected to need additional space for this purpose to 2040. It is likely that a significant increment of the existing industrial space in the Audubon Industrial Park will be repurposed or redeveloped for other uses. PAA 1 is expected to have modest demand for Wholesale space over the next 25 years. There is not expected to be a significant need for Retail space in this area to 2040. The total amount of land needed for new commercial development in PAA 1 is projected to be between 24 and 36 acres.



PAA 2: NE Amherst

This area, which is primarily rural and residential, has the smallest base of employment among all PAAs, with an estimated 7,400 jobs as of 2015. For all three scenarios, total employment in PAA 2 is expected to decline to 2040, with a total forecasted loss of 700 to 1,110 jobs. Most of the losses are anticipated in the Office sectors, with small losses expected for Manufacturing and Wholesale as well. There are modest increases in employment expected for Retail, though, which will produce demand for about 50,000 to 70,000 SF of additional space.

Given the availability of additional office development sites at the CrossPoint business park in this area, there is likely to be significant new office development in PAA 2. However, these additions will be balanced by declines in office demand for space in older buildings elsewhere in this section of the Town.



PAA 3: UB Area

PAA 3 is expected to only have minor increases or decreases in its overall employment base to 2040, but there could be dramatic shifts in the type of jobs and space needed depending on the growth scenario. In the Baseline scenario, PAA 3 would shed about 700 jobs, with losses in all employment categories. In Scenario 2, which highlights growth around the UB North Campus, PAA 3 would add 1,300 jobs, with all gains concentrated in the Retail and Office sectors. In Scenario 3, PAA 3 would add about 800 Office jobs, but would lose 400 jobs in the other sectors.

Depending on the scenario, PAA 3 will need to accommodate up to 446,000 SF of additional commercial space to 2040. In Scenario 2, most of this space will be Retail, with a small amount of office space needed. In Scenario 3, there will be a need for 144,000 SF of office space in PAA 3, but no additional space of other types. PAA 3 is likely to be strongly affected by the redevelopment of existing space, due to the inventory of underutilized office space in Audubon Office Park and retail space along Sweet Home Road, Maple Road, and Millersport Highway. The likely redevelopment of existing space in this area will limit the net gain in commercial space.



PAA 4: East Amherst

PAA 4 is a heavily residential section of Amherst, with about 9,400 jobs as of 2015, most of which are in Office sectors. This area is not expected to have any net gain in employment to 2040, with Scenarios 1 and 2 expected a loss of 500 jobs and Scenario 3 anticipating essentially zero growth. In all scenarios, PAA 4 is expected to lose Office jobs while adding a small amount of Retail jobs. The forecast expects demand for between 64,000 and 122,000 SF of additional Retail space in this PAA, with no need for additional commercial space of any other types.



PAA 5: SW Amherst

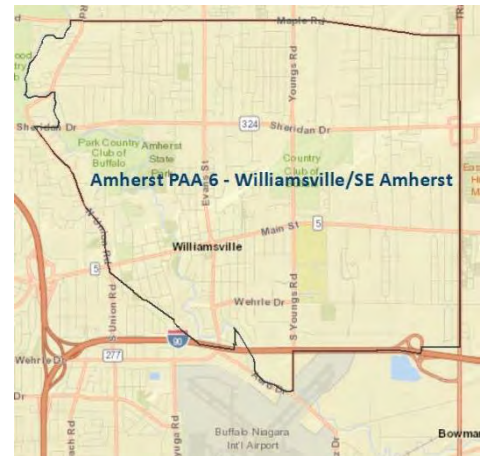
PAA 5 occupies all areas in Amherst located inside of I-290, as well as commercial corridors along Main Street, Union Road, and Sheridan Drive to the west of the Village of Williamsville. This area currently has about 26,000 jobs, of which 16,000 are Office jobs and 9,000 are Retail jobs. This PAA is expected to experience the greatest amount of commercial growth to 2040, with a total net increase of 6,600 to 10,400 jobs in this area. The majority of the expected employment growth in PAA 5 is in the Retail sector, which is set to add between 3,800 and 6,000 jobs over the next 25 years. The Office sectors in PAA 5 are expected to add 2,500 to 4,000 jobs as well.



As a result of these strong job gains, PAA 5 will need to add between 2.1 million and 3.2 million SF of additional commercial space to 2040. This will include between 1.3 million and 2.1 million SF of retail space and 444,000 to 702,000 SF of office space, plus a modest amount of Wholesale space. In spite of the significant needs for new commercial space in PAA 5, there will actually not be a great need for land, since most development in this area will necessarily be the result of the redevelopment of obsolete properties. Just 12 to 18 acres of undeveloped land will be needed to accommodate commercial growth in PAA 5 – due to the built-out nature of this are, most of this increment of development will occur on infill sites.

PAA 6: Williamsville/SE Amherst

PAA 6, which includes the entirety of the Village of Williamsville, already has the greatest concentration of employment of any area of Amherst, with 36,000 jobs as of 2015, including 24,000 jobs in Office-using sectors. PAA 6 also has more than half of the current Wholesale jobs, as it is located along the New York State Thruway and adjacent to Buffalo-Niagara International Airport. PAA 6 is expected to have modest employment gains to 2040, with a forecasted net increase of 800 to 3,200 jobs over the next 25 years. This area is expected to see significant increases of Retail and Wholesale employment in all scenarios. Office employment is expected to decline in Scenarios 1 and 2, but increase by about 1,100 jobs in Scenario 3.



Based on forecasted employment growth, PAA 6 would need to add between 917,000 and 1.6 million SF of commercial space to 2040. The majority of the need will be for Wholesale space – this use type alone will need 660,000 to 924,000 SF of additional space to 2040. This demand will likely be concentrated along the Wehrle Drive corridor, which already has a significant concentration of industrial employment. PAA 6 will also need to add between 257,000 and 432,000 SF of retail space and up to 200,000 of office space. Most of the new Retail and Office development in PAA 6 will occur on property that is already developed, though there will be a need to develop up to 27 acres of vacant land for Wholesale uses.

H. TRENDS IN SUBURBAN COMMERCIAL REDEVELOPMENT

THE NATIONAL PICTURE: THE WAVE IS JUST BEGINNING

The size and scope of the need for remaking older suburban commercial areas has been well documented by the research of many leading thinkers in the urban development world. In his 2013 book entitled Reshaping Metropolitan America: Development Trends and Opportunities to 2030, Arthur C. Nelson estimated that 80 percent of existing commercial space in U.S. suburban areas was in buildings of 1-2 stories, and most of these buildings are at least 20 years old. Nelson also estimated that, in order to meet demand from forecasted growth, a total of 76.4 billion SF of new commercial space would need to be built by 2030, of which 69 percent (52.9 billion SF) would be replacing obsolete structures. He added that existing commercial sites are particularly valuable for high-density redevelopment because they are typically on major transportation routes, already have utilities in place, and are assembled for development.

One of the key issues to consider in the discussion regarding redevelopment is the definition of what makes a commercial building obsolete. A September 2015 white paper by real estate services firm Newmark Grubb Knight Frank (NGKF) entitled *Suburban Office Obsolescence: Quantifying Challenges and Opportunities* provides a clear definition of obsolescence. According to NGKF, a building becomes obsolete when operating it in its current iteration no longer produces a sufficient economic yield. In other words, if an office building cannot attract enough occupancy or high enough rents to produce positive net operating income, it becomes obsolete.

NGKF goes a step further and splits obsolete buildings into two categories: those that are ***curably obsolete***, and those that are ***incurably obsolete***. If a building can be returned to economic viability through renovations or the addition of modern amenities, then it is curable. However, buildings that are poorly located, too small, or improperly configured to compete in today's market are no longer viable as office buildings and must be demolished or converted to other uses. By this definition, NGKF estimates that about 20 percent of all suburban office buildings in the U.S. – representing nearly 1 billion SF of existing space – are obsolete right now, and that much of this space is incurably obsolete.

All of the above information demonstrates the enormity of the challenge faced by communities like Amherst all over the U.S. Another aspect of the challenge is that Amherst is on the forefront of this trend, so there simply are not many examples of successful, large-scale redevelopments of suburban commercial properties to use as templates. In fact, most of the case studies provided here are for projects or initiatives that are still in their early stages. This is instructive, because the large-scale retrofitting of suburban campuses and corridors is by its nature a long-term enterprise. The most prominent example of this is the redevelopment of the Tysons area in Northern Virginia, for which the local government enacted a long-range plan to 2050 in acknowledgement of how long it would take to realize the plan.

It is clear that the wave of large-scale suburban transformation is just beginning. The examples on the following pages provide a small glimpse of what is to come over the next several decades.

BEST PRACTICE EXAMPLES

This section profiles several active examples of large-scale redevelopment of office parks and suburban commercial areas. These examples include projects from all over the United States and include efforts that were initiated by the public sector as well as private developments that had public support or involvement. These projects are ambitious and broad in scope, and all are still in progress, so full results cannot yet be documented. However, these examples do provide an array of concepts that the Town of Amherst can adapt for its needs.

