Buffalo Urban Development Corporation
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Buffalo Urban Development Corporation

Buffalo Urban Development Corporation
Board of Directors Meeting

Date: Tuesday, October 30th, 2018
Time: Immediately Following the Meeting of the BUDC Membership
Place: BUDC/ECIDA Offices, 95 Perry Street, 5th Floor Conference Room
Buffalo, New York 14203

1.0 CALL TO ORDER

2.0 READING OF THE MINUTES *(Action) (Enclosure)*

3.0 MONTHLY FINANCIAL REPORTS *(Action) (Enclosure)*

4.0 NEW BUSINESS

4.1 2019 BUDC Draft Budget & Three-Year Forecast *(Action) (Enclosure)*

4.2 683 Northland – Northland Workforce Training Center Gilbane Equipment Proposal *(Action) (Enclosure)*

4.3 2018-2019 Northland Beltline Campus Snow Removal Recommendation *(Action) (Enclosure)*

4.4 Buffalo Lakeside Commerce Park/Northland Potential Real Estate Projects *(Information)*

4.5 683 Northland Phase I – GMP & Construction Update *(Information)*

4.6 683 Northland Phase II – GMP & Construction Update *(Information)*

4.7 Northland Beltline Project Update *(Information)*

4.8 Buffalo Building Reuse Project Update *(Information)*

4.9 Buffalo Lakeside Commerce Park Update *(Information)*

4.10 308 Crowley Project Update *(Information)*

4.11 Information Package *(Information)*

5.0 LATE FILES

6.0 TABLED ITEMS

7.0 EXECUTIVE SESSION

8.0 ADJOURNMENT *(Action)*

Hon. Byron W. Brown, Board Chair • Dennis Penman, Vice Chair • Peter M. Cammarata, President • David A. Stebbins, Executive Vice President • Brandye Merriweather, Vice President
Mollie Profic, Treasurer • Atiqa Abidi, Assistant Treasurer • Kevin J. Zanner, Secretary

Minutes of the Meeting
of the
Board of Directors
of
Buffalo Urban Development Corporation

95 Perry Street
Buffalo, New York
September 25, 2018
12:00 p.m.

Directors Present:

Mayor Byron W. Brown (Chair)
Trina Burruss
James Comerford
Janique S. Curry
Darby Fishkin
Thomas Halligan
Thomas R. Hersey, Jr.
Thomas A. Kucharski
Kimberley A. Minkel
Dennis M. Penman (Vice Chair)
Darius G. Pridgen
Craig A. Slater

Directors Absent:

Dennis W. Elsenbeck
Dottie Gallagher
Brendan R. Mehaffy
David J. Nasca
Steven J. Stepniak
Maria R. Whyte

Officers Present:

Peter M. Cammarata, President
David A. Stebbins, Executive Vice President
Brandye Merriweather, Vice President
Mollie M. Profic, Treasurer
Kevin J. Zanner, Secretary
Atiqa Abidi, Assistant Treasurer

Guests Present: Brian Akley, Gilbane Building Company; Dawn Boudreau, ECIDA Compliance Officer; Jonathan Epstein, *The Buffalo News*; John LaRow, Gilbane Building Company; Terry LoConte, Gilbane Building Company; and Robert Sanders, Watts Architecture & Engineering, P.C.

1.0 **Roll Call** – The meeting was called to order by the Vice Chair at 12:15 p.m. The Secretary called the roll and a quorum of the Board was determined to be present. Mayor Brown joined the meeting during the presentation of the financial report and chaired the remainder of the meeting. Ms. Curry joined the meeting during the presentation of item 4.2.

2.0 **Approval of Minutes – Meeting of August 28, 2018** – The minutes of the August 28, 2018 meeting of the Board of Directors were presented. Mr. Slater made a motion to approve the meeting minutes. The motion was seconded by Mr. Comerford and unanimously carried.

3.0 **Monthly Financial Report** – Ms. Profic presented the consolidated financial statements for BUDC and its affiliates, 683 Northland LLC and 683 WTC, LLC for the period ending August 31, 2018. Mr. Kucharski made a motion to accept the financial report. The motion was seconded by Ms. Fishkin and unanimously carried.

4.0 New Business

4.1 **2019 BUDC Draft Budget & Three-Year Forecast** – Ms. Profic reported that the Audit & Finance Committee met on September 17th to review the proposed 2018-2019 budget and three-year financial forecast. With the tax credits structure in place for 683 Northland, the budget has become more complex. The Audit & Finance Committee has scheduled an additional meeting on October 24th to complete its review of the proposed budget. Ms. Profic indicated that a representative from Freed Maxick will make a presentation at the October 24th meeting, and that all Board members are invited to attend. The final budget will be presented for the Board's consideration at the October 30th Board meeting.

4.2 **BUDC Sub-Lease Extension – 95 Perry Street** –Mr. Cammarata presented his September 25, 2018 memorandum regarding a proposed five-year extension of the BUDC sublease with ECIDA for the BUDC offices at 95 Perry Street. Last month, ECIDA renewed its lease with Empire State Development at a lease rate of $16.50 per square foot, an increase from $12.25 per square foot. The increased lease rate would apply to the sublease between BUDC and ECIDA. Mr. Cammarata noted that the budgetary impact is $5500 per year. Mr. Slater indicated that the Real Estate Committee had discussed whether BUDC should consider relocating to 683 Northland, but ultimately recommended moving forward with the sublease extension because the shared services arrangement with ECIDA has been very beneficial to BUDC. He also noted that the sublease includes a provision for BUDC to terminate the sublease on 90 days' notice if BUDC wanted to reconsider relocation at some later date. Mr. Slater then made a motion to approve an extension of the BUDC sublease with ECIDA and to authorize the President or Executive Vice President to execute the sublease extension on behalf of BUDC. The motion was seconded by Ms. Curry and unanimously carried.

4.3 **683 Northland Phase II – Watts Commissioning Proposal** – Mr. Stebbins presented his September 25, 2018 memorandum regarding Service Order No. 26 submitted by Watts Architecture & Engineering for commissioning services for Phase II of the 683 Northland project. Watts is proposing to subcontract with C.J. Brown Energy & Engineering to provide building commissioning services. Watts sought proposals from three companies for the work. C.J. Brown submitted the lowest cost proposal in the amount of $39,775.00. The proposals of the other two companies were in the amounts of $52,940.00 and $67,430.00, respectively. Mr. Stebbins noted that Watts has not included any amount in the Service Order for mark-up, overhead or profit. He further noted that the Real Estate Committee reviewed the proposal and is recommending Board approval. Mr. Pridgen made a motion to approve Service Order No. 26 for Phase II commissioning services in the amount of $39,775.00. The motion was seconded by Ms. Burruss and unanimously carried.

4.4 **683 Northland Phase II – Construction Testing Proposal** – Mr. Stebbins presented his September 25, 2018 memorandum regarding Phase II construction testing and inspection services. BUDC solicited proposals for this work and received three responses. Of the three submissions received, SJB Services, Inc. presented the best value over the multiple categories of services required. In response to a question from Mr. Halligan, Mr. LoConte indicated that the contractor will perform these services during regular weekday working hours and that it is not expected that overtime or weekend work will be needed. Mr. Stebbins noted that the Real Estate Committee reviewed the proposal and is recommending Board approval. At the end of the discussion, Mr. Halligan made a motion to approve the selection of SJB Services, Inc. to provide construction testing and inspection services for Phase II in an amount not to exceed $65,000 and to authorize the President or Executive Vice President to execute an agreement with the contractor for these services. The motion was seconded by Mr. Comerford and unanimously carried.

