

# **Buffalo Urban Development Corporation (BUDC)**

## ***2023 Mission Statement and Performance Measurements (w/ Results)***

### **BUDC Mission Statement:**

The mission of Buffalo Urban Development Corporation (BUDC) is to support the urban economic development efforts of the region through acquisition, remediation and management of distressed properties, and to engage in related real estate development activities for the purpose of attracting and/or retaining new and existing businesses to the City as part of the region. The mission of BUDC also includes supporting the revitalization of downtown Buffalo by serving as the lead management entity for Buffalo Building Reuse Project (BBRP) and Race for Place initiatives, working in collaboration with the City of Buffalo; including the coordination of financial assistance for downtown adaptive re-use projects and public right-of-way improvements. BUDC also serves as the lead management entity for the Ralph C. Wilson, Jr. Centennial Park transformation.

### **BUDC Performance Measurements:**

**Goal: To reclaim abandoned and distressed land and buildings for future development.**

*Objective A: Continue to establish the Northland Beltline (“Northland”) as the prime urban area for reclamation, by implementing the redevelopment strategy and continuing to engage in appropriate planning processes and leasing for future development.*

Measurement: Secure consultant and complete architectural and engineering work for 612 Northland “B” Building; 541 East Delavan Ave.; Clean Energy Microgrid and other relevant infrastructure improvements.

Result: BUDC secured A&E firm for the above-mentioned properties and Clean Energy Microgrid.

Measurement: Assemble any additional properties that become available which are needed to enhance Northland.

Result: BUDC did not purchase additional properties on the Northland Campus but continues to explore strategic sites within the campus.

Measurement: Obtain City of Buffalo Planning Board approval for various phases of Northland redevelopment as they occur.

Result: BUDC successfully obtained City of Buffalo Planning Board approval for 537 E. Delavan.

**Measurement:** Obtain State Historic Preservation Office (SHPO) approval to maximize the preservation of structures that will contribute to the redevelopment of Northland and the select demolition of structures that are an impediment to the redevelopment.

**Result:** BUDC obtained SHPO approval for 537 E. Delavan and 612 Northland 'B' Building.

**Measurement:** Manage all compliance and milestones related to the financing for Northland Central; including Historic Preservation Tax Credits, Brownfield Cleanup Program Tax Credits, New Market Tax Credits, and bridge loan financing.

**Result:** All compliance milestones were met.

**Measurement:** Negotiate new lease agreements with tenants for available space at Northland Central and 612 Northland.

**Result:** BUDC continues to market available space at Northland Central and 612 Northland and is in discussions with potential leads.

**Measurement:** Continue to implement the Soil Site Management Plan (SMP) for Northland Central, under the NYS Brownfield Cleanup Program.

**Result:** BUDC continues to implement the SMP for Northland Central.

**Measurement:** Continue effective M/WBE Utilization and Workforce Participation programs for remaining Northland construction.

**Result:** No construction was completed this year. BUDC continues to focus on effective M/WBE Utilization and Workforce Participation on future construction projects.

**Measurement:** Continue to implement the Restore NY V Grant initiatives, including renovations at 541 E. Delavan.

**Result:** BUDC is implementing the remaining Restore NY V funds for the redevelopment of 537 E. Delavan.

**Measurement:** Continue the implementation of the Historic Preservation Mitigation measures agreed to with the State Historic Preservation Office, according to the Memorandum of Agreement (MOA).

**Result:** BUDC successfully updated the MOA to include the Phase 3 work.

**Measurement:** Continue to work with the NYSDEC regarding Superfund investigation and remediation at the 537 E. Delavan site.

**Result:** BUDC continues to work with NYSDEC on the interim work plan for upcoming construction.

**Measurement:** If funding becomes available, begin renovations or other actions necessary to bring other space across Northland to a “ready-to-lease” condition.

**Result:** BUDC executed the Regional Economic & Community Assistance Program (RECAP) GDA which will fund renovations at 631 Northland, 537 E. Delavan (administration building), 777 Northland, 741 Northland, and other campuswide projects.

**Measurement:** Continue the Community Outreach Program, with one additional Public Meeting and one additional Stakeholder Advisory Committee Meeting, and additional community outreach through social media.

**Result:** BUDC working with Mustard Seed Consulting, conducted two (2) Stakeholder Advisory Committee Meeting, participated in National Night Out community programming and Northland Food Truck Thursdays.