Austin, Texas: The Domain

<http://domainofficesaustin.com/>

In the 1960s, IBM established an office and industrial campus 12 miles north of downtown Austin. By the 1990s, IBM had downsized its operation and consolidated it in one part of the campus. In 2003, a developer acquired the balance of the IBM site with plans for a major mixed-use development. The redevelopment plan began with demolishing several of the IBM buildings and repurposing the infrastructure. The overall plan for the site consists of 2.5 million SF of retail, office, hotel, and residential development over a 20-block area with structured parking. The project is split into three phases, the first two of which are now complete, but Phase III is not expected to be completed until at least 2020. Though The Domain is located near a light rail station, it is not explicitly oriented towards the station, so it is primarily dependent on automobile traffic. The project was made possible by the use of \$25 million worth of sales and property tax abatements granted by the City of Austin.

Dublin, Ohio: Bridge Street District

<http://bridgestreet.dublinohiousa.gov/>

Located on the northwest side of Columbus, Dublin experienced rapid growth during the 1970s through the 1990s, and is well established as one of the largest suburban employment centers in the region. The City's comprehensive planning process in 2007 identified that its older office parks and retail centers were struggling, and that a redevelopment agenda was needed. In 2012, the City undertook a comprehensive study for the Bridge Street corridor, a major arterial that forms the spine of Dublin's commercial areas. The corridor study put forth a vision and plan for 1,000 acres – about six percent of the city's total land area – that is aimed at transforming the area into a walkable, mixed-use district. The entire district is planned to accommodate 15 million SF of commercial and mixed-use development and 8,000 housing units.

Edina, Minnesota: The Link

<http://thelinkedina.com/>

Located about 10 miles west of downtown Minneapolis just off of I-494, the 42-acre Pentagon Park site was one of the largest suburban office campuses in the Minneapolis-St. Paul area. With vacancy rising and the highly visible site no longer realizing its full potential, a private development interest began acquiring the park's various parcels beginning in 2010 with an eye towards redevelopment. Over the next few years, the developer acquired the entire office park, along with an adjacent golf course. Working closely with the City of Edina, the developer came up with a plan for the property that calls for demolishing most of the existing office buildings, but renovating the best of the remaining inventory, and infilling the site with a high-density, mixed-use community with 1.4 million SF of office space, ground-level retail, structured parking, and public open spaces. Although The Link is being built as a walkable environment, with an emphasis on its connections to a regional trail system, it is not transit accessible, and it will have typical parking ratios for a suburban office campus. The \$500 million project is being supported with \$54 million in public incentives through the use of tax increment financing (TIF).

El Segundo, California: Continental Park

<http://continentaldevelopment.com/cpark.php>

Located about 15 miles southwest of downtown Los Angeles, just to the south of LAX Airport, the 86-acre Continental office park was the longtime home of many top aerospace companies. Beginning in the 1990s, the aerospace industry in Southern California began to contract, costing the park many of its tenants. Since most of Continental Park's buildings were purpose-built for individual tenants, they were not suitable for multi-tenant buildings. In order to keep the park competitive, its owner decided to infill the low-density site with retail, dining, entertainment, and hotel uses. With these new amenities in place, the park's older office buildings have either been retrofitted or demolished and replaced with new, highly-amenitized buildings. The park has also been aided by its proximity to a light rail station, which has been helpful in attracting marquee tenants such as Mattel, Time Warner, and several entertainment firms.

McKinney, Texas: Town Center Initiative

<https://www.mckinneytexas.org/295/Town-Center-Study>

McKinney, Texas, is a rapidly growing suburb north of Dallas. During the city's comprehensive planning process in the early 2000s, the need to develop a modern downtown area to meet the community's needs. This study was aimed at revitalizing the older sections of McKinney's located around its historic downtown area. The initiative, which was launched in 2006, began with the creation of a vision and sector plan for the area. Implementation of the plan has involved creating a form-based overlay zone for the Town Center, public investments in infrastructure and open spaces, the creation of targeted economic incentives, and a branding and marketing campaign.

Research Triangle Park, North Carolina: Park Center

<http://www.rtp.org/about-us/park-center/>

Research Triangle Park (RTP) is the archetype of the suburban office campus. Since its inception in the late 1950s, this 7,000-acre campus has served as the leading office employment center in North Carolina and one of the largest concentrations of high-tech employers in the U.S. From its beginnings, RTP has been an auto-oriented, single-purpose business park where people must get in cars to travel between offices, restaurants, stores, and homes. While RTP still maintains its overall market position, some of its older buildings and office clusters have struggled to retain tenants. In 2012, the Research Triangle Foundation, which owns and manages the park, announced plans to replace older office buildings in three different locations around RTP with mixed-use town center developments. The first of these sites, Park Center, will be centered around public gathering spaces, and will include about 3 million SF of office, retail, and residential development. The project is being financed through a public-private partnership, with the initial investment of \$50 million in site preparations and public spaces being split by the Foundation, Durham County, and some of the current building owners and tenants at RTP. The development of the project's individual components will be accomplished via a developer RFP process. Park Center is expected to take up to 10 years to complete.

Sandy Springs, Georgia: Roswell Road Livable Communities Initiative

<http://www.sandyspringsga.org/city-services/urban-development/polices-plans-and-studies>

Roswell Road is the primary commercial spine of Sandy Springs, an older suburb just north of Atlanta. This busy arterial crosses I-285, the Perimeter Highway that circles Atlanta, and runs parallel to Georgia Route 400, a major freeway. Roswell Road has historically been lined on both sides for several miles with auto-oriented office parks,

shopping centers, and apartment and townhouse complexes. By the mid-2000s this area was faced with severe traffic congestion, high commercial vacancy, and a perception that it was unsafe. In 2008, the City undertook a study that was aimed at addressing the challenges facing the corridor. This concept plan called for a variety of interventions, including better connectivity along the corridor, a network of bicycle and pedestrian infrastructure, and higher density development at key nodes. As part of the plan implementation, the city undertook a City Center Master Plan that called for the development of a high-density downtown node along Roswell Road. At the heart of this plan is City Springs, a 15-acre mixed-use development that is incorporating a new City Hall, performing arts center, public green, and residential and retail development.

LESSONS LEARNED FROM BEST PRACTICES

Older office parks face the same challenges all over the U.S. All of the case study examples were undertaken in response to the same issue: rising vacancy and falling rents in older, single-purpose suburban office districts. In large and small metro areas in all parts of the country, these buildings and office parks have fallen out of favor and must be retooled or redeveloped in order to compete.

A unifying vision is needed to achieve success. A key element of each of these examples is a strong, unifying vision and brand for the initiative. In Dublin, McKinney, and Sandy Springs, the redevelopment efforts were direct results of public planning processes. In Austin, Edina, and El Segundo, the vision was formulated by private development interests, but then refined with public input. At Research Triangle Park, the redevelopment plan was the result of an ongoing collaborative relationship among the park's managing foundation, local government, and the business community.

Public spaces and placemaking are essential. Every one of the case studies involves the development of parks, trails, open spaces, or other civic amenities. This is a complete departure from the old model of the single-purpose office park, in which the only function of the property was a workspace, and is reflective of the changes in workplace culture that makes 18-hour environments a necessary element for many companies. Sandy Springs presents the most ambitious civic element, as its City Springs development includes a new civic heart of the city, including a City Hall and performing arts center.

Transit helps, but is not essential. While all of the case studies are designed to be walkable and friendly to public transportation and several are located in proximity to rail transit, only El Segundo is specifically planned around public transit. In practice developers have learned that, even in transit-ready locations, most people in the suburbs still are more likely to drive than walk, bike, or use transit. However, what these projects are accomplishing is to limit the number of trips taken during a workday. Whereas traditional office parks require getting in cars to run errands, go to lunch, go shopping, or meet friends after work, these new environments are geared towards putting all of these amenities in close proximity to offices, thus limiting people to one car trip to the office in the morning and one trip home at night.

Public-private partnerships are usually necessary. Among the seven case studies, six were either initiated by the public sector or involved significant tax abatements or other public subsidies. In all cases, the redevelopment was either enacted as part of the implementation of a larger plan or was well aligned with existing local plans aimed at revitalizing older commercial areas. The most ambitious of the partnerships is at Research Triangle Park, where

a partnership agreement is funding the site preparations and individual agreements secured via developer RFPs will be required to achieve each individual real estate development.

Redeveloping suburban commercial areas takes a long time. Even in major urban markets such as Atlanta, Dallas, and Los Angeles, the redevelopment of older office parks and commercial sites is envisioned as a long-range undertaking of 10 years or more. This time frame is reflective of the fact that it takes many years for the market to absorb the volume of office, retail, multifamily, and hotel spaces needed to achieve the critical mass necessary to deliver quality, active places in suburban areas. It also takes into the consideration the many years of planning and site work needed to prepare these sites for redevelopment.

Amherst has an opportunity to reinvent itself as a leader in suburban revitalization. On the national level, the trend of large-scale suburban redevelopment is just beginning, with few examples of projects or public initiatives that have already achieved success. Within Western New York, no other suburban community has yet gotten out in front of this issue. Since Amherst has the largest inventory of office space among any suburb in the region and has the demographics to support major redevelopments, it is a logical location for town center type developments along the lines of the national best practices.

I. CONCLUSIONS AND RECOMMENDATIONS

The following is a summary of key issues affecting the Town of Amherst's economic situation and what responses it should consider going forward.