4.5 **683 Northland Phase I – GMP & Construction Update** – Mr. Stebbins reviewed with the Board the one-page 683 Northland Project Monthly Report prepared by Gilbane. Work on the remaining punch list items for Phase I continues to progress. Classes at the Workforce Training Center started on time on September 10th. Phase I M/WBE utilization percentages are 28% and 5.2%, respectively. Phase I Minority and workforce participation percentages are 25% and 7%, respectively.

4.6 **683 Northland Phase II – GMP & Construction Update** – Mr. Stebbins reported that the Phase II amendment to the guaranteed maximum price (GMP) contract is fully executed. Preliminary construction work and preparatory work for Phase II, including hazmat abatement, select demolition and roofing is ongoing and progressing well. Structural steel work is also underway. Mr. Stebbins also reported that BUDC received the Part 2 approval from the National Parks Services for the Phase II project.

4.7 **Northland Beltline Project Update** – Mr. Stebbins referred the Board to the Northland Corridor Redevelopment Project Update dated September 25, 2018, copies of which were circulated to the Board. He highlighted various points in the Project Update, including recent community outreach activities. Staff is working on a submission for the third installment of historic tax credit equity in the amount of $4.3 million dollars. The roofing work at 612 Northland is substantially complete, and new windows have been ordered. The building is expected to be ready for occupancy during the first quarter of 2019. Mr. Stebbins noted that M/WBE utilization for the work at 612 Northland is approximately 70%, which includes firms that have been certified and those that are actively seeking M/WBE certification. Design work for the first phase of renovations at 541 E. Delavan Avenue is continuing, with an estimated December completion for construction documents. The Northland road and right-of-way improvements project continues to progress—a final top-coat will be installed this week.

4.8 **Buffalo Building Reuse Project Update** – Ms. Merriweather presented the Buffalo Building Reuse Project update. BUDC has issued its third quarter request for proposals for the BBRP loan program. Responses are due at the end of this week on September 29th. Ms. Merriweather then updated the Board regarding downtown infrastructure matters, including the Erie Street Greenway project. BUDC continues to market the BBRP program, including a recent sponsorship and article in the *Business First* "Build WNY" publication. Work continues on updating the BUDC website. Ms. Merriweather completed her report with an announcement that the holiday session of the Queen City Pop-up program will be located at the Market Arcade building. The session will run from November 14th through December 24th.

4.9 **Buffalo Lakeside Commerce Park Update** – Mr. Cammarata presented an update regarding Buffalo Lakeside Commerce Park. The snow removal contract is in place for the upcoming winter. Negotiations continue with a developer to purchase the 20 acre site located between Sonwil Distribution and CertainTeed. Mr. Cammarata noted that BLCP is generating significantly more interest from prospects than in recent years, and that one prospect is interested in acquiring all of the remaining parcels.

4.10 **308 Crowley Project Update** – Mr. Cammarata and Mr. Zanner updated the Board regarding the 308 Crowley project. Mr. Cammarata reported on maintenance activities at the site, including recent lawn mowing work and snow removal services for the site. Mr. Zanner reported that the City agreed to waive the housing court lien and unrecorded demolition lien against the property, and that BUDC is working with NYSDEC to resolve the environmental lien.

4.11 **Information Package** – Mr. Cammarata reviewed the informational, marketing and media materials that were included in the monthly information package provided to the Board.

5.0 **Late Files** - None.

6.0 **Tabled Items** – None.

7.0 **Executive Session** – None.

8.0 **Adjournment** – Upon motion made by Mr. Penman, seconded by Mr. Comerford and unanimously carried, the September 25, 2018 meeting of the Board of Directors was adjourned at 1:00 p.m.

Respectfully submitted,

Kevin J. Zahner
Secretary

Buffalo Urban Development Corporation

Consolidated Financial Statements

September 30, 2018

BUFFALO URBAN DEVELOPMENT CORPORATION
Consolidated Statements of Net Position

	September 2018	August 2018	December 2017
ASSETS			
Current assets:			
Cash	$ **10,773,930**	$ 15,573,867	$ 11,307,516
Restricted cash	**3,803,539**	3,799,538	3,197,630
Grants receivable	**29,475,645**	29,475,645	14,261,804
Other current assets	**8,008,650**	7,416,193	472,826
Total current assets	**52,061,764**	56,265,243	29,239,776
Noncurrent assets:			
Loans receivable	**10,416,400**	10,416,400	10,416,400
Capital assets, net	**7,746,757**	7,648,492	6,862,723
Construction in process	**61,875,125**	56,987,053	15,334,049
Land and improvement held for sale, net	**4,061,482**	4,061,482	3,996,668
Total noncurrent assets	**84,099,764**	79,113,426	36,609,840
Total assets	$ **136,161,529**	$ 135,378,670	$ 65,849,616
LIABILITIES			
Current liabilities:			
Accounts payable and accrued expenses	$ **8,457,479**	$ 10,067,388	$ 3,809,969
Unearned grant revenue	**32,620,797**	37,655,680	15,336,932
Total current liabilities	**41,078,276**	47,723,068	19,146,901
Note payable	**257,381**	257,381	257,381
Deferred developer fee	**4,924,392**	4,924,392	-
Loans payable	**46,335,005**	43,580,426	13,731,642
Total noncurrent liabilities	**51,516,778**	48,762,199	13,989,023
NET POSITION			
Net investment in capital assets	**3,689,021**	3,590,756	8,466,772
Restricted	**4,852,929**	4,848,965	5,254,198
Unrestricted	**35,024,525**	30,453,682	18,992,722
Total net position	**43,566,475**	38,893,402	32,713,692
Total liabilities and net position	$ **136,161,529**	$ 135,378,670	$ 65,849,616

Balance Sheet Notes:
- Cash decrease due to continued construction payments for 683 Northland Phase 1 and Phase 2
- Other current assets increased due to prepaid rent payments by BUDC to Master Tenant for Workforce Training Center prepaid rent
- CIP increased $4.9 million due to ongoing construction of Workforce Training Center
- Deferred developer fee represents fee received by BUDC invested back into project
- Loans payable increased $2.75 million due to prepaid rent loaned to 683 Northland LLC by the Master Tenant as part of the overall tax credit model

BUFFALO URBAN DEVELOPMENT CORPORATION
Consolidated Statements of Revenues, Expenses and Changes in Net Position
Year to Date (with Comparative Data)

	September 2018	August 2018	December 2017
Operating revenues:			
Grant revenue	$ **13,964,342**	$ 8,929,459	$ 16,895,680
Brownfield funds	**275,650**	275,650	501,294
Loan interest and commitment fees	**30,938**	27,500	125,787
Rental and other revenue	**15,100**	14,000	74,806
Total operating revenues	**14,286,030**	9,246,609	17,597,567
Operating expenses:			
Development costs	**2,934,705**	2,615,337	557,688
Adjustment to net realizable value	**-**	-	1,012,693
Salaries and benefits	**325,956**	291,071	444,407
General and administrative	**142,358**	133,406	193,486
Management fee	**37,500**	33,333	52,541
Depreciation	**900**	800	5,275
Total operating expenses	**3,441,419**	3,073,947	2,266,090
Operating income (loss)	**10,844,611**	6,172,662	15,331,477
Non-operating revenues (expenses):			
Grant expense	**(2,049,294)**	(2,049,294)	-
Interest income	**8,172**	7,051	14,470
In-kind revenue	**-**	-	730,348
Total non-operating revenues (expenses)	**(2,041,122)**	(2,042,243)	744,818
Change in net position	**8,803,489**	4,130,418	16,076,295
Net position - beginning of period	**32,713,692**	32,713,692	16,637,397
Add: Capital contribution	**2,049,294**	2,049,294	-
Net position - end of period	$ **43,566,475**	$ 38,893,404	$ 32,713,692