**Measurement:** Continue to implement the green infrastructure plan for 537 E. Delavan, when construction resumes.

**Result:** BUDC incorporated green infrastructure in its Phase 3 work. BUDC is coordinating with BSA to determine final scope and financial assistance.

*Objective B: Secure funds to continue to advance the Northland Beltline projects.*

**Measurement:** Complete application to Empire State Development (ESD) for \$55M for additional funding for projects on the Northland Campus including 631 Northland Avenue; 777 Northland Avenue; 537 E. Delavan Avenue; 741 Northland Avenue and other campus wide improvements.

**Result:** Completed.

**Measurement:** Identify additional funding sources (i.e. grants and tax credits) and income opportunities for future phases of Northland Beltline projects.

**Result:** BUDC successfully leveraged an additional \$1.8 million through the Solar Microgrid Capital project with ESD.

*Objective C: Transition Northland management responsibilities to the Director of Construction & Project Management*

**Measurement:** Hire BUDC Director of Construction & Project Management.

**Result:** BUDC hired a Northland Corridor Project Manager to assist in coordinating development efforts on campus.

**Measurement:** On a monthly basis, coordinate all Northland property maintenance and repairs with Mancuso Management (Comvest).

**Result:** BUDC continues to conduct monthly coordination meetings regarding property management related issues and repairs.

**Measurement:** Continue to engage NYS Department of State on review of Beltline Brownfield Opportunity Area (BOA) Nomination Document.

**Result:** The Northland Corridor BOA contract is in the process of being reviewed and executed by the Department of State.

**Measurement:** Coordinate two (2) networking events with Northland area small businesses

**Result:** BUDC, working with Mustard Seed Consulting, continues to work on identifying and coordinating with partners on small businesses networking opportunities.

**Measurement:** Complete required annual and bi-annual compliance reports for ECIDA and NTCIC/Tax Credit Investors.

**Result:** Compliance reports have been completed.

*Objective D: Prepare land and buildings for development through remediation, select demolition, infrastructure upgrades/construction, site improvements, and amenity construction.*

**Measurement:** Assemble appropriate properties throughout the City to increase inventory for future brownfield projects.

**Result:** BUDC has not purchased any additional properties this year but continues to consider strategic sites to acquire.

**Measurement:** Number of acres remediated to shovel-ready condition.

**Result:** BUDC has not remediated any new sites this year, but continues to consider new sites

**Measurement:** Number of building square feet rehabilitated to leasable condition.

**Result:** BUDC is in the process of completing architectural and engineering work necessary to rehabilitate additional properties on Northland's Campus.

**Goal: To attract and/or retain new and existing businesses to the City and region.**

*Objective A: Market BUDC properties as an urban alternative for new construction of light manufacturing, distribution and office facilities.*

Measurement: Negotiate and close on a Land Sale Agreement with Krog Corporation for 193 Ship Canal Parkway.

Result: BUDC is currently in negotiations with RAS Companies for 193 Ship Canal Parkway.

Measurement: Negotiate and close on a Land Sale Agreement with Savarino Companies for various Buffalo Lakeside Commerce Park parcels.

Result: BUDC is currently marketing various parcels at Buffalo Lakeside Commerce Park as Savarino Companies has decided not to move forward with the land sale.

**New Measurement:** A minimum of six (6) “earned” media appearances and five thousand (5,000) website page and social media views.

Result: BUDC has earned over six (6) media appearances and over five thousand (5,000) website and social media views.

Measurement: Maintain infrastructure amenities to enhance the marketability of the BLCP and Northland properties.

Result: BUDC through its property management consultants continues to maintain Buffalo Lakeside Commerce Park and Northland properties.

*Objective B: Support the economic development efforts of the City of Buffalo Office of Strategic Planning (OSP) with the task of expanding or relocating businesses of a diverse nature in the City.*

Measurement: Number of businesses contacted, as directed by OSP.

Result: BUDC has contacted over fifty (50) businesses.

*Objective C: Support the economic development efforts of the City by maintaining procurement practices that encourage the participation of local (50%), minority (25%), and women-owned (5%) businesses.*

Measurement: All informal bids, formal bids, request for proposals, and requests for qualifications will include the City’s participation goals listed above.

Result: All informal bids, formal bids, Requests for Proposals and Qualifications have been complete including the City's MWBE participation goals.

**Goal: To support the revitalization of Downtown Buffalo.**

*Objective A: Serve as lead management entity for BBRP/Race for Place initiatives.*

Measurement: A minimum of twenty (25) companies contacted.

Result: BUDC has contacted over twenty-five (25) companies.