Corporate office demand in Amherst will be primarily geared towards back office users. In order to meet the demand from these users, developers will need to provide modern buildings with large, open floorplates that can accommodate higher employee densities, and sites that can accommodate higher parking ratios. This would follow the template set by GEICO at CrossPoint Business Park.

The preferred patterns of development will differ by location within Amherst. While providing office space for back office users would result in the addition of jobs and occupied office space, it may not be compatible with higher density mixed-use development that the Town's Comprehensive Plan envisions in several key nodes. With this in mind, the Town must take care to ensure that these disparate models of development occur in appropriate locations based on the availability of land, transportation infrastructure, and proximity to amenities:

- In PAAs 1 and 2, where there is still some land available for new campus-type development, lower density office development with more parking will be an appropriate use.
- In the balance of the Town, particularly around the UB North Campus and the Main Street corridor, future office development should be geared towards smaller buildings that are part of higher density, mixed-use environments. In many cases this will involve renovating or demolishing obsolete office buildings and adding complementary retail, dining, or residential uses on the same sites.

The Town needs to take a more holistic look at its economic development activities. Historically, economic development efforts in Amherst have been built around the tax abatements and other incentives offered by the Amherst IDA. This system succeeded so long as demand for office and industrial space in the Town was increasing, because new tenants could backfill older space as new buildings were built with these incentives. However, as demand has ebbed, many older buildings simply cannot be backfilled, effectively rendering them obsolete. In order to rectify this situation, the Town needs to retool its incentives to focus on the renovation and/or redevelopment of underutilized sites and buildings, rather than on promoting new greenfield development. It also needs to consider expanding its economic development activities to include more proactive efforts such as industry targeting, marketing, and site assembly.

Remaking older business parks will require allowing higher density and mixed-use developments. The existing inventory of office space in Amherst is almost exclusively housed in low-density, single-purpose buildings surrounded by surface parking and located on campus sites with few, if any, retail, dining, or residential uses. Going forward, the appeal of this development model is limited to back office users and other lower end tenants. In order to derive greater value from these sites, Amherst will need to encourage the creation of more urban environments that combine residential uses, public spaces, retail, dining, and cultural amenities. In addition to requiring the placement of multiple uses on each site, this development model will also require adding structured parking and increasing density well above what is currently permitted in the Town's business parks.

The Town should consider holding public planning charrettes to discuss the redevelopment of key sites. There have been multiple proposed mixed-use redevelopment projects in Amherst that were abandoned by their

sponsors in the face of citizen opposition. These developments have followed the traditional model: a developer acquires a property, devises a plan, and presents the plan to the public. In this model, the vision is that of the developer, rather than the community, and the community's role is to react to a proposal. This model sets up an inherent conflict between the development and the community. In order to minimize such conflicts, the Town should instead conduct public planning activities for key sites so that the community's vision can be articulated in advance of any specific private development proposals.

The Town of Amherst must improve its relationships with the business and economic development community.

Whether fair or not, the Town has developed a reputation in the real estate and business community as being unfriendly to economic growth and development. Given the essential role of public-private partnerships in achieving ambitious redevelopment plans for suburban commercial areas, it is imperative that the Town maintain positive and collaborative relationships with the private interests that will need to make major investments in Amherst. As part of its redevelopment efforts, the Town should establish a formal entity that provides a forum for dialogue and collaboration with its business and real estate communities.

The Town must do a better job of tapping the economic development potential of the University at Buffalo.

As the home of the SUNY system's flagship university, Amherst is ideally positioned to capitalize on the investment and job growth potential from UB. Despite the broad variety of R&D activities at UB, there is limited space for technology transfer and commercialization activity related to UB. The University is open to entering into partnerships with the Town and the private development community in order to provide attractive buildings and urban environments for expansion of these functions. The Town of Amherst must be proactive about cultivating and executing such partnerships.

The transportation network in Amherst is a hindrance to its economic vitality.

There is consensus in the business and real estate community that a limited transportation system is a major part of the reason for Amherst's recent difficulties in attracting and retaining office users. The Main Street corridor and the area around the UB North Campus are of particular concern, as both are heavily congested at peak hours and must balance the needs of local businesses with the volume of through-commuters that use these areas. The Town will need to be proactive about expanding the transportation options available to the residents and businesses in these areas through better road connectivity, investment in trails and paths, and expansion of public transit service as appropriate.

Major public facilities and amenities should be incorporated into redevelopment projects.

At present, the Town of Amherst's government offices and community facilities are mainly housed in older buildings, particularly Town Hall, which dates from the 1960s and the Harlem Road Community Center, which is in a school building that was built nearly 100 years ago. In addition, the Town lacks any sort of central gathering space that can accommodate major events, and the only public cultural or performing facilities are housed at UB and schools. Many of the case study examples profiled in Section H incorporate these sorts of amenities, most notably City Springs in Sandy Springs, Georgia, which includes a new City Hall facility and performing arts center.

The following redevelopment tools are recommended for further study in the Town of Amherst.

- Begin with a vision for the redevelopment of key sites, similar to the *Imagine Amherst* Initiative
- Provide public assistance with site assembly
- Introduce flexible/mixed-use zoning in key locations
- Commit public funds to trails, greenways, and other non-automotive transportation infrastructure

- Require developers to integrate public parks/civic uses into major redevelopment projects
- Ensure that redevelopment projects accommodate future expansions of transit service
- Use bonding authority to develop shared structured parking to support redevelopment
- Require that any developments seeking tax abatements achieve specific redevelopment objectives

The following key office and industrial sites are recommended for partial or complete redevelopment within the next 10 years:

- Audubon Business Park (PAA 3)
- Audubon Industrial Park (PAA 1)
- Centerpointe Business Park (PAA 6)
- Ridgelea Business Park (PAA 5)

NOTICE

Delta Associates (DA) considers that it is essential to the reader's examination of this document, and projections contained herein, to understand the use of data, the methodology involved, the role of judgments as distinct from calculations in the methodology, factors which affect current projections, and the impact, if any, of change over time.

The purpose of market, economic and financial projections, together with the basis for the projections, is to make available a considered opinion on potential economic returns from the project so that those who utilize these results can evaluate them in terms of methodology employed, data applied as well as judgments made and identified. All prospective data are subject to uncertainties. As actual market and economic factors affecting the project materialize, they may differ somewhat from the basis projected herein. Unforeseen changes in laws may also affect real estate market performance and value. Accordingly, although the projections in this report are those one would reasonably expect to occur given the conditions existing at the time of this writing, actual market and financial results may differ from the projections.

Similarly, projections herein have been prepared utilizing the information, assumptions and calculations outlined in this report. Select information utilized in the projection process is on occasion from sources other than DA; where such information is from published sources, DA has identified the source and assumed such information to be accurate as presented. Where such information is from unpublished sources, DA has reviewed the information for reasonableness and consistency before including same herein. No representations are made by DA as regards property ownership, size, zoning conformance, occupancy and lease terms, availability of utilities, soil conditions, flood hazard, environmental problems, or any other matters. All such property specific data has been supplied to DA by the property owner and/or its agents and DA has assumed this data to be accurate as provided.

DA's principal business activity is the evaluation of real estate development economics, including the analysis of market potentials, evaluation of projected operating and financial results, and valuations. In the course of each year the firm typically performs more than a hundred assignments for building and development organizations, financial institutions, property owners and the like. The firm considers that it is "expert" in this field, and it is DA's belief that the methodology and other procedures employed by it constitute valid and accepted methods of evaluating and valuing real estate. However, it is pointed out that procedures used herein rely on judgments dependent on the accuracy of data and influenced by external circumstances which can change quickly with time and substantially affect the project and hence its value. DA recommends that its clients recognize these limitations inherent in using the projections of this report when making business decisions.

Finally, the reader is hereby advised that Delta Associates is the trade name of Transwestern Delta Associates, L.L.C., a Delaware limited liability company. As such, DA is part of the Transwestern (TW) family of real estate service companies that broker, finance, manage, advise, and develop real estate throughout the United States. This disclosure is made so as to (1) avoid the appearance of a conflict and (2) to assure the client of confidentiality and impartiality. Delta Associates is independently operated by its principals. In no way does Delta Associates' TW affiliation affect the judgments expressed herein.