BUFFALO URBAN DEVELOPMENT CORPORATION
Consolidating Statement of Net Position
September 30, 2018

	Buffalo Urban Development Corporation	683 WTC, LLC	683 Northland LLC	Eliminations		Total
ASSETS						
Current assets:						
Cash	$ 6,552,802	$ -	$ 4,221,128	$ -		$ 10,773,930
Restricted cash	3,803,539	-	-	-		3,803,539
Grants receivable	29,475,645	-	-	-		29,475,645
Other current assets	7,798,909	-	210,600	(859)	(1)	8,008,650
Total current assets	47,630,895	-	4,431,728	(859)		52,061,764
Noncurrent assets:						
Loans receivable	24,386,494	-	-	(13,970,094)	(1)	10,416,400
Equity investment	-	13,968,594	-	(13,968,594)	(1)	-
Capital assets, net	3,689,021	-	4,057,736	-		7,746,757
Construction in process	-	-	61,875,125	-		61,875,125
Land and improvement held for sale, net	4,061,482	-	-	-		4,061,482
Total noncurrent assets	32,136,997	13,968,594	65,932,861	(27,938,688)		84,099,764
Total assets	$ 79,767,893	$ 13,968,594	$ 70,364,589	$ (27,939,547)		$ 136,161,529
LIABILITIES						
Current liabilities:						
Accounts payable and accrued expense	$ 448,671	$ 859	$ 8,008,808	$ (859)	(1)	$ 8,457,479
Unearned grant revenue	32,620,797	-	-	-		32,620,797
Total liabilities	33,069,468	859	8,008,808	(859)		41,078,276
Noncurrent liabilities:						
Note payable	257,381	-	-	-		257,381
Deferred developer fee	4,924,392	-	-	-		4,924,392
Loans payable	-	13,970,094	46,533,365	(14,168,454)	(1)	46,335,005
Total noncurrent liabilities	5,181,773	13,970,094	46,533,365	(14,168,454)		51,516,778
NET POSITION						
Net investment in capital assets	3,689,021	-	-	-		3,689,021
Restricted	4,852,929	-	-	-		4,852,929
Unrestricted	32,974,702	(2,359)	15,822,416	(13,770,234)	(1)	35,024,525
Total net position	41,516,652	(2,359)	15,822,416	(13,770,234)		43,566,475
Total liabilities and net position	$ 79,767,893	$ 13,968,594	$ 70,364,589	$ (27,939,547)		$ 136,161,529

(1) This represents activity between the entities to be eliminated for the consolidated financial statements.

BUFFALO URBAN DEVELOPMENT CORPORATION
Consolidating Statement of Revenues, Expenses and Changes in Net Position
Year to Date September 30, 2018

	Buffalo Urban Development Corporation	683 WTC, LLC	683 Northland LLC	Eliminations	Total
Operating revenues:					
Grant revenue	$ 13,964,342	$ -	$ -	$ -	$ 13,964,342
Brownfield funds	275,650	-	-	-	275,650
Loan interest and commitment fees	30,938	-	-	-	30,938
Rental and other revenue	15,100	-	-	-	15,100
Total operating revenue	14,286,030	-	-	-	14,286,030
Operating expenses:					
Development costs	2,934,705	-	-	-	2,934,705
Salaries and benefits	325,956	-	-	-	325,956
General and administrative	140,858	1,500	-	-	142,358
Management fee	37,500	-	-	-	37,500
Depreciation	900	-	-	-	900
Total operating expenses	3,439,919	1,500	-	-	3,441,419
Operating income	10,846,111	(1,500)	-	-	10,844,611
Non-operating revenues (expenses):					
Grant to Buffalo Brownfield Restoration Corp.	(2,049,294)	-	-		(2,049,294)
Interest income	5,456	-	2,716	-	8,172
Total non-operating revenues (expenses)	(2,043,838)	-	2,716	-	(2,041,122)
Change in net position	8,802,273	(1,500)	2,716	-	8,803,489
Net position - beginning of year	32,714,379	(859)	10,249,066	(10,248,894) (1)	32,713,692
Add: capital contributions	-	-	5,570,632	(3,521,338) (1)	2,049,294
Net position - end of period	$ 41,516,652	$ (2,359)	$ 15,822,414	$ (13,770,232)	$ 43,566,475

(1) This represents activity between the entities to be eliminated for the consolidated financial statements.

BUFFALO URBAN DEVELOPMENT CORPORATION
Budget to Actual Comparison
Year to Date September 30, 2018

	YTD September 2018	YTD Budget 2018	Variance
Operating revenues:			
Grant revenue	$ **13,964,342**	$ 1,998,750	$ 11,965,592
Brownfield funds	**275,650**	350,250	(74,600)
Loan interest and commitment fees	**30,938**	213,750	(182,813)
Rental and other revenue	**15,100**	22,800	(7,700)
Total operating revenues	**14,286,030**	2,585,550	11,700,480
Operating expenses:			
Development costs	**2,934,705**	2,005,875	928,830
Salaries and benefits	**325,956**	393,152	(67,195)
General and administrative	**142,358**	121,125	21,233
Management fee	**37,500**	36,000	1,500
Depreciation	**900**	750	150
Total operating expenses	**3,441,419**	2,556,902	884,518
Operating income (loss)	**10,844,611**	28,649	10,815,962
Non-operating revenues (expenses):			
Grant expense	**(2,049,294)**	-	(2,049,294)
Interest income	**8,172**	3,750	4,422
Proceeds from land sales	**-**	(32,123)	32,123
Total non-operating revenues (expenses)	**(2,041,122)**	(28,373)	36,545
Change in net position	$ **8,803,489**	$ 276	$ 10,852,507

Budget variances:
- Majority of revenue is grant revenue related to Northland ($13.9 million) and BBRP ($75,000). Northland grant revenue recognized from various ESD, NYPA, CDBG & Restore NY grants. Positive variance of $11.9 million is due to assumption in budget that the majority of revenue related to older grants would have been recognized in 2017. With various funding sources in play due to tax credit investors, grant revenue has been recognized at a slower rate than in the prior year.
- Development costs consist of property/project-related costs (e.g. construction, operations and maintenance, legal and insurance costs). Recall that all development costs related to 683 Northland and the Workforce Training Center are currently being capitalized as construction in progress (CIP) on the balance sheet, and are not reflected here. Variance of $929,000 is due to higher than initially budgeted project costs.
- Salaries and benefits are $67,000 below budget due to inclusion in budget of a new employee.
- General & administrative costs relate to general corporate expenses (e.g. legal, insurance, marketing costs). These costs are in excess of budget by $21,000 through September due to additional legal and insurance costs for 612 Northland and 308 Crowley properties.
- Grant expense was unknown at the time the 2018 budget was approved, this is part of the overall tax credit model.

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Item 4.1

MEMORANDUM

TO: **Buffalo Urban Development Corporation Board of Directors**

FROM: **Mollie Profic – Treasurer/CFO**
Dennis Penman, Chair – Audit and Finance Committee

SUBJECT: **Proposed BUDC 2019 Budget & 2020-2022 Forecast**

DATE: **October 30, 2018**

On September 17, 2018, the Proposed 2019 Budget for Buffalo Urban Development Corporation was presented to the Audit and Finance Committee members for their review and comment. As a follow-up to that meeting, the Committee decided to hold a second in-depth meeting and invite all Board members to attend. The second meeting was held on October 24, 2018. A copy of the "draft" budget is attached to this memorandum. The Committee recommends that the Proposed 2019 Budget be approved by the BUDC Board of Directors for submission to the Authority Budget Office by the November 1 deadline.

