

Buffalo Urban Development Corporation (BUDC)

2015 Mission Statement and Performance Measurements

Date Approved: 3/31/2015

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) 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 Performance Measurements:

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

Objective A: Assemble the remainder of the properties needed to initiate the Northland Avenue Belt Line Corridor project. Establish a property management structure within the organization to manage the Corridor properties.

Measurement: Complete all real estate transactions for the initial phase of the project.

Result: All properties required for the initial phase of the project were acquired.

Measurement: Complete a procurement process and hire a third-party management firm.

Result: Mancuso Group was hired for third-party management, after a Request for Proposals process.

Objective B: Establish the Northland Avenue Belt Line Corridor as the prime urban area for reclamation, develop a redevelopment strategy and engage in appropriate planning processes for future development.

Measurement: Complete a procurement process and hire a consultant team to develop a redevelopment strategy.

Result: LiRo Engineers was hired to develop a redevelopment strategy after a Request for Qualifications process. The progress of the redevelopment strategy was reported to the community at a major public meeting in October and in various one-on-one meetings with neighborhood stakeholders.

Measurement: Initial number of acres included in specific development plans.

Result: Approximately thirty-five (35) acres are included in the specific development plans.

Measurement: Initial number of building square feet included in specific development plans.

Result: Approximately four hundred thousand (400,000) square feet of buildings are included in specific development plans.

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

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

Result: The redevelopment strategy was not completed until year end, so no remediation took place in 2015.

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

Result: The redevelopment strategy was not completed until year end, so no rehabilitation took place in 2015.

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: Assist in a minimum of four (4) prospects interested in purchasing land and/or buildings.

Result: Worked with seven (7) prospects at Buffalo Lakeside Commerce Park (BLCP). BLCP property opportunities were featured in the 2015-2016 Book of Lists publication.

Measurement: A minimum of six (6) “earned” media appearances and five hundred (500) website page and social media views.

Result: Two TV appearances for the Infrastructure Master Plan release. Four TV appearances for Queen City Pop Up. One Radio show appearance for WAKR in Ohio on Queen City Pop Up. Two TV appearances for the Downtown Development Guide. One TV appearance for the BBRP Loan Program expansion. One article in the New York Real Estate Journal.

Business First CORE Strength article. Over 9,000 website views and over 6,000 social media views in 2015.

Measurement: Construct and maintain infrastructure amenities to enhance the marketability of the BLCP properties.

Result: Along with routine maintenance, all bridge and sea wall lights were refurbished. In addition, the ice damaged boardwalk was removed.

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: Assist in identifying parcels of land in or added to marketable inventory.

Result: Identified and added several parcels of land to the marketable inventory through direct purchase as part of the Northland Corridor project. Coordinated with the City's tax foreclosure process to identify other significant development parcels. Identified certain brownfield opportunity properties that are still involved in confidential negotiation.

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

Result: At least eight (8) businesses contacted in coordination with the Mayor's Office of Strategic Planning.

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: The dollar value of local, minority, and women-owned businesses in each contract (including related sub-contracts).

Result: (1) Citizen's Alliance (Northland), City of Buffalo Based Company, MBE (100%), \$8,800
(2) Elber's Landscape Service (Northland & BLCP), City of Buffalo Based Company, \$44,884
(3) Fisher Associates (Northland), Rochester-Based Company w/ Downtown Buffalo Office, WBE (100%), \$72,461
(4) GZA GeoEnvironmental (Northland), Cincinnati-Based Company w/ Downtown Buffalo Office

(5) HLM Landscaping & Snow Removal (Northland), City of Buffalo Based Company, MBE (100%), \$5,700

(6) LaBella Associates (BLCP), Rochester-Based Company w/ Downtown Buffalo Office

(7) LiRo Engineers (Northland), Long Island Based Company w/ Downtown Buffalo Office, \$450,000

Subs: WWS Planning, (WBE), (5%) \$25,000

Foit-Albert, COB, (MBE), (17%) \$75,000

ANPRA, (MBE) (WBE), (3%) \$15,000

Chemtech (MBE), (4%) \$20,000

Popli Design (MBE), (6%) \$25,600

(8) Sandra White (Northland), City of Buffalo Based Company, MBE & WBE (100%) \$13,184

(9) Phillips Lytle LLP (Northland), City of Buffalo Based Company

(10) Mancuso Management (Northland), Batavia Based Company

Goal: To support the revitalization of downtown Buffalo.

Objective A: Serve as lead management entity for BBRP initiatives.

Measurement: A minimum of twenty (20) companies contacted.

Result: BUDC has assisted over sixty (60) companies/businesses in 2015.

Objective B: Coordinate financial assistance for adaptive re-use projects.

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

Result: BUDC has assisted in coordinating financial assistance for four (4) projects.

Objective C: Manage lending program as an incentive for adaptive re-use projects.

Measurement: A minimum of two (2) loans approved and closed.

Result: Two (2) loans were selected to move to the underwriting process of the BBRP Loan Program in 2015, with those loans expected to close in early 2016.

Objective D: Supplement lending program with additional private sector funding.

Measurement: Three million dollars received through the capital campaign.

Result: The BBRP capital campaign successfully raised an additional \$9 million from five (5) local banks, as well as a contribution from the NYBDC.

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

Measurement: A minimum of two (2) city blocks and one (1) public space improved.

Result: Preliminary construction work on the Genesee Gateway project began in 2015, with the remainder to be completed in 2016. Improvements to public space at Fountain Plaza were completed in 2015. BUDC also successfully prepared two grant applications that secured funding for the planning and design of Erie-Shelton Square Greenway and infrastructure improvements to Franklin Street.

Objective F: Coordinate additional phases of Queen City Pop Up.

Measurement: A minimum of six (6) temporary retailers and two (2) permanent retailers added to the downtown market area.

Result: A total of nine (9) temporary retailers were added to downtown Main Street through the Queen City Pop Up program. An additional four (4) permanent retailers were added to downtown Main Street in 2015, due to successful cycles of the Queen City Pop Up program.

Objective G: Coordinate the publication, marketing, and distribution of the initial State of Downtown Report.

Measurement: A minimum of five hundred (500) copies distributed and two (2) “earned” media appearances.

Result: The 2016 Downtown Development Guide was released to nearly 1,000 developers locally, nationally and internationally. BUDC earned two (2) TV appearances and a feature article in the Buffalo News.

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

Measurement: The announcement of two hundred fifty (250) units to be constructed.

Result: In 2015, 258 residential housing units were announced.

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 has worked with the City of Buffalo on strategies to address four (4) problem properties. BUDC is also working with the City on a possible vacant property registry, to address vacant and problem properties in downtown Buffalo.

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 at BLCP and the Northland Corridor.

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 four (4) projects assisted.

Result: Although numerous projects were brought to the attention of the utilities in 2015, only two suggested by BUDC were actually awarded grants in 2015.

Measurement: A minimum of \$200,000 of utility grants obtained for local projects.

Result: In 2015, \$260,000 was obtained by BUDC from the utilities, for local projects.

Additional Questions:

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

The Board discussed and approved the BUDC's mission statement at the March 31, 2015 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, 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?**

Yes, these questions and responses were discussed and approved by the Board at the March 31, 2015 Board meeting.