A P P E N D I X
T A B L E S

Table 1

POPULATION TRENDS
 AMHERST, NEIGHBORING TOWNS AND CITIES, BUFFALO METRO AREA, NEW YORK STATE, AND UNITED STATES
 2010 - 2015

2010		POPULATION TRENDS										Change	
	Census	2011	2012	2013	2014	2015	2010-15	2010-11	2011-12	2012-13	2013-14	2014-15	2010-15
United States	308,745,538	311,718,857	314,102,623	316,427,395	318,907,401	321,418,820	12,673,282	1.0%	0.8%	0.7%	0.8%	0.8%	0.81%
New York State	19,378,102	19,523,202	19,606,981	19,691,032	19,748,858	19,795,791	417,689	0.7%	0.4%	0.4%	0.3%	0.2%	0.43%
Buffalo-Cheektowaga-Niagara Falls MSA	1,135,509	1,135,593	1,135,198	1,136,008	1,136,642	1,135,230	(279)	0.0%	0.0%	0.1%	0.1%	-0.1%	0.00%
Erie County	919,040	919,924	920,431	921,794	923,193	922,578	3,538	0.1%	0.1%	0.1%	0.2%	-0.1%	0.08%
Amherst town	122,366	122,936	123,448	123,961	124,761	125,109	2,743	0.5%	0.4%	0.4%	0.6%	0.3%	0.44%
Bufflo city	261,310	260,541	259,947	259,753	259,259	258,071	(3,239)	-0.3%	-0.2%	-0.1%	-0.2%	-0.5%	-0.25%
Niagara County	216,469	215,669	214,767	214,214	213,449	212,652	(3,817)	-0.4%	-0.4%	-0.3%	-0.4%	-0.4%	-0.36%
ANNUAL % CHANGE													
	2010-11	2011-12	2012-13	2013-14	2014-15	2010-15	Total	2010-11	2011-12	2012-13	2013-14	2014-15	2010-15
United States	1.0%	0.8%	0.8%	0.7%	0.8%	0.8%	0.81%	1.0%	0.8%	0.7%	0.8%	0.8%	0.81%
New York State	0.7%	0.4%	0.4%	0.4%	0.3%	0.2%	0.43%	0.7%	0.4%	0.4%	0.3%	0.2%	0.43%
Buffalo-Cheektowaga-Niagara Falls MSA	0.0%	0.0%	0.0%	0.1%	0.1%	-0.1%	0.00%	0.0%	0.0%	0.1%	0.1%	-0.1%	0.00%
Erie County	0.1%	0.1%	0.1%	0.1%	0.2%	-0.1%	0.08%	0.1%	0.1%	0.1%	0.2%	-0.1%	0.08%
Amherst town	0.5%	0.4%	0.4%	0.4%	0.6%	0.3%	0.44%	0.5%	0.4%	0.4%	0.6%	0.3%	0.44%
Buffalo city	-0.3%	-0.2%	-0.2%	-0.1%	-0.2%	-0.5%	-0.25%	-0.3%	-0.2%	-0.1%	-0.2%	-0.5%	-0.25%
Niagara County	-0.4%	-0.4%	-0.4%	-0.3%	-0.4%	-0.4%	-0.36%	-0.4%	-0.4%	-0.3%	-0.4%	-0.4%	-0.36%

Source: U.S. Bureau of the Census; Delta Associates

Demographic Profile of Town of Amherst and PAAs

American Community Survey 2010-2014 5-Year Averages

	PLANNING ANALYSIS AREAS (PAAs)						Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Population	8,517	14,354	21,038	23,461	34,025	22,147	123,542
Household Pop.	8,463	14,345	14,580	23,124	32,916	21,787	115,215
Households	3,191	5,557	6,648	9,208	14,606	9,964	49,174
Average Household Size	2.7	2.6	2.2	2.5	2.3	2.2	2.3
Housing Units	3,393	5,673	7,032	9,762	15,343	10,313	51,516
Occupied Units	3,191	5,557	6,648	9,208	14,606	9,964	49,174
Vacant Units	202	116	384	554	737	349	2,342
% Occupied	94.0%	98.0%	94.5%	94.3%	95.2%	96.6%	95.5%
% Vacant	6.0%	2.0%	5.5%	5.7%	4.8%	3.4%	4.5%
Owner Occupied	1,807	4,792	3,168	7,817	10,565	6,774	34,923
Renter Occupied	1,384	765	3,480	1,391	4,041	3,190	14,251
% Owner Occupied	56.6%	86.2%	47.7%	84.9%	72.3%	68.0%	71.0%
% Renter Occupied	43.4%	13.8%	52.3%	15.1%	27.7%	32.0%	29.0%
Single-Family	1,940	4,630	2,811	7,620	10,850	7,123	34,974
Multi-Family	1,453	1,043	4,221	2,142	4,493	3,190	16,542
% Single-Family	57.2%	81.6%	40.0%	78.1%	70.7%	69.1%	67.9%
% Multi-Family	42.8%	18.4%	60.0%	21.9%	29.3%	30.9%	32.1%

Demographic Profile of Town of Amherst and PAAs

American Community Survey 2010-2014 5-Year Averages

POPULATION BY AGE									
Under 5	6.8%	5.9%	2.8%	4.4%	5.8%	4.4%	4.4%	4.8%	4.8%
5-14	14.9%	14.3%	5.0%	13.4%	10.6%	9.0%	9.0%	10.6%	10.6%
15-24	15.7%	11.0%	44.0%	10.0%	13.2%	12.1%	12.1%	17.5%	17.5%
25-34	11.8%	10.9%	12.6%	7.0%	13.4%	11.6%	11.6%	11.3%	11.3%
35-44	13.1%	13.1%	4.8%	11.6%	11.3%	10.0%	10.0%	10.4%	10.4%
45-54	13.9%	16.3%	7.5%	14.5%	14.9%	15.5%	15.5%	13.8%	13.8%
55-64	12.1%	15.1%	7.9%	15.8%	12.6%	13.6%	13.6%	12.8%	12.8%
65-74	7.5%	8.1%	6.1%	11.1%	8.5%	11.7%	11.7%	9.1%	9.1%
75 and Over	4.1%	5.4%	9.5%	12.2%	9.7%	12.1%	12.1%	9.7%	9.7%
Median Age	35.6	40.5	33.0	47.8	40.9	47.4	47.4	41.6	41.6
POPULATION BY RACE & ETHNICITY									
White	76.8%	82.7%	71.3%	86.6%	83.8%	90.4%	90.4%	82.8%	82.8%
Black	12.5%	4.2%	7.7%	3.2%	7.4%	2.7%	2.7%	5.8%	5.8%
Other	10.7%	13.1%	21.0%	10.2%	8.8%	7.0%	7.0%	11.5%	11.5%
Hispanic (any race)	7.6%	2.1%	4.0%	3.5%	2.1%	3.3%	3.3%	3.3%	3.3%
% Nonwhite	69.2%	80.7%	67.3%	83.1%	81.7%	87.1%	87.1%	79.5%	79.5%

Source: American Community Survey 2010-2014 5-Year Averages; Delta Associates

Demographic Trends and Projections, Buffalo-Cheektowaga-Niagara Falls MSA

From EMSI Data

POPULATION BY AGE						
	Estimated				Projected	
	2001	2006	2011	2016	2021	2026
Under 5	69,158	61,671	60,589	63,075	66,152	64,203
5-14	163,189	147,930	134,998	127,811	127,842	134,263
15-24	152,839	160,571	163,462	151,132	138,143	130,907
25-34	139,021.0	128,002.0	136,985.0	155,235.0	157,415.0	142,692.0
35-44	182,723	159,397	134,252	125,240	135,308	153,312
45-54	166,613	177,725	174,393	153,424	132,732	124,125
55-64	107,613	130,054	151,944	164,909	162,381	144,586
65-74	90,821.0	82,159.0	88,316.0	107,644.0	124,283.0	138,385.0
75 and Over	93,074	94,216	90,505	87,295	90,624	102,707
Total Population	1,165,051	1,141,725	1,135,444	1,135,765	1,134,880	1,135,180

ANNUAL POPULATION CHANGE						
	2001-06		2006-11		2011-16	
	2001-06	2006-11	2006-11	2011-16	2016-21	2021-26
Under 5	-2.27%	-0.35%	-0.35%	0.81%	0.96%	-0.60%
5-14	-1.94%	-1.81%	-1.81%	-1.09%	0.00%	0.98%
15-24	0.99%	0.36%	0.36%	-1.56%	-1.78%	-1.07%
25-34	-1.64%	1.37%	1.37%	2.53%	0.28%	-1.94%
35-44	-2.69%	-3.38%	-3.38%	-1.38%	1.56%	2.53%
45-54	1.30%	-0.38%	-0.38%	-2.53%	-2.86%	-1.33%
55-64	3.86%	3.16%	3.16%	1.65%	-0.31%	-2.29%
65-74	-1.98%	1.46%	1.46%	4.04%	2.92%	2.17%
75 and Over	0.24%	-0.80%	-0.80%	-0.72%	0.75%	2.53%
Total Population	-0.40%	-0.11%	-0.11%	0.01%	-0.02%	0.01%

POPULATION BY RACE						
	Estimated				Projected	
	2001	2006	2011	2016	2021	2026
White	959,431.0	923,707.0	899,991.0	882,259.0	869,176.0	865,388.0
Black	135,756	134,502	135,273	136,714	137,717	138,088
Other	69,863	83,516	100,179	116,795	127,986	131,703
Total Population	1,165,050	1,141,725	1,135,443	1,135,768	1,134,879	1,135,179
Hispanic (any race)	35,331.0	40,648.0	48,169.0	55,499.0	60,417.0	62,041.0

Demographic Trends and Projections, Buffalo-Cheektowaga-Niagara Falls MSA

From EMSI Data

ANNUAL POPULATION CHANGE					
	2001-06	2006-11	2011-16	2016-21	2021-26
White	-0.76%	-0.52%	-0.40%	-0.30%	-0.09%
Black	-0.19%	0.11%	0.21%	0.15%	0.05%
Other	3.63%	3.71%	3.12%	1.85%	0.57%
Total Population	-0.40%	-0.11%	0.01%	-0.02%	0.01%
Hispanic (any race)	2.84%	3.45%	2.87%	1.71%	0.53%

Source: EMSI Q2 2016 Dataset; Delta Associates.