Action

I am requesting that the Board of Directors approve the Proposed 2019 Budget & 2020-2022 Forecast for Buffalo Urban Development Corporation.

Buffalo Urban Development Corporation

2019 Draft Budget

Presented to the Board of Directors October 30, 2018

Buffalo Urban Development Corporation
2019 Budget

A. Overview:

Throughout 2018, Buffalo Urban Development Corporation ("BUDC") has made significant progress in advancing both phases of the Northland Corridor Redevelopment Project on Buffalo's East Side. This development project began in late 2014 with the acquisition of the 11-acre former Houdaille Industries / Vibratech facility at 537 East Delavan Avenue. A major portion of this building was demolished in 2017, and a NYSDEC superfund clean-up of the site will commence in 2019, after further environmental analysis. In 2015, an additional 24 acres of property were acquired that included four additional buildings. In 2016, Watts Architecture & Engineering was selected as the lead design firm and Gilbane Building Company was selected as the construction management team for the project. Contractors were then procured to initiate remediation and renovation of these properties in order to transform them from underutilized eyesores to productive commercial facilities, including an 80,000 square foot, $44 million advanced manufacturing and clean energy related Northland Workforce Training Center ("NWTC") at 683 Northland Avenue. A team was also engaged to perform work related to the historic preservation, new market and brownfield tax credits that will be obtained throughout this project. To complement the NWTC, the City of Buffalo has commenced a road and right-of-way reconstruction project for Northland Avenue with a grant from New York State via BUDC.

In 2019, BUDC will continue with the implementation of the Buffalo Building Reuse Project ("BBRP"). BUDC will also continue to fund loans through the BBRP Loan Program, launched in 2016, to provide funding to adaptive reuse projects that add to downtown's residential base. BUDC continues to utilize the previously released Infrastructure & Public Realm Master Plan as a guide for strategic infrastructure investments for a more cohesive and vibrant downtown. The guidance of the Master Plan was critical in BUDC's preparation of several successful grant applications for infrastructure improvements including Franklin Street as well as the planning, design and redevelopment of a series of parks along Erie Street in downtown Buffalo, which began in Fall 2017. BUDC has also been successful in leveraging funding for improvements to downtown underpasses. This effort will improve connections between the waterfront and the central business district, enhance the pedestrian realm and incorporate lighting and other artistic elements that will ease barrier effects and add to downtown's vibrancy, spurring additional investment. The Queen City Pop Up Program was created in 2014 to encourage small business retail along Main Street. This ongoing program acts as a spring board for small business retailers by allowing them to set up shop on downtown Main Street on a temporary basis, rent free. The project looks to encourage participants to open permanent retail locations after completing the program. To date, the program has assisted 33 small business retailers, with several retailers opening permanent stores along downtown Main Street and in other commercial corridors within the City of Buffalo. Other retailers now have their products sold in major retail stores such as Wegmans, Whole Foods and other local shops. BUDC's 2016 Downtown Development Guide was released to highlight development projects, demographics, statistics and development tools as part of a comprehensive strategy to foster relationships with national developers and investors to further downtown Buffalo's development and growth. BUDC also partnered with the Buffalo Niagara Partnership on a 2018 Downtown Residential Demand Study which provides updated market data on downtown's housing market as well as recommendations and opportunities to drive further demand to create a sustainable downtown neighborhood. In 2019, BUDC will release a Downtown Resource Guide that contains information on new development tools and updated strategy for downtown's revitalization.

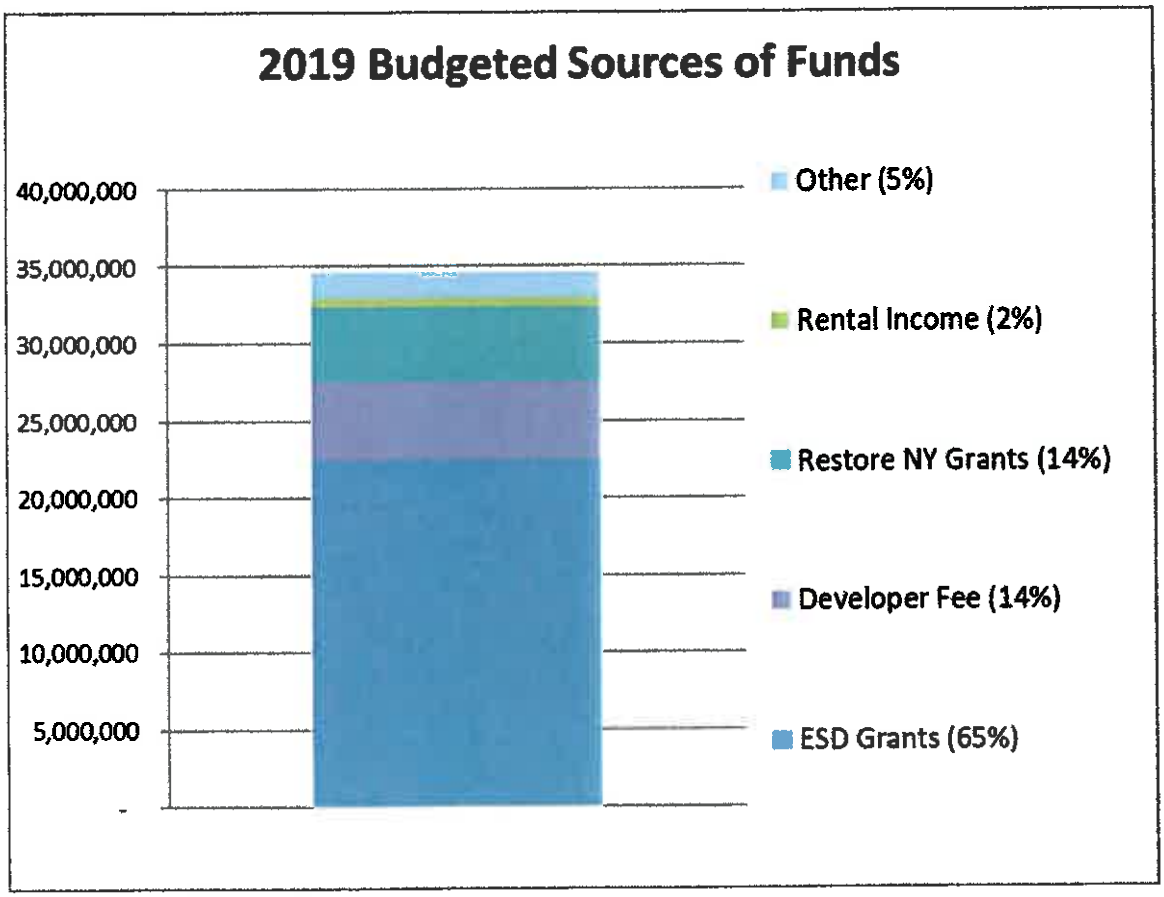
A. Overview (Continued):

BUDC will continue to operate and market the Buffalo Lakeside Commerce Park ("BLCP") in 2019. The 2019 budget assumes that 5 acres of BLCP property will be sold for gross proceeds of $150,000.

Property acquired at 308 Crowley Street in 2018 will be investigated for future development.

B. Sources of BUDC Funds:

The following chart summarizes the significant sources of the $34.6 million in funds that have been budgeted for BUDC projects in 2019:



The key sources of BUDC funds are as follows:

(1) Empire State Development Grant Income – In 2019, BUDC expects to recognize grant revenue of $22,500,000 from two previous capital grants from Empire State Development ("ESD") for Phase 2 of 683 Northland Avenue and capital equipment purchases for the NWTC, respectively.