*Objective B: Coordinate financial assistance for adaptive re-use projects and/or new construction projects.*

Measurement: A minimum of two (2) projects assisted.

Result: BUDC continues to assist on coordination of financial tools for projects.

**New Measurement:** Explore new incentive options for adaptive re-use and/or new construction projects that encourage mixed income residential development, minority developer participation, M/WBE entrepreneurship and ground floor activation.

Result: BUDC is in the process of exploring incentive opportunities.

*Objective D: Assist coordination of public right-of-way and public space improvements.*

Measurement: Promote and coordinate added creativity and innovation within the public realm.

Result: BUDC continues to coordinate creative public realm projects such as the Ellicott Street Library Underpass Lighting Project.

Measurement: Further the recommendations included in the Future of Mobility Report.

Result: BUDC continues to further recommendations through the Future of Mobility Report, in coordination with OSP and DPW.

Measurement: Coordinate a series of Innovative Focus Group sessions to gain community input on upcoming smart city technologies and related infrastructure improvements.

Result: BUDC continues to coordinate focus group and meetings regarding improvements to the public realm.

**Measurement:** Further the recommendations from Race for Place for continued outreach through community focus groups.

**Result:** BUDC continues to coordinate outreach meetings regarding improvements to downtown's public realm.

**Measurement:** A minimum of five (5) city blocks and one (1) public space improved.

**Result:** Over five (5) blocks and two (2) public spaces improved.

**Measurement:** Complete Waterfront/Inner Harbor public realm strategy and continue waterfront stakeholder coordination efforts.

**Result:** The Downtown Waterfront Improvement Plan is set to be completed by April 2024.

**Measurement:** Further the recommendations outlined Ellicott Street Placemaking Strategy.

**Result:** Completed Ellicott Street Library Underpass Lighting Project per the Ellicott Street Placemaking Plan.

**Measurement:** Facilitate a strategy to improve downtown infrastructure maintenance and sustainability with the six partners.

**Result:** BUDC continues discussions with the City of Buffalo and other partners infrastructure and sustainability.

**Measurement:** Coordinate with the six partners to develop strategy for a capital campaign to solicit private funding for public realm improvements.

**Result:** BUDC continues discussions with the City of Buffalo and other partners around public and private funding opportunities for improvements.

**New Measurement:** Coordinate with City of Buffalo and Empire State Development to further schematic design of Erie Street connection from I-190 to the Erie Basin Marina.

**Result:** BUDC has developed an Erie Street concept plan through the Downtown Waterfront Improvement Plan and continues to coordinate with City of Buffalo and Empire State Development on Erie Street improvements.

*Objective E: Coordinate additional phases of Queen City Pop Up (QCPU).*

**New Measurement:** Explore outdoor QCPU Concepts and new post pandemic recovery initiatives for downtown area restaurants and retailers.

**Result:** BUDC has coordinated several initiatives for small businesses through the QCPU program. BUDC is working to coordinate Queen City Pop Up outdoor concepts for 2024 season.

*Objective F: Continue coordination of the publication, marketing, and online promotion of Buffalo's Race for Place Plan.*

**Result:** BUDC continued to promote Race for Place through print and digital media.

**Measurement:** Complete digital expansion for raceforplacebuffalo.com.

**Result:** BUDC has successfully launched its new website that incorporates Race for Place.

*Objective G: Build awareness of Downtown programs, tools, and incentives.*

**Measurement:** At least two (2) earned appearances on regional and/or national platforms.

**Result:** BUDC has made four (4) appearances on regional and/or national platforms.

**Measurement:** At least two (2) presentations to business associations, professional organizations, and community groups.

**Result:** BUDC has made four (4) presentations to business groups and stakeholders.

*Objective H: Promote the construction of additional units of downtown housing.*

**Measurement:** The announcement of two hundred fifty (250) units to be constructed, with at least 20% affordable units.

**Result:** Over 250 units announced with over 20% affordable units.



*Objective I: Coordinate the resolution or redevelopment of targeted problem properties within the BBRP boundaries.*

Measurement: A minimum of three (3) problem properties addressed.

Result: BUDC continues to coordinate with the City of Buffalo and other partners vacant and problem properties in downtown Buffalo.

**Goal: To transform LaSalle Park into Ralph C. Wilson Centennial Park, and a world class waterfront park and recreational amenity that will serve both neighborhood residents, regional citizens and visitors.**

*Objective A: Assist the City of Buffalo and other partners with the management of the design and due diligence phases of the project.*

Measurement: Manage the design team and the design process to ensure that the project proceeds on schedule and within budget.