Town of Amherst Population Trends and Projections, 2010-2021

From ESRI Business Analyst Data

Population	Planning Analysis Areas (PAAs)						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
2010 Census	8,276	14,045	20,341	23,644	34,154	21,906	122,366
2016 Estimate	8,592	14,729	21,102	23,538	34,081	21,143	123,185
2021 Projection	8,776	15,184	21,536	23,528	34,091	20,841	123,956
Annual % Change, 2010-2016	0.6%	0.8%	0.6%	-0.1%	0.0%	-0.6%	0.1%
Annual % Change, 2016-2021	0.4%	0.6%	0.4%	0.0%	0.0%	-0.3%	0.1%
Households							
2010 Census	3,154	5,342	6,627	9,215	14,759	9,707	48,894
2016 Estimate	3,320	5,775	7,009	9,303	14,846	9,480	49,733
2021 Projection	3,418	5,996	7,249	9,372	14,923	9,399	50,357
Annual % Change, 2010-2016	0.9%	1.3%	0.9%	0.2%	0.1%	-0.4%	0.3%
Annual % Change, 2016-2021	0.6%	0.8%	0.7%	0.1%	0.1%	-0.2%	0.2%
Average Household Size							
2010 Census	2.61	2.58	2.1	1.51	2.24	2.22	2.33
2016 Estimate	2.57	2.55	2.09	2.48	2.23	2.19	2.31
2021 Projection	2.55	2.53	2.08	2.46	2.22	2.18	2.29
Age Profile, 2010							
0 - 4	6.7%	5.8%	2.2%	4.5%	5.6%	4.5%	4.7%
5 - 9	7.1%	7.4%	2.2%	6.3%	5.7%	5.3%	5.5%
10 - 14	7.1%	7.4%	2.8%	7.2%	5.6%	6.1%	5.8%
15 - 19	7.7%	7.2%	16.8%	6.8%	6.2%	5.9%	8.2%
20 - 24	8.5%	5.2%	28.4%	4.5%	8.2%	4.8%	9.9%
25 - 34	15.2%	9.0%	10.6%	6.1%	13.5%	9.6%	10.5%
35 - 44	13.0%	14.8%	5.9%	11.7%	11.6%	12.0%	11.2%
45 - 54	12.9%	17.9%	7.7%	15.8%	13.6%	14.5%	13.6%
55 - 64	11.4%	13.7%	7.8%	14.8%	12.8%	14.8%	12.7%
65 - 74	6.2%	6.5%	5.6%	9.5%	7.3%	9.9%	7.7%
75 - 84	3.2%	3.8%	5.7%	7.7%	6.4%	8.2%	6.4%
85+	1.0%	1.4%	4.2%	5.1%	3.6%	4.6%	3.8%
Median	33.4	40.9	24.6	46.9	39.8	46.4	40.2

Town of Amherst Population Trends and Projections, 2010-2021

From ESRI Business Analyst Data

	Planning Analysis Areas (PAAs)						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Age Profile, 2016							
0 - 4	6.4%	5.2%	2.0%	4.1%	5.1%	4.2%	4.4%
5 - 9	6.3%	6.2%	2.1%	5.3%	5.3%	4.7%	4.8%
10 - 14	6.5%	7.7%	2.5%	6.8%	5.5%	5.6%	5.6%
15 - 19	6.9%	6.6%	16.1%	6.4%	6.0%	5.6%	7.9%
20 - 24	8.4%	5.1%	28.5%	4.9%	7.9%	5.0%	10.1%
25 - 34	16.1%	10.5%	10.9%	7.9%	13.5%	10.4%	11.3%
35 - 44	12.6%	12.0%	5.6%	9.2%	11.4%	10.6%	10.0%
45 - 54	12.1%	16.3%	6.9%	14.1%	12.2%	13.4%	12.4%
55 - 64	11.7%	15.1%	8.3%	15.3%	13.2%	15.1%	13.2%
65 - 74	8.2%	9.6%	6.7%	12.4%	9.8%	12.3%	10.1%
75 - 84	3.5%	3.9%	5.7%	7.8%	6.0%	8.0%	6.2%
85+	1.2%	1.7%	4.4%	5.9%	4.0%	5.2%	4.2%
Median	34.5	42.4	24.8	49.3	40.7	48.0	41.2
Age Profile, 2021							
0 - 4	6.4%	5.0%	2.0%	4.0%	5.0%	4.1%	4.3%
5 - 9	6.3%	5.7%	2.0%	4.9%	5.1%	4.6%	4.6%
10 - 14	6.0%	6.7%	2.5%	5.8%	5.3%	5.1%	5.1%
15 - 19	6.3%	6.6%	15.7%	5.9%	5.8%	5.0%	7.6%
20 - 24	7.6%	4.6%	27.4%	4.3%	7.2%	4.2%	9.4%
25 - 34	17.1%	10.9%	11.2%	8.9%	12.9%	10.8%	11.5%
35 - 44	13.4%	12.1%	5.8%	9.3%	12.5%	11.2%	10.5%
45 - 54	11.3%	14.4%	6.3%	12.3%	11.4%	12.2%	11.2%
55 - 64	11.0%	15.7%	8.4%	15.3%	12.7%	14.2%	12.9%
65 - 74	9.3%	11.4%	7.7%	13.9%	11.5%	14.0%	11.6%
75 - 84	4.0%	5.0%	6.5%	9.0%	6.7%	9.2%	7.1%
85+	1.2%	1.7%	4.5%	6.3%	3.9%	5.4%	4.3%
Median	35.1	43.5	25.2	51.1	41.8	49.5	42.1
Income Profile, 2016							
<\$15,000	9.3%	6.4%	20.9%	5.2%	11.1%	8.7%	10.2%
\$15,000 - \$24,999	7.5%	5.6%	12.8%	5.5%	8.0%	7.3%	7.8%
\$25,000 - \$34,999	11.0%	4.5%	10.8%	4.8%	9.5%	7.5%	7.9%
\$35,000 - \$49,999	15.0%	9.2%	14.9%	8.1%	13.8%	11.2%	11.9%
\$50,000 - \$74,999	18.6%	13.7%	12.0%	13.8%	18.6%	16.0%	15.7%
\$75,000 - \$99,999	16.2%	12.1%	10.9%	15.3%	13.3%	14.5%	13.6%
\$100,000 - \$149,999	13.9%	25.1%	9.6%	21.6%	12.2%	20.2%	16.7%
\$150,000 - \$199,999	6.6%	12.1%	3.9%	11.8%	7.1%	7.2%	8.1%
\$200,000+	1.9%	11.3%	4.2%	14.0%	6.3%	7.4%	7.9%
Median	\$57,409	\$96,288	\$39,443	\$94,513	\$57,943	\$73,546	\$67,654
Average	\$71,837	\$115,121	\$63,625	\$125,724	\$84,172	\$94,860	\$93,858
Per Capita	\$27,961	\$45,148	\$23,076	\$50,355	\$37,375	\$43,062	\$38,655

Town of Amherst Population Trends and Projections, 2010-2021

From ESRI Business Analyst Data

	Planning Analysis Areas (PAAs)						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Income Profile, 2021							
<\$15,000	9.8%	6.0%	22.1%	5.0%	11.6%	8.8%	10.6%
\$15,000 - \$24,999	6.6%	5.0%	11.5%	4.7%	7.0%	6.5%	6.9%
\$25,000 - \$34,999	14.3%	5.5%	14.4%	6.1%	12.3%	9.9%	10.4%
\$35,000 - \$49,999	8.3%	6.0%	9.8%	3.8%	8.0%	6.3%	6.9%
\$50,000 - \$74,999	16.7%	11.6%	10.4%	11.8%	16.5%	14.1%	13.7%
\$75,000 - \$99,999	18.8%	12.8%	12.0%	16.5%	15.3%	15.0%	14.9%
\$100,000 - \$149,999	15.6%	27.1%	10.2%	23.9%	13.7%	22.6%	18.5%
\$150,000 - \$199,999	7.8%	13.6%	5.0%	13.4%	8.5%	8.6%	9.5%
\$200,000+	2.1%	12.5%	4.5%	14.7%	7.1%	8.3%	8.7%
Median	\$64,312	\$103,547	\$37,333	\$102,736	\$64,584	\$80,914	\$76,930
Average	\$77,526	\$125,235	\$67,664	\$135,730	\$91,785	\$103,318	\$101,660
Per Capita	\$30,393	\$49,464	\$24,679	\$54,731	\$40,887	\$47,131	\$42,056
Housing Units, 2010							
Occupied	96.3%	95.9%	94.6%	96.1%	95.8%	94.7%	95.5%
Owner	52.9%	80.3%	47.2%	83.3%	68.3%	66.3%	68.2%
Renter	43.4%	15.6%	47.4%	12.8%	27.6%	28.4%	27.4%
Vacant	3.7%	4.1%	5.4%	3.9%	4.2%	5.3%	4.5%
Housing Units, 2016							
Occupied	97.9%	98.2%	95.5%	95.0%	95.2%	92.4%	95.2%
Owner	52.6%	80.5%	45.1%	81.3%	67.0%	63.4%	66.5%
Renter	45.3%	17.7%	50.3%	13.7%	28.2%	29.0%	28.7%
Vacant	2.1%	1.8%	4.5%	5.0%	4.8%	7.6%	4.8%
Housing Units, 2021							
Occupied	98.1%	98.2%	96.0%	94.3%	94.9%	91.5%	94.9%
Owner	51.8%	79.5%	43.8%	80.5%	66.4%	62.8%	65.7%
Renter	46.3%	18.7%	52.2%	13.8%	28.4%	28.7%	29.2%
Vacant	1.9%	1.8%	4.0%	5.7%	5.1%	8.5%	5.1%

Town of Amherst Population Trends and Projections, 2010-2021

From ESRI Business Analyst Data

	Planning Analysis Areas (PAAs)						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Owner Occupied Housing Units by Value, 2016							
Median	\$152,677	\$209,726	\$161,776	\$220,215	\$140,545	\$180,627	\$177,069
Average	\$175,463	\$245,434	\$174,298	\$233,636	\$170,755	\$205,600	\$202,452
Owner Occupied Housing Units by Value, 2021							
Median	\$180,889	\$244,718	\$179,498	\$246,635	\$167,990	\$202,756	\$203,440
Average	\$227,342	\$309,684	\$212,345	\$272,962	\$202,823	\$244,286	\$243,640

Source: ESRI Business Analyst, Delta Associates, September 2016.