(2) Developer Fee – In 2019, BUDC expects to recognize a Developer Fee of $5,000,000 as part of the 683 Northland Avenue project tax credit model. These funds are brought into the project as equity by an outside investor and will be reinvested into the project.

B. Sources of BUDC Funds (Continued):

(3) Restore NY Grants – In 2019 BUDC expects to recognize $4,898,500 in grant revenue from Restore NY for the Northland Corridor Project.

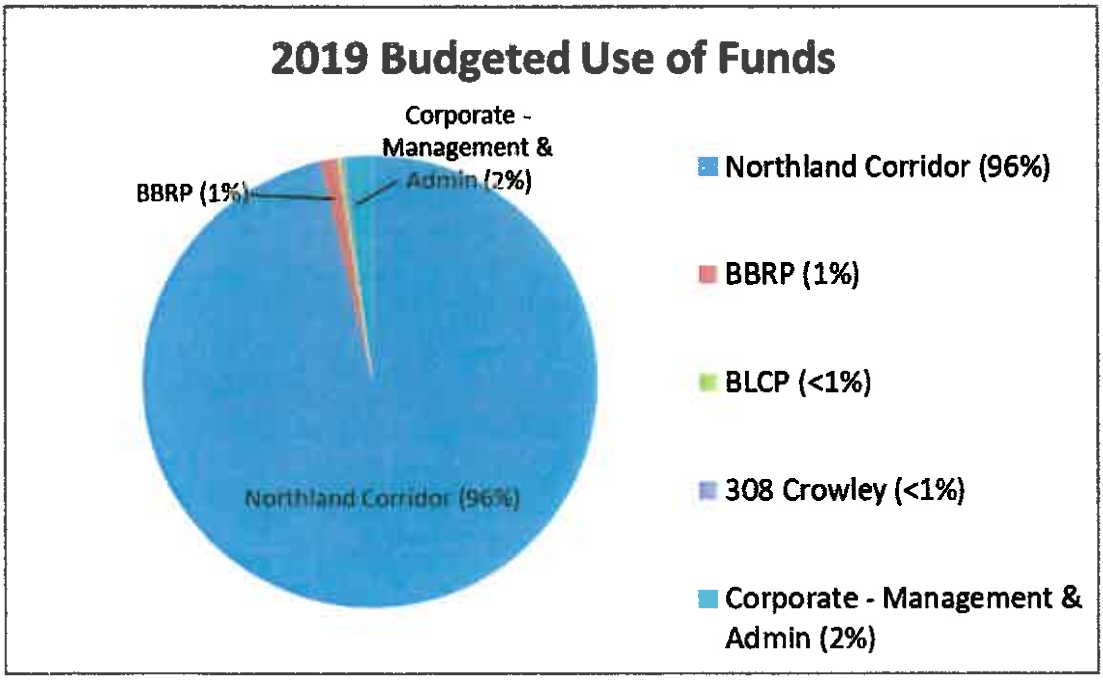
(4) Rental Income – In 2019 BUDC expects to realize rental income of approximately $566,000 for leased space in the Northland Corridor from the NWTC and various other tenants.

(5) Other Income – Other income totaling approximately $1,640,000 reflects the following:

a. $500,000 in estimated carryover from a previous NYPA grant.
b. $419,000 net revenue to the Buffalo Brownfields Redevelopment Fund.
c. $405,000 combined from three National Grid grants for certain projects.
d. $169,232 in grants from NYSERDA and LISC.
e. $100,000 grant from the Erie County Industrial Development Agency.
f. $49,000 net loan fee and interest revenue from the BBRP Downtown Loan Fund.
g. BUDC anticipates the sale of approximately 5 acres of property at BLCP, accounting for gross proceeds of $150,000 less all costs, netting to a loss of approximately $18,000.
h. $10,400 collected from property owners for public infrastructure maintenance at BLCP.
i. $5,000 of investment interest income.

C. Uses of BUDC Funds:

BUDC expects to spend nearly $34.3 million in 2019 as outlined in the following chart:



C. Uses of BUDC Funds (Continued):

The key uses of BUDC funds are as follows:

(1) **Northland Corridor** – As part of the continuing Northland Corridor project, BUDC anticipates spending $33 million on capital and development costs, in addition to operating costs at Northland Corridor properties. The majority of 2019 spending will be to complete Phase 2 of 683 Northland Avenue.

(2) **BBRP** – The Buffalo Building Reuse Project anticipates spending just under $400,000 in 2019. $142,000 is anticipated to be spent for personnel, marketing, administrative and legal costs; $5,000 is expected to be spent on the downtown pop-up project and $250,000 for urban corridor development.

(3) **BLCP** – In 2019, BUDC has budgeted $65,000 for operations and maintenance costs of Ship Canal Commons. Other ongoing costs, including legal, insurance, marketing and other administrative costs are estimated at an additional $29,000.

(4) **308 Crowley** – In 2018 BUDC acquired the property at this address. 2019 costs are largely speculative at this point. $74,000 is budgeted for the property, and includes consulting for potential environmental issues, insurance and general development.

(5) **Corporate – Management & Administrative** – In 2019, BUDC expects to spend $658,000 on management and administrative costs. This includes salary and benefit costs for Peter Cammarata (President), David Stebbins (Executive Vice President) and a new Project Manager position, totaling $433,000. In addition, $60,000 in other administrative, financial and property management services provided by ECIDA staff are budgeted to be reimbursed based on the number of hours ECIDA employees devote to these activities. Other management and administrative costs total $165,500 and include legal, insurance, marketing, rent and other general and administrative costs.

Buffalo Urban Development Corporation
Proposed 2019 Budget and 3 Year Forecast

	Budget 2019	Projected 2020	Projected 2021	Projected 2022
REVENUE				
Grant Revenue	$ 28,572,732	$ 2,000,000	$ 2,000,000	$ 2,000,000
Gross Proceeds from Land Sales	180,000	180,000	180,000	180,000
Less: Cost of Land Sales	(197,830)	(197,830)	(197,830)	(197,830)
Buffalo Brownfield Fund Revenue (net)	419,000	241,000	-	-
Developer Fees	5,000,000	-	-	-
Rental Income	566,387	2,000,000	2,000,000	2,000,000
BLCP Property Owners' Association	10,400	10,400	10,400	10,400
Interest Income & Fees - Loans	49,000	40,000	40,000	40,000
Investment Interest Income	5,000	5,000	5,000	5,000
Other Income	-	3,000	3,000	3,000
Total	34,604,689	4,281,570	4,040,570	4,040,570
OPERATING EXPENSES				
Property Operations & Maintenance	(116,175)	(115,000)	(118,000)	(120,000)
Legal	(110,000)	(110,000)	(110,000)	(110,000)
Insurance	(137,057)	(500,000)	(500,000)	(500,000)
Marketing	(41,000)	(45,000)	(48,000)	(50,000)
Utilities	(9,036)	(9,000)	(10,000)	(11,000)
Misc.	(10,000)	(15,000)	(15,000)	(15,000)
Consultants	(45,000)	(100,000)	(100,000)	(100,000)
General Development Expenses	(285,000)	(5,000)	(10,000)	(15,000)
Personnel Costs	(540,751)	(562,381)	(584,876)	(608,271)
Interest	(365,006)	(625,000)	(625,000)	(625,000)
Operating Expenses	(15,989)	(46,000)	(48,000)	(50,000)
Rent	(30,238)	(47,000)	(48,000)	(49,000)
ECIDA Management Fee	(60,000)	(50,000)	(52,000)	(54,000)
Audit	(24,300)	(9,000)	(9,250)	(9,550)
General & Administrative	(146,788)	(42,000)	(44,000)	(46,000)
Depreciation	(4,931,533)	(1,000)	(1,000)	(1,000)
Total	(6,867,873)	(2,281,381)	(2,323,126)	(2,363,821)
Net Income / (Loss)	**$ 27,736,816**	**$ 2,000,189**	**$ 1,717,444**	**$ 1,676,749**