Result: Design process has been completed. As the project manager, BUDC ensuring the project adheres to both budget and schedule, BUDC has contracted with Michael Van Valkenburgh and Associates, who developed the construction design documents for Ralph Wilson Park, to provide Value Engineering and Construction Administration support to Gilbane Company through construction.

Measurement: Negotiate and execute contracts for any additional required due diligence investigations, NEPA and other regulatory approvals.

Result: BUDC has executed two additional contracts pertaining to environmental services. BUDC holds a contract with Stohl Environmental for on-site asbestos analysis and pre-demolition inspection of two comfort stations. Additionally, BUDC has a contract with Atlantic Testing Laboratories to conduct soil and water testing as needed at the project site.

*Objective B: Assist the City of Buffalo and other partners with the overall management of the project.*

Measurement: Manage the contract and deliverables for the project management team contracted to provide assistance.

Result: BUDC continues to actively manage the project management contract and all related deliverables associated with Ralph Wilson Park.

**New Measurement: Work with the City of Buffalo and project management team to execute a Construction Management Contract.**

Result: The City of Buffalo contracted with Gilbane Company as the Construction Manager in early 2023.

*Objective C: Assist the City of Buffalo and other partners with identifying, securing and managing funding for the implementation of the project.*

Measurement: Work with the Ralph C. Wilson Foundation to apply for and manage grants that they have committed for the design and implementation of the project.

Result: BUDC has successfully secured \$17.5 million from the Wilson Foundation to further support the project. Additionally, BUDC has continued to manage all previously awarded funds allocated for design, construction, and capacity.

Measurement: Work with other partners, including Buffalo Niagara Waterkeeper and the Ralph C. Wilson Foundation, to identify additional funding sources to implement and construct the project.

Result: BUDC continues to work with Buffalo Niagara Waterkeeper, City of Buffalo, and the Ralph C. Wilson Jr. Foundation to identify funding opportunities for the implementation and construction of the project.

Measurement: Prepare, submit, execute and manage funding applications and agreements that are secured for the project.

Result: BUDC has prepared several funding applications for the project and has successfully secured additional funding from sources such as the Great Lakes Commission, thereby leveraging resources for the initiative.

*Objective D: Assist the City of Buffalo and other partners with ensuring effective and sustainable long-term maintenance and operations of the park.*

Measurement: Continue to work with the City of Buffalo, Gilbane Companies and the Ralph Wilson Park Conservancy as needed, on park sustainability and equitable access to the surrounding community during the construction phase of the project.

Result: BUDC worked with the City of Buffalo and design and project management teams on sustainable design elements and equitable access to the surrounding community. BUDC also assisted in the formation of the Ralph Wilson Park Conservancy, which will oversee long term operations and maintenance of the Park.

**Goal: To effectively manage property, development projects and initiatives.**

*Objective A: Engage in all aspects of productive property management including marketing, leasing, maintenance, etc.*

Measurement: Keep property related costs within budget.

Result: Property related costs were within budget.

*Objective B: Support development projects by working with regional utility companies to include their grant programs in local initiatives. Package other economic development incentives to enhance the marketability of properties.*

Measurement: A minimum of two (2) projects referred.

Result: More than two (2) projects referred including BUDC's projects at 537 E. Delevan 612 Northland "B" Building and 631 Northland.

## **Additional Questions:**

- 1. Have the board members acknowledged that they have read and understood the mission of BUDC?**

The Board will review and discuss the BUDC's mission statement at the March 26, 2024 Board meeting.

- 2. Who has the power to appoint the management of BUDC?**

The Board of Directors appoints the management of BUDC to the positions of President, Executive Vice-President, Vice-President, Treasurer, Assistant Treasurer and Secretary.

- 3. If the Board appoints management, do you have a policy you follow when appointing the management of BUDC?**

The Board follows the BUDC By-Laws when appointing management.

- 4. Briefly describe the role of the Board and the role of management in the implementation of the mission.**

Management works closely with the Chair, Vice-Chair and Committee Chairs in formulating an on-going work plan for management to carry out the strategic goals related to the mission of the organization. Board members review and approve individual projects, initiatives and transactions to ensure that they are consistent with BUDC's mission. Board members also review and approve the annual budget to ensure resources are allocated appropriately to meet the BUDC's mission.

- 5. Has the Board acknowledged that they have read and understood the responses to each of these questions?**

These questions and responses will be discussed by the Board at the March 26, 2024 Board meeting.