Town of Amherst Population Forecasts, 2000-2040

From GBNRTC Data, Town of Amherst Adjusted Forecasts

Population	Planning Analysis Areas (PAAs)						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
2000 Census	8,081	11,853	17,896	22,736	34,120	21,824	116,510
2010 Census	8,323	14,045	20,298	23,644	34,251	21,805	122,366
2014 Estimate	8,506	14,941	21,860	23,773	34,317	22,021	125,419
2040 Forecast	11,118	19,287	25,899	26,103	34,827	24,176	141,410
Annual % Change							
2000-2010 Annual % Change	0.30%	1.71%	1.27%	0.39%	0.04%	-0.01%	0.49%
2010-2014 Annual % Change	0.55%	1.56%	1.87%	0.14%	0.05%	0.25%	0.62%
2014-2040 Annual % Change	1.04%	0.99%	0.65%	0.36%	0.06%	0.36%	0.46%

Source: Greater Buffalo-Niagara Regional Transportation Council, Delta Associates, September 2016.

Table 6

Private Employment Trends in the Buffalo-Cheektowaga-Niagara Falls MSA

2001-2015¹

	Annual Percent Change					
	2001	2010	2015	2001-2010	2010-2015	2001-2015
ERIE COUNTY						
Total Private	380,705	371,731	390,854	-0.3%	1.0%	0.2%
Manufacturing	62,284	41,119	42,810	-4.5%	0.8%	-2.6%
Retail, Dining & Entertainment ²	88,148	92,242	98,685	0.5%	1.4%	0.8%
Professional, Business & Financial Services ³	90,531	98,685	100,511	1.0%	0.4%	0.7%
Education & Health	65,023	72,994	75,646	1.3%	0.7%	1.1%
Accommodation	3,153	3,179	3,513	0.1%	2.0%	0.8%
Construction	16,881	15,488	16,955	-1.0%	1.8%	0.0%
Wholesale, Transportation, Utilities, Other Svc ⁴	54,685	48,024	52,734	-1.4%	1.9%	-0.3%
NIAGARA COUNTY						
Total Private	62,504	54,868	59,068	-1.4%	1.5%	-0.4%
Manufacturing	15,888	8,295	9,018	-7.0%	1.7%	-4.0%
Retail, Dining & Entertainment ²	16,192	16,145	17,976	0.0%	2.2%	0.7%
Professional, Business & Financial Services ³	8,047	7,756	8,318	-0.4%	1.4%	0.2%
Education & Health	10,609	12,336	12,535	1.7%	0.3%	1.2%
Accommodation	914	738	1,110	-2.3%	8.5%	1.4%
Construction	2,984	2,529	2,914	-1.8%	2.9%	-0.2%
Wholesale, Transportation, Utilities, Other Svc ⁴	7,870	7,069	7,197	-1.2%	0.4%	-0.6%
MSA TOTAL						
Total Private	443,209	426,599	449,922	-0.4%	1.1%	0.1%
Manufacturing	78,172	49,414	51,828	-5.0%	1.0%	-2.9%
Retail, Dining & Entertainment ²	104,340	108,387	116,661	0.4%	1.5%	0.8%
Professional, Business & Financial Services ³	98,578	106,441	108,829	0.9%	0.4%	0.7%
Education & Health	75,632	85,330	88,181	1.3%	0.7%	1.1%
Accommodation	4,067	3,917	4,623	-0.4%	3.4%	0.9%
Construction	19,865	18,017	19,869	-1.1%	2.0%	0.0%
Wholesale, Transportation, Utilities, Other Svc ⁴	62,555	55,093	59,931	-1.4%	1.7%	-0.3%

¹ BLS changed its methodology for reporting data in 2001, so data from 2000 and earlier is inconsistent. For this reason only data from 2001 and later are used here.

² Includes Retail Trade, Arts/Entertainment/Recreation, and Food Services

³ Includes Information, Finance & Insurance, Real Estate, Professional & Business Services

⁴ Includes Utilities, Wholesale Trade, Transportation & Warehousing, and Other Services

Source: Bureau of Labor Statistics, Quarterly Census of Employment & Wages; Delta Associates

Table 7

Buffalo-Cheektowaga-Niagara Falls MSA Employment Profile, 2015

	Total Employment	Average Weekly Wage	Average Annual Wage
Total Private Employment	449,922	\$838	\$43,576
Manufacturing	51,828	1,205	62,660
Retail, Dining & Entertainment	116,661	470	24,420
Retail Trade	63,013	496	25,792
Arts, Entertainment & Recreation	8,265	1,057	54,964
Food Services & Drinking Places	45,383	326	16,952
Professional, Business & Financial Services	108,829	1,080	56,149
Information	7,065	1,130	58,760
Finance & Insurance	25,914	1,252	65,104
Real Estate & Rental & Leasing	7,012	794	41,288
Professional & Technical Services	25,856	1,172	60,944
Management of Companies & Enterprises	13,770	1,648	85,696
Administrative & Waste Services	29,212	634	32,968
Education & Health	88,181	789	41,014
Educational Services	13,629	656	34,112
Health Care & Social Assistance	74,552	813	42,276
Accommodation	4,623	393	20,436
Construction	19,869	1,046	54,392
Wholesale, Transportation, Utilities, Other Services	59,931	830	43,157
Wholesale Trade	20,485	1,156	60,112
Transportation & Warehousing	15,019	794	41,288
Utilities	1,630	1,857	96,564
Other Services	19,789	488	25,376
Unclassified & Other	3,008	482	25,064

Source: Bureau of Labor Statistics, Quarterly Census of Employment & Wages; Delta Associates

Comparison of Employment Estimates for 2001 and 2015

	BUFFALO MSA			ERIE COUNTY			NIAGARA COUNTY		
	2001	2015	Annual % Change	2001	2015	Annual % Change	2001	2015	Annual % Change
Greater Buffalo-Niagara Regional Transportation Council¹									
Manufacturing	88,092	75,200	-1.1%	69,533	60,311	-1.0%	18,559	14,889	-1.6%
Retail ^c	115,917	128,535	0.7%	97,545	108,191	0.7%	18,372	20,344	0.7%
Wholesale ³	30,498	32,708	0.5%	27,959	29,790	0.5%	2,539	2,917	1.0%
All Other Employment	416,312	429,170	0.2%	360,519	374,142	0.3%	55,793	55,029	-0.1%
Total Employment	650,819	665,613	0.2%	555,556	572,434	0.2%	95,263	93,179	-0.2%
Economic Modeling Specialists (EMSI)									
Manufacturing	78,176	51,838	-2.9%	62,287	42,841	-2.6%	15,889	8,997	-4.0%
Retail ^c	108,407	120,730	0.8%	91,302	101,732	0.8%	17,105	18,998	0.8%
Wholesale ⁴	66,098	59,383	-0.8%	58,373	52,819	-0.7%	7,725	6,564	-1.2%
All Other Employment	292,770	313,269	0.5%	256,467	273,228	0.5%	36,303	40,041	0.7%
Total Employment	545,451	545,220	0.0%	468,429	470,620	0.0%	77,022	74,600	-0.2%
Bureau of Labor Statistics									
Manufacturing	78,172	51,828	-2.9%	62,284	42,810	-2.6%	15,888	9,018	-4.0%
Retail ^c	104,340	116,661	0.8%	88,148	98,685	0.8%	16,192	17,976	0.7%
Wholesale ⁴	62,555	59,931	-0.3%	54,685	52,734	-0.3%	7,870	7,197	-0.6%
All Other Employment	198,142	221,502	0.8%	175,588	196,625	0.8%	22,554	24,877	0.7%
Total Employment	443,209	449,922	0.1%	380,705	390,854	0.2%	62,504	59,068	-0.4%

Comparison of Employment Estimates for 2001 and 2015

	BUFFALO MSA			ERIE COUNTY			NIAGARA COUNTY		
	2001	2015	Annual % Change	2001	2015	Annual % Change	2001	2015	Annual % Change
Census Bureau Local Employment Dynamics (LED) Program⁵									
Manufacturing	71,127	52,354	-2.2%	61,224	43,222	-2.5%	9,903	9,132	-0.6%
Retail ²	103,103	112,622	0.6%	88,398	93,597	0.4%	14,705	19,025	1.9%
Wholesale ⁴	63,358	62,001	-0.2%	55,725	55,321	-0.1%	7,633	6,680	-0.9%
All Other Employment	262,310	285,231	0.6%	231,096	253,506	0.7%	31,214	31,725	0.1%
Total Employment	499,898	512,208	0.2%	436,443	445,646	0.1%	63,455	66,562	0.3%

¹ GBNRTC estimates are for 2000 and 2014. GBNRTC has only estimated industry shares for 2000 and 2035, so intermediate forecasts assume that shifts in industry patterns occur at a consistent rate between 2000 and 2035.