Buffalo Urban Development Corporation
Proposed 2019 Budget

	Budget 2019	Projected 2018	YTD Sept. 2018	Actual 2017
REVENUE				
Grant Revenue				
ESD - BMW/Equipment	$ 22,500,000	$ 8,500,000	$ 6,633,032	$ -
Restore NY	4,898,500	732,514	497,446	267,486
National Grid - Urban Corridor Program	250,000	250,000	-	-
National Grid - Brownfield	150,000	-	-	-
NYPA (carryover)	500,000	6,271,608	2,128,095	8,228,392
City of Buffalo - CDBG	-	279,074	279,074	2,920,926
National Grid - Building WNY	5,000	5,000	-	-
ECIDA	100,000	100,000	75,000	100,000
ESD - Northland/WTC Phase 1	-	6,090,628	4,302,189	4,154,173
Other	169,232	148,007	49,507	1,000,000
Gross Proceeds from Land Sales	180,000	-	-	-
Less: Cost of Land Sales	(197,830)	-	-	-
Buffalo Brownfield Fund Revenue (net)	419,000	449,000	266,241	482,530
Regionally Significant Project Fund (net)	-	18,000	9,409	18,764
Developer Fee	5,000,000			-
Rental Income	566,387	13,200	9,900	9,650
BLCP Property Owners' Association	10,400	10,400	5,200	10,400
Interest Income & Fees - Loans	49,000	41,250	30,938	124,928
Investment Interest Income/Miscellaneous	5,000	10,896	8,172	14,299
Other Income	-	-	-	-
Total	34,604,689	22,919,577	14,294,203	17,331,547
OPERATING EXPENSES				
Property Operations & Maintenance	(116,175)	(577,121)	(433,017)	(189,934)
Legal	(110,000)	(84,176)	(94,611)	(90,680)
Insurance	(137,057)	(138,108)	(103,581)	(112,664)
Marketing	(41,000)	(44,164)	(34,768)	(31,463)
Utilities	(9,036)	(5,866)	(45,992)	132
Misc.	(10,000)	(3,606)	(2,704)	(3,162)
Consultants	(45,000)	(43,593)	(32,695)	(67,838)
General Development Expenses	(285,000)	(3,004,881)	(2,253,660)	(1,172,110)
Personnel Costs	(540,751)	(439,841)	(329,881)	(430,339)
Interest	(365,006)	(294)	(294)	(20,934)
Rent	(30,238)	(18,710)	(13,808)	(18,428)
ECIDA Management Fee	(60,000)	(50,000)	(37,500)	(52,541)
Audit	(24,300)	(15,500)	(15,500)	(10,900)
Operating Expenses	(15,989)	-	-	-
Grant Expense	-	(2,049,294)	(2,049,294)	-
General & Administrative	(146,788)	(50,843)	(42,508)	(41,494)
Depreciation	(4,931,533)	(1,200)	(900)	(5,275)
Total	(6,867,873)	(6,527,196)	(5,490,713)	(2,247,629)
Net Income / (Loss)	**$ 27,736,816**	**$ 16,392,382**	**$ 8,803,489**	**$ 15,083,917**
			Error	
CAPITAL/LOAN FUND BUDGET				
Property Acquisition	(32,398,500)	-	-	(1,062,121)
CASH FLOW ADJUSTMENTS				
Cost of Land Sales	170,330	-	-	-
Interest held by NYBDC/Loan Admin Fees	(5,938)	-	-	-
Prepaid rental income	(35,000)	-	-	-
Usage of reserves	95,909	65,300	54,000	-
Construction loan interest (prefunded)	273,169	250,000	162,000	-
Depreciation	4,931,533	1,200	900	5,275
Net Cash Increase/(Decrease)	**$ 768,319**	**$ 16,708,882**	**$ 9,020,389**	**$ 14,027,071**

Buffalo Urban Development Corporation
Proposed 2019 Budget - Project Detail

	BLCP*	BBRP**	Northland Corridor	308 Crowley	Corporate Operations	Total
REVENUE						
Grant Revenue						
ESD - Buffalo Manufacturing Works/Equip.	$ -	$ -	$ 22,500,000	$ -	$ -	$ 22,500,000
Restore NY	-	-	4,898,500	-	-	4,898,500
National Grid - Urban Corridor Program	-	250,000	-	-	-	250,000
National Grid - Brownfield	-	-	150,000	-	-	150,000
NYPA (carryover)	-	-	500,000	-	-	500,000
National Grid - Building WNY	-	5,000	-	-	-	5,000
ECIDA	-	100,000	-	-	-	100,000
Other	-	-	169,232	-	-	169,232
Gross Proceeds from Land Sales	150,000	-	-	30,000	-	180,000
Less: Cost of Land Sales + closing costs	(192,830)	-	-	(5,000)	-	(197,830)
Buffalo Brownfield Fund Revenue (net)	-	-	-	-	419,000	419,000
Developer Fee	-	-	5,000,000	-	-	5,000,000
Rental Income	-	-	566,387	-	-	566,387
BLCP Property Maintenance	10,400	-	-	-	-	10,400
Interest Income & Fees - Loans	-	49,000	-	-	-	49,000
Investment Interest Income/Miscellaneous	-	-	-	-	5,000	5,000
Other Income	-	-	-	-	-	-
Total	(32,430)	404,000	33,784,119	25,000	424,000	34,604,689
OPERATING EXPENSES						
Property Operations & Maintenance	(65,000)	-	(46,175)	(5,000)	-	(116,175)
Legal	(5,000)	(5,000)	(40,000)	(5,000)	(55,000)	(110,000)
Insurance	(18,000)	-	(76,057)	(22,000)	(21,000)	(137,057)
Marketing	(1,000)	(15,000)	-	-	(25,000)	(41,000)
Utilities	(2,769)	-	(5,268)	(1,000)	-	(9,036)
Misc.	(2,500)	(4,000)	-	(1,000)	(2,500)	(10,000)
Consultants	-	-	(20,000)	(25,000)	-	(45,000)
General Development Expenses	-	(250,000)	(25,000)	(10,000)	-	(285,000)
Personnel Costs	-	(108,110)	-	-	(432,641)	(540,751)
Interest	-	-	(365,006)	-	-	(365,006)
Operating Expenses	-	-	(10,989)	(5,000)	-	(15,989)
Rent	-	-	(5,238)	-	(25,000)	(30,238)
ECIDA Management Fee	-	-	-	-	(60,000)	(60,000)
Audit & Tax	-	-	(15,300)	-	(9,000)	(24,300)
General & Administrative	-	(15,000)	(103,788)	-	(28,000)	(146,788)
Depreciation/Amortization	-	-	(4,931,533)	-	-	(4,931,533)
Total	(94,269)	(397,110)	(5,644,353)	(74,000)	(658,141)	(6,867,873)
Net Income / (Loss)	(126,699)	6,890	28,139,766	(49,000)	(234,141)	27,736,816
CAPITAL BUDGET						
Property Acquisition/Equipment	-	-	(32,398,500)	-	-	(32,398,500)
Total	-	-	(32,398,500)	-	-	(32,398,500)
CASH FLOW ADJUSTMENTS						
Cost of Land Sales	170,330	-	-	-	-	170,330
Interest held by NYBDC/Loan Admin Fees	-	(5,938)	-	-	-	(5,938)
Prepaid Rental Income	-	-	(35,000)	-	-	(35,000)
Usage of reserves	-	-	95,909	-	-	95,909
Construction loan interest	-	-	273,169	-	-	273,169
Depreciation	-	-	4,931,533	-	-	4,931,533
Net Cash Increase/(Decrease)	$ 43,631	$ 952	$ 1,006,877	$ (49,000)	$ (234,141)	$ 768,319

* Buffalo Lakeside Commerce Park

** Buffalo Building Reuse Project

Buffalo Urban Development Corporation
Proposed 2019 Budget - Northland Corridor Project Breakout

	BUDC	683 WTC, LLC	683 Northland LLC	Eliminations[1]	Northland Corridor Total	683 Northland Master Tenant, LLC[2]	1% of 683 Northland Master Tenant, LLC
REVENUE							
Grant Revenue							
ESD - Buffalo Manufacturing Works	$ 22,500,000	$ -	$ -	$ -	$ 22,500,000	$ -	$ -
Restore NY	4,898,500	-	-	-	4,898,500	-	-
National Grid - Brownfield	150,000	-	-	-	150,000	-	-
NYPA (carryover)	500,000	-	-	-	500,000	-	-
Other	169,232	-	-	-	169,232	-	-
Developer Fee	5,000,000	-	-	-	5,000,000	-	-
Rental Income	32,000	504,747	523,772	(494,132)	566,387	716,400	7,164
Total	33,249,732	504,747	523,772	(494,132)	33,784,119	716,400	7,164
OPERATING EXPENSES							
Property Operations & Maintenance	(45,000)	(1,175)	-	-	(46,175)	(117,500)	(1,175)
Legal	(40,000)	-	-	-	(40,000)	-	-
Insurance	(74,000)	(2,057)	-	-	(76,057)	(205,743)	(2,057)
Rent expense	-	(5,238)	-	-	(5,238)	(523,772)	(5,238)
Utilities	(5,000)	(268)	-	-	(5,268)	(26,780)	(268)
Operating expenses	-	(10,489)	(10,000)	9,500	(10,989)	(98,868)	(989)
Administrative	-	(87,779)	(92,290)	87,676	(92,393)	(10,300)	(103)
Consultants	(20,000)	-	-	-	(20,000)	-	-
General Development Expenses	(25,000)	-	-	-	(25,000)	-	-
Personnel Costs	-	-	-	-	-	-	-
Interest	-	(346,756)	(365,006)	346,756	(365,006)	-	-
Real Estate Taxes	-	(686)	-	-	(686)	(68,552)	(686)
Asset Management Fee	-	(100)	-	-	(100)	(10,000)	(100)
Audit & Tax	(5,000)	(9,785)	(10,300)	9,785	(15,300)	-	-
Loan servicing fee	-	(10,079)	(10,609)	10,079	(10,609)	-	-
Depreciation/amortization	(1,000)	(4,684,006)	(4,930,533)	4,684,006	(4,931,533)	-	-
Total	(215,000)	(5,158,416)	(5,418,738)	5,147,801	(5,644,353)	(1,061,515)	(10,615)
Net Income / (Loss)	33,034,732	(4,653,669)	(4,894,966)	4,653,669	28,139,766	(345,115)	(3,451)
CAPITAL BUDGET							
Property Acquisition/Equipment	(32,398,500)	-	-	-	(32,398,500)		
CASH FLOW ADJUSTMENTS							
Prepaid rent	-	-	(35,000)	-	(35,000)	35,000	
Deferred lease liability	-	-	-	-	-	488,772	
Construction loan interest	-	-	273,169	-	273,169	-	
Usage of/(additions to) reserves	-	-	95,909	-	95,909	(33,651)	
Depreciation/amortization	1,000	-	4,930,533	-	4,931,533	-	
Net Cash Increase/(Decrease)	$ 637,232	$ -	$ 369,645	$ -	$ 1,006,877	$ 145,006	

[1] Eliminations consist of 683 WTC, LLC's 95% share 683 Northland LLC's profit/loss.

[2] 683 Northland Master Tenant, LLC's 1% owner and Managing Member is 683 WTC, LLC. An investor-owned fund owns 99% of the entity.

Buffalo Urban Development Corporation
95 Perry Street
Suite 404
Buffalo, New York 14203
phone: 716-856-6525
fax: 716-856-6754
web: *buffalourbandevelopment.com*

Buffalo Urban Development Corporation

Item 4.2

MEMORANDUM

TO: **Buffalo Urban Development Corporation Board of Directors**

FROM: **David A. Stebbins, Executive Vice President**

SUBJECT: **683 Northland - Northland Workforce Training Center Gilbane Equipment Proposal**

DATE: **October 30, 2018**

BUDC/683 Northland LLC is providing complete turn-key leasehold improvements for the Northland Workforce Training Center (WTC). This work includes the purchase and installation of training equipment for the WTC. Empire State Development has provided BUDC with a separate $6 million grant to cover all of the costs of purchasing and fitting out the training labs.

The requirements for the Small Electrical Training labs include standard electrical devices and supplies (receptacles, switches, doorbells, etc.) and basic construction (wood stud and plywood cubicles). Additional small welding equipment was also required for the Welding Labs. Since this constituted labor and materials that were readily available through the existing construction contract with Gilbane Building Company, staff authorized Gilbane to proceed with the purchase and construction of the electrical labs.

In addition, Gilbane's services were also required to unload and install some of the CNC and Machine Tool equipment provided by others.

The total cost of this work is $208,166.18. A copy of the proposed Change Order is attached to this Memorandum.

This proposal was reviewed with the Real Estate Committee at its October 23, 2018 meeting and recommended for approval by the Board.

ACTION:

We are requesting Board authorization to amend the existing construction management agreement with Gilbane Building Company to supply, furnish and install the cost of the Small Electrical Training Labs and other training equipment related costs for Northland Workforce Training Center at 683 Northland Avenue project at a cost of $208,166.18, and to authorize the President or Executive Vice President to execute the amendment to the construction management agreement on behalf of 683 Northland LLC.

Hon. Byron W. Brown, Board Chair • Dennis Penman, Vice Chair • Peter M. Cammarata, President • David A. Stebbins, Executive Vice President • Brandye Merriweather, Vice President
Mollie Profic, Treasurer • Atiqa Abidi, Assistant Treasurer • Kevin J. Zanner, Secretary

Owner Change Order (OCO)

Project Name:Northland Furnish Equipment

Gilbane Project No.:J07451.060

OCO:OCO-0001

PCI:OS-00001

Alternate Tracking #:

Attention:

Date Issued:10/23/2018 11:24:20 AM

Owner:683 Northland, LLC c/o BUDC

Address:95 Perry Street
Suite 404
Buffalo, NY 14203 US

Architect:Primary Architect(ARCH1) Not Assigned

The Contract changes as follows:

Scope Of Changes: Training Equipment

Description: Install and Hookup manufacturing equipment
Construct training Cubbies
Supply Welding and Electrical Materials for classes

Additional Description

Attachments:

Number	Title	PCI	Change Date	Revision
Sort Attachments				

Job	PCI Code	Phase Code	Description	Subcontractor	Basis	Amount	Accept	ATP

Job	PCI Code	Phase Code	Description	Subcontractor	Basis	Amount	Accept	ATP
J07451.060		00.010.050100.S	Welding Training Consumables			$6,636.80	○ Yes ○ No	
J07451.060		00.060.061100.S	Electrical Training Cubbies			$22,008.87	○ Yes ○ No	
J07451.060		01.009.115700.X	Training Equipment Install			$106,200.51	○ Yes ○ No	
J07451.060		01.26A.260500.X	Electrical Training Consumables			$64,100.00	○ Yes ○ No	
J07451.060		92.925.940580.Z	Fee			$3,981.00	○ Yes ○ No	
J07451.060		99.970.950050.Z	Gen & Excess Liability Insurance			$2,852.00	○ Yes ○ No	
J07451.060		99.975.996000.Z	Contractor Default Insurance			$2,387.00	○ Yes ○ No	
TOTAL FOR PCI No. OS-00001					$208,166.18			

Submitted Amt: $208,166.18 **Total:** $208,166.18

Signature of the Owner indicates agreement herewith, including any adjustment in the Contract Sum or the Contract Time

The Original Contract price was	$.00
Net change by previously authorized Change Orders	$.00
Contract Price prior to this Change Order	$.00
Contract Price will be changed by this Change Order in the Amount	$208,166.18
The new Contract Price including this Change Order will be	$208,166.18
The Contract Time will be changed by	0
The date of Substantial Completion for construction as of the date of this Change Order therefore is	

Gilbane Building Company

Gilbane Building Company

Signed: 10/23/2018 11:24:20 AM Eastern Standard Time - By: Brett Stiehler (Project Manager II)

Gilbane Building Company: 10.20.1.164

Buffalo Urban Development Corporation
95 Perry Street
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Buffalo, New York 14203
phone: 716-856-6525
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web: *buffalourbandevelopment.com*

Buffalo Urban Development Corporation

Item 4.3

MEMORANDUM

TO: **Buffalo Urban Development Corporation Board of Directors**

FROM: **Peter M. Cammarata, President**

SUBJECT: **2018 - 2019 Northland Beltline Campus Snow Removal Recommendation**

DATE: **October 30, 2018**

In September, our Northland Property Manager, Mancuso Management Inc. ("Mancuso"), issued a Request for Proposals ("RFP") on behalf of BUDC for snow removal services at the Northland Beltline campus. The snowplowing services contract will cover one snow removal season from October 31, 2018 through April 30, 2019.

Respondents were requested to provide pricing in two separate categories outlined below. The area of service has greatly increased from last year (see attached).

Plowing and salting of five (5) parking lots
Plowing and salting of numerous sidewalks

Over the last few years, we have been able to compile a significant list of local minority businesses that can provide snow removal services. Nine (9) such businesses were provided with the RFP materials and contacted individually by Tom Mancuso. Three businesses submitted responses in the amounts of $75,000.00, $163,500.00 and $194,925.00, respectively. HLM Snow Removal submitted the lowest cost proposal.

The RFP responses were reviewed with the Real Estate Committee at the meeting on October 23rd, and the Committee is recommending approval of a snow removal services contract between Mancuso and HLM. BUDC will pay HLM directly, with funds from the Buffalo Brownfields Redevelopment Fund and Northland Central tenant "common area" payments.

ACTION

I am requesting Board approval to authorize a contract with HLM Snow Removal to provide snow removal services at the Northland Beltline campus, for the total cost of $75,000.00.

Hon. Byron W. Brown, Board Chair • Dennis Penman, Vice Chair • Peter M. Cammarata, President • David A. Stebbins, Executive Vice President • Brandye Merriweather, Vice President
Mollie Profic, Treasurer • Atiqa Abidi, Assistant Treasurer • Kevin J. Zanner, Secretary

Exhibit A

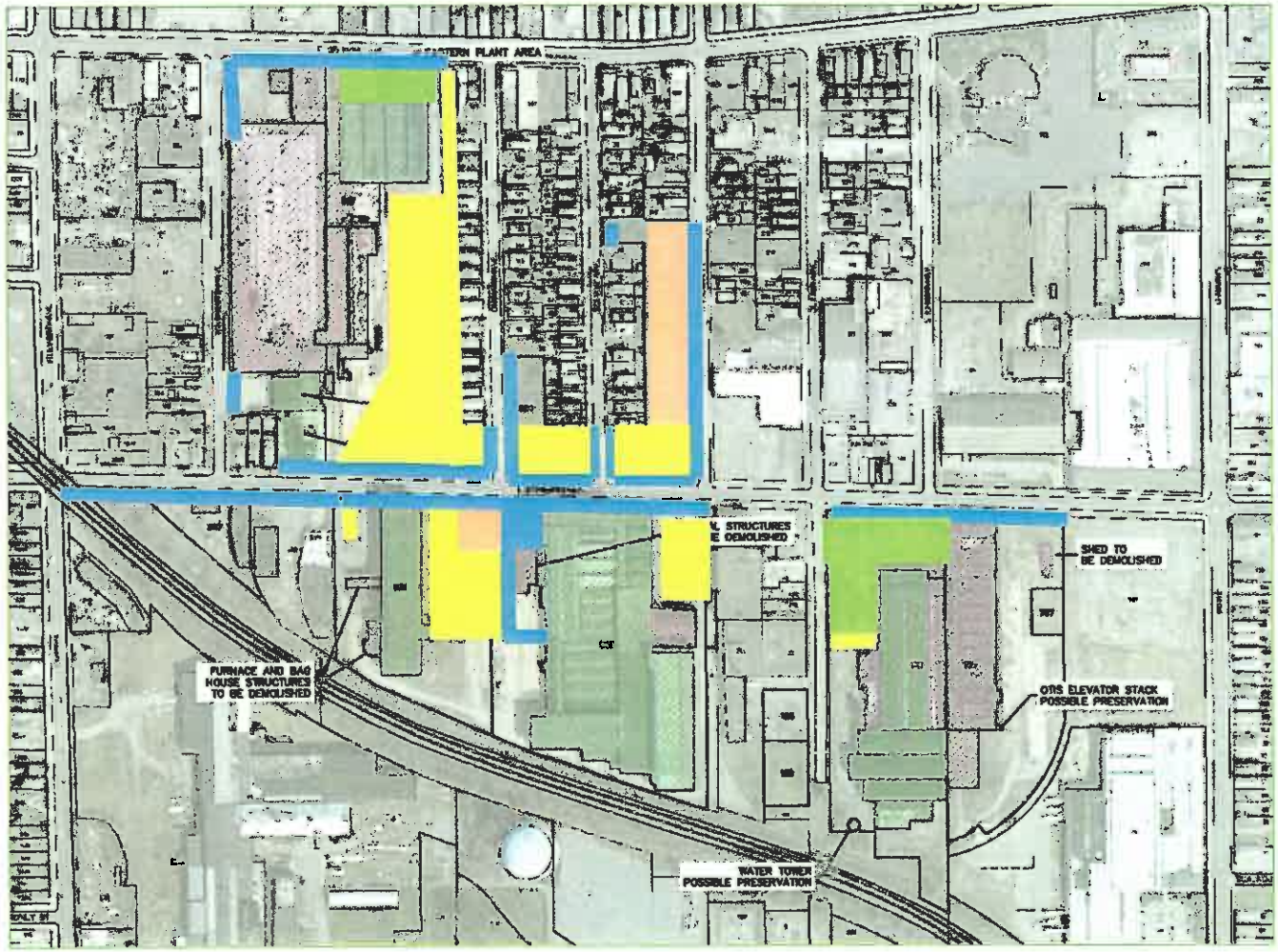
Plow & salt lot

Plow & salt fire lane

Plow & salt sidewalk

Northland Project
Exterior Maintenance

Keep all sidewalks, designated parking lots and fire lanes free of snow and ice



September 18, 2018

Please respond with proposal to Tom Mancuso at tom@mancusogroup.com before noon Friday 10/5/18.