² Includes Retail Trade, Arts/Entertainment/Recreation, and Food Services

³ Only Includes Wholesale Trade

⁴ Includes Utilities, Wholesale Trade, Transportation & Warehousing, and Other Services

⁵ Data from this source are for 2002 and 2014.

Source: Greater Buffalo-Niagara Regional Transportation Council; EMSI; Bureau of Labor Statistics; Census Bureau; Delta Associates

Town of Amherst Change in Property Assessment by Year

	2010	2011	2012	2013	2014	2015 ⁵	2016 ⁵	\$ Change	% Change
Residential ¹	\$7,026,269,822	\$7,036,710,000	\$7,062,072,000	\$7,137,714,000	\$7,200,121,000	\$7,275,033,000	\$7,354,575,000	\$328,305,178	4.7%
Office ²	\$753,491,000	\$749,966,000	\$751,052,000	\$808,407,000	\$816,199,000	\$814,835,000	\$825,596,000	\$72,105,000	9.6%
Industrial ³	\$272,225,000	\$268,535,000	\$268,190,000	\$276,290,000	\$285,499,000	\$289,952,000	\$271,775,000	-\$450,000	-0.2%
Other Commercial ⁴	\$592,225,000	\$589,437,000	\$614,220,000	\$636,933,000	\$642,216,000	\$648,487,000	\$677,958,000	\$85,733,000	14.5%
Public/Other	\$1,908,498,000	\$1,915,831,000	\$1,920,414,000	\$1,892,609,000	\$1,920,491,000	\$1,922,853,000	\$1,931,454,000	\$22,956,000	1.2%
TOTAL	\$10,552,708,822	\$10,560,479,000	\$10,615,948,000	\$10,751,953,000	\$10,864,526,000	\$10,951,160,000	\$11,061,358,000	\$508,649,178	4.8%

¹ Includes all single- and multi-family residential properties

² Includes single- and multi-tenant office buildings

³ Includes manufacturing, warehousing/distribution, and flex space.

⁴ Includes mixed-use, retail, lodging, recreation, entertainment, and all other types of commercial uses

⁵ 2015 and 2016 figures are adjusted to reflect market equalization of 100%.

Source: Town of Amherst Assessor's Office, Delta Associates, September 2016

Table 10

Employment Forecasts, 2015 to 2040¹

Adapted from Greater Buffalo-Niagara Regional Transportation Council Data

Planning Analysis Areas	Total Employment			Manufacturing Employment			Retail Employment			Wholesale Employment			All Other Employment		
	2015	2040	Percent Change	2015	2040	Percent Change	2015	2040	Percent Change	2015	2040	Percent Change	2015	2040	Percent Change
Town of Amherst															
PAA 1	10,511	12,154	15.6%	1,909	1,708	-10.5%	1,627	1,830	12.5%	1,136	1,353	19.1%	5,839	7,264	24.4%
PAA 2	7,403	5,933	-19.9%	145	38	-74.0%	993	1,094	10.2%	136	111	-18.0%	6,130	4,690	-23.5%
PAA 3	18,121	16,372	-9.7%	697	429	-38.4%	2,312	1,976	-14.5%	147	131	-10.7%	14,966	13,836	-7.5%
PAA 4	9,362	8,355	-10.8%	102	68	-32.9%	2,416	2,535	5.0%	258	222	-14.1%	6,587	5,529	-16.1%
PAA 5	26,208	32,772	25.0%	428	429	0.3%	8,959	13,692	52.8%	971	1,229	26.6%	15,850	17,423	9.9%
PAA 6	35,829	34,804	-2.9%	1,137	917	-19.3%	7,080	7,624	7.7%	3,454	4,094	18.5%	24,158	22,168	-8.2%
Amherst Total	107,435	110,390	2.8%	4,416	3,588	-18.8%	23,387	28,751	22.9%	6,102	7,141	17.0%	73,550	70,910	-3.6%
Other Erie County	464,999	487,990	4.9%	55,894	43,659	-21.9%	84,804	95,051	12.1%	23,688	25,369	7.1%	300,612	323,912	7.8%
Erie County Total	572,434	598,380	4.5%	60,311	47,247	-21.7%	108,191	123,802	14.4%	29,790	32,509	9.1%	374,142	394,822	5.5%
Niagara County Total	93,179	115,670	24.1%	14,889	13,080	-12.2%	20,344	29,185	43.5%	2,917	4,340	48.8%	55,029	69,066	25.5%
Buffalo MSA Total	665,613	714,050	7.3%	75,200	60,327	-19.8%	128,535	152,987	19.0%	32,708	36,849	12.7%	429,170	463,888	8.1%

¹ Base year in GBNRTC forecasts of 2014 is shifted to 2015 for this analysis. Total forecasts from 2040 are identical to GBNRTC 2040 forecasts. Forecasts by employment type were not prepared by GBNRTC for 2040 forecasts. Shares of each employment category from GBNRTC 2035 forecasts completed in 2009 were applied instead.

Source: Greater Buffalo-Niagara Regional Transportation Council; Delta Associates

Employment Growth Rates by Planning Analysis Area, 2015-2040

	2015-2040 ANNUAL GROWTH RATES BY EMPLOYMENT TYPE, ADJUSTED FROM GBNRTC FIGURES							
	Planning Analysis Area						Amherst	Region
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	Total	Total
Manufacturing	-0.44%	-5.24%	-1.92%	-1.58%	0.01%	-0.86%	-0.83%	-0.88%
Retail ¹	0.47%	0.39%	-0.63%	0.19%	1.71%	0.30%	0.83%	0.70%
Wholesale ²	0.70%	-0.79%	-0.45%	-0.61%	0.95%	0.68%	0.63%	0.48%
All Other Employment	0.88%	-1.07%	-0.31%	-0.70%	0.38%	-0.34%	-0.15%	0.31%
Total Employment	0.58%	-0.88%	-0.41%	-0.45%	0.90%	-0.12%	0.11%	0.28%

COMPARISON OF REGIONAL GROWTH RATES

	GBNRTC,	NYSOL	EMSI	Average of Adjustment		
	2015-2040	2012-22 ³	2014-2026	Forecasts from GBNRTC		
Manufacturing	-0.88%	-0.23%	-0.79%	-0.63%	0.25%	
Retail	0.70%	1.06%	0.63%	0.80%	0.10%	
Wholesale	0.48%	0.63%	0.39%	0.50%	0.02%	
All Other Employment	0.31%	0.78%	0.68%	0.59%	0.28%	
Total Employment	0.28%	0.73%	0.51%	0.50%	0.22%	

ADJUSTED ANNUAL EMPLOYMENT GROWTH RATES, 2015-2040

	ADJUSTED ANNUAL EMPLOYMENT GROWTH RATES, 2015-2040						Region
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	Amherst
Manufacturing	-0.20%	-4.99%	-1.68%	-1.34%	0.26%	-0.61%	-0.58%
Retail	0.57%	0.49%	-0.53%	0.29%	1.81%	0.39%	0.93%
Wholesale	0.72%	-0.77%	-0.43%	-0.59%	0.97%	0.70%	0.65%
All Other Employment	1.15%	-0.79%	-0.04%	-0.42%	0.66%	-0.07%	0.13%
Total Employment	0.81%	-0.66%	-0.18%	-0.23%	1.12%	0.11%	0.33%

¹ Includes Retail Trade, Arts/Entertainment/Recreation, and Food Services

² Only Includes Wholesale Trade for GBNRTC. Other forecasts include Utilities, Wholesale Trade, Transportation & Warehousing, and Other Services

³ NYSOL forecasts are for Western New York region, which includes Buffalo-Cheektowaga Niagara Falls MSA plus Allegany, Cattaraugus, and Chautauqua counties.

Source: Greater Buffalo-Niagara Regional Transportation Council; EMSI; Bureau of Labor Statistics; Delta Associates

Table 12

Employment Forecasts by Planning Analysis Area and Scenario

	Planning Analysis Area						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
2000 Baseline							
Manufacturing	2,232	52	589	95	598	1,272	4,838
Retail	1,310	540	1,595	1,657	10,427	5,642	21,171
Wholesale	1,065	88	106	178	991	3,263	5,691
All Other Employment	5,115	2,090	11,706	5,333	17,374	21,075	62,693
Total Employment	9,722	2,770	13,996	7,263	29,390	31,252	94,393
2015 Estimate							
Manufacturing	1,909	145	697	102	428	1,137	4,416
Retail	1,627	993	2,312	2,416	8,959	7,080	23,387
Wholesale	1,136	136	147	258	971	3,454	6,102
All Other Employment	5,839	6,130	14,966	6,587	15,850	24,158	73,530
Total Employment	10,511	7,403	18,121	9,362	26,208	35,829	107,435
Total Change, 2000-2015							
Manufacturing	(323)	93	108	7	(170)	(135)	(422)
Retail	317	453	717	759	(1,468)	1,438	2,216
Wholesale	71	48	41	80	(20)	191	411
All Other Employment	724	4,040	3,260	1,254	(1,524)	3,083	10,837
Total Employment	789	4,633	4,125	2,099	(3,182)	4,577	13,042
2040 Forecast: Scenario 1 - Baseline¹							
Manufacturing	1,817	40	457	73	456	976	3,818
Retail	1,875	1,121	2,025	2,598	14,026	7,813	29,459
Wholesale	1,360	112	132	223	1,235	4,114	7,176
All Other Employment	7,781	5,031	14,833	5,929	18,669	23,766	76,010
Total Employment	12,832	6,304	17,447	8,823	34,386	36,670	116,462
2040 Forecast: Scenario 2 - More Development Around UB North Campus²							
Manufacturing	1,817	40	457	73	456	976	3,818
Retail	1,850	1,121	3,317	2,598	12,760	7,813	29,459
Wholesale	1,360	112	132	223	1,235	4,114	7,176
All Other Employment	7,392	5,031	15,503	5,929	18,387	23,766	76,010
Total Employment	12,419	6,304	19,409	8,823	32,838	36,670	116,462
2040 Forecast: Scenario 3 - Better Overall Performance for Town of Amherst³							
Manufacturing	1,934	43	487	77	485	1,039	4,065
Retail	1,995	1,193	2,156	2,765	14,913	8,314	31,337
Wholesale	1,447	119	141	238	1,313	4,378	7,635
All Other Employment	8,276	5,358	15,789	6,313	19,864	25,298	80,897
Total Employment	13,652	6,712	18,572	9,393	36,576	39,029	123,934

¹ Scenario 1 uses the adjusted annual growth rates shown on Table 6-5

² Scenario 2 reallocates some demand from PAA 1 and PAA 5 to account for greater development activity than anticipated around the University at Buffalo's North Campus. Demand has been reallocated as follows:

- For Retail, 10% of expected growth in PAA 1 and 25% of expected growth in PAA 5 has been reallocated to PAA 3.

- For All Other Employment, 20% of expected growth in PAA 1 and 10% of expected growth in PAA 5 has been reallocated to PAA 3.

³ Scenario 3 increases the overall annual growth rates shown on Table 6-5 upward by 25 basis points (0.25%) in order to illustrate how better overall economic performance in the Town of Amherst would affect employment growth.

Source: Greater Buffalo-Niagara Regional Transportation Council; EMSI; Bureau of Labor Statistics; Delta Associates

Projected Employment Change by Planning Analysis Area and Scenario, 2015-2040

	Planning Analysis Area						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Scenario 1 - Baseline: Employment Change, 2015-2040							
Manufacturing	(92)	(104)	(240)	(29)	28	(161)	(599)
Retail	248	128	(287)	183	5,067	733	6,072
Wholesale	224	(24)	(15)	(35)	264	660	1,074
All Other Employment	1,941	(1,099)	(132)	(657)	2,819	(392)	2,480
Total Employment	2,321	(1,099)	(674)	(539)	8,178	841	9,027
Scenario 2 - More Development Around UB North Campus: Employment Change, 2015-2040							
Manufacturing	(92)	(104)	(240)	(29)	28	(161)	(599)
Retail	223	128	1,005	183	3,800	733	6,072
Wholesale	224	(24)	(15)	(35)	264	660	1,074
All Other Employment	1,553	(1,099)	538	(657)	2,537	(392)	2,480
Total Employment	1,908	(1,099)	1,287	(539)	6,629	841	9,027
Scenario 3 - Better Overall Performance for Town of Amherst: Employment Change, 2015-2040							
Manufacturing	25	(102)	(210)	(24)	58	(98)	(351)
Retail	368	200	(156)	350	5,954	1,234	7,951
Wholesale	311	(17)	(6)	(21)	343	923	1,533
All Other Employment	2,436	(772)	823	(274)	4,013	1,140	7,367
Total Employment	3,140	(691)	451	31	10,367	3,200	16,499
Total Change, 2000-2020							
Manufacturing	(56)	697	(15)	(5)	(50)	(56)	516
Retail	445	483	347	429	328	2	2,034
Wholesale	259	16	37	259	240	293	1,103
All Other Employment	4,861	786	3,765	2,355	4,533	8,266	24,566
Total Employment	5,508	1,982	4,133	3,038	5,052	8,506	28,220

Source: Greater Buffalo-Niagara Regional Transportation Council; EMSI; Bureau of Labor Statistics; Delta Associates

Table 14

Projected Commercial Development by Planning Analysis Area and Scenario

Net Change in Built Space, 2015-2040¹

	Planning Analysis Area						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Scenario 1 - Baseline: Net Change in Built SF, 2015-2040							
Manufacturing	-	-	-	-	14,200	-	14,200
Retail	86,800	44,900	-	64,000	1,773,500	256,600	2,225,800
Wholesale	223,700	-	-	-	263,800	660,400	1,147,900
All Other Employment	339,700	-	-	-	493,300	-	833,000
Total Square Feet	650,200	44,900	-	64,000	2,544,800	917,000	4,220,900
Scenario 2 - More Development Around UB North Campus: Net Change in Built SF, 2015-2040							
Manufacturing	-	-	-	-	14,200	-	14,200
Retail	78,200	44,900	351,700	64,000	1,330,100	256,600	2,125,500
Wholesale	223,700	-	-	-	263,800	660,400	1,147,900
All Other Employment	271,800	-	94,100	-	444,000	-	809,900
Total Square Feet	573,700	44,900	445,800	64,000	2,052,100	917,000	4,097,500
Scenario 3 - Better Overall Performance for Town of Amherst: Net Change in Built SF, 2015-2040							
Manufacturing	12,600	-	-	-	28,800	-	41,400
Retail	128,900	70,000	-	122,400	2,083,900	432,000	2,837,200
Wholesale	310,600	-	-	-	342,500	923,500	1,576,600
All Other Employment	426,400	-	144,100	-	702,300	199,600	1,472,400
Total Square Feet	878,500	70,000	144,100	122,400	3,157,500	1,555,100	5,927,600
Total Change, 2000-2020							
Manufacturing	(56)	697	(15)	(5)	(50)	(56)	516
Retail	445	483	347	429	328	2	2,034
Wholesale	259	16	37	259	240	293	1,103
All Other Employment	4,861	786	3,765	2,355	4,533	8,266	24,566
Total Employment	5,508	1,982	4,133	3,038	5,052	8,506	28,220

¹ Only includes newly built space. Does not include the renovation or rehabilitation of existing space. For buildings that will be demolished, these figures account for the net change in built space after completion.

Source: Delta Associates

Table 15

Projected Land Consumption by Planning Analysis Area and Scenario

Net Change in Acreage, 2015-2040

	Planning Analysis Area						Amherst Total
	PAA 1	PAA 2	PAA 3	PAA 4	PAA 5	PAA 6	
Share of Development on Currently Undeveloped Land							
Manufacturing	50%	75%	50%	50%	0%	0%	
Retail	75%	75%	25%	25%	10%	10%	
Wholesale	50%	75%	50%	50%	0%	25%	
All Other Employment	75%	75%	50%	25%	10%	10%	
Scenario 1 - Baseline: Net Change in Acreage, 2015-2040							
Manufacturing	-	-	-	-	-	-	-
Retail	5.0	2.6	-	1.2	13.6	2.0	24.3
Wholesale	12.8	-	-	-	-	19.0	31.8
All Other Employment	7.8	-	-	-	1.5	-	9.3
Total Acreage	25.6	2.6	-	1.2	15.1	20.9	65.4
Scenario 2 - More Development Around UB North Campus: Net Change in Acreage, 2015-2040							
Manufacturing	-	-	-	-	-	-	-
Retail	4.5	2.6	6.7	1.2	10.2	2.0	27.2
Wholesale	12.8	-	-	-	-	19.0	31.8
All Other Employment	6.2	-	1.4	-	1.4	-	9.0
Total Acreage	23.6	2.6	8.2	1.2	11.5	20.9	68.0
Scenario 3 - Better Overall Performance for Town of Amherst: Net Change in Acreage, 2015-2040							
Manufacturing	1.0	-	-	-	-	-	1.0
Retail	7.4	4.0	-	2.3	15.9	3.3	33.0
Wholesale	17.8	-	-	-	-	26.5	44.3
All Other Employment	9.8	-	2.2	-	2.1	0.6	14.8
Total Acreage	36.0	4.0	2.2	2.3	18.1	30.4	93.1
Total Change, 2000-2020							
Manufacturing	(55.8)	697.1	(14.8)	(4.6)	(49.6)	(55.8)	516.5
Retail	445.0	483.5	346.6	428.6	328.3	2.2	2,034.3
Wholesale	258.7	15.8	36.7	258.6	239.5	293.4	1,102.7
All Other Employment	4,860.5	786.0	3,764.9	2,355.2	4,533.5	8,266.1	24,566.2
Total Employment	5,508.4	1,982.4	4,133.4	3,037.8	5,051.7	8,505.9	28,219.6

Source: Delta Associates, September 2016