

Buffalo Urban Development Corporation (BUDC)

2016 Mission Statement and Performance Measurements (w/ Results)

Date Approved: 3/29/2016

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

Measurement: Complete a procurement process and hire an architectural and engineering consultant team to provide design services for the construction of the WNY Workforce Training Center and renovations to other industrial buildings in the Corridor.

Result: Watts Architecture & Engineering, D.P.C. (and team) hired on 4/19/16.

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

Result: No significant properties in the Corridor became available in 2016, but BUDC staff continues to monitor the availability of same.

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

Result: On February 8, 2016, the City of Buffalo Planning Board issued a formal resolution approving the initial site plan and issuing a Negative Declaration according to SEQRA.

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

Result: Memorandum of Agreement (MOA) signed by BUDC, SHPO, ESD & the City of Buffalo on 2/8/2017, outlining the mitigation measures to be carried out by BUDC.

Measurement: Finalize the Order on Consent with the New York State Department of Environmental Conservation (NYSDEC) for Superfund designation for 537 East Delavan.

Result: Order on Consent fully executed on October 3, 2016.

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

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

Result: One (1) acre of land remediated at 577 Northland Ave.

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

Result: 9,200 square feet at 167 Winchester leases by WNY Mortgage Services.

Objective C: Secure funds to continue to advance the Northland Corridor project.

Measurement: Draw down all funds related to the \$6.7M Grant Distribution Agreement (GDA) with Empire State Development (ESD) for the Corridor.

Result: 81% of the \$6.7M grant had been drawn down by 12/31/2016.

Measurement: Finalize the \$10.3M GDA with ESD for Corridor redevelopment.

Result: \$10.3M GDA fully-executed on June 30, 2016.

Measurement: Identify additional funding sources (i.e. grants and tax credits) and income opportunities for future phases of the Corridor project

Result: NYPA, CDBG (City of Buffalo), NYSERDA, National Grid, Historic Preservation Tax Credits, Brownfield Tax Credits, New Market Tax Credits, and Restore New York Program funds identified as additional funding sources.

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: Five (5) prospects showed interest in BLCP in 2016, including one current land owner.

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

Result: BLCP continues to be marketed through a brochure, website, and by Invest Buffalo Niagara. BLCP was featured in Business First’s Book of Lists publication.

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

Result: No further infrastructure construction occurred, but all ROW and park improvements were maintained and supplemented with additional plantings.

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: The Downtown Guide identified and mapped various available sites in the downtown core. Vice President Brandye Merriweather worked closely with the City in identifying problem properties and developing a Vacant property registry.

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

Result: A minimum of twelve (12) businesses were contacted at the direction of OSP and the Mayor’s office.

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: All compliance reporting related to State grants completed on a monthly or quarterly basis. Landscaping, snowplowing and marketing contracts for the Northland Corridor were all executed with MBEs. The lead A&E firm for design of the Northland Corridor is an MBE.

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: Over fifty (50) companies contacted.

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

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

Result: Eight (8) projects assisted.

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 approved and two (2) loans closed.

Objective D: 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: Three (3) city blocks and one (1) public space improved.

Objective E: 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: Nine (9) temporary and one (1) permanent retailer(s) added.

Objective F: 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: Eight hundred (800) copies distributed and two (2) media appearances earned.

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

Measurement: At least two (2) presentations to business associations and professional/community groups on BBRP.

Result: Nine (9) presentations to business associations and professional/community groups.

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

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

Result: Over three hundred fifty (350) units 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: Coordinated with partners on the redevelopment of three (3) problem properties.

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: All property related costs were kept 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 assisted.

Result: A minimum of five (5) projects were assisted.

Measurement: A minimum of \$100,000 of utility grants obtained for local projects.

Result: \$600,000 of utility grants were received by companies that were assisted.

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 29, 2016 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?**

Yes, these questions and responses were discussed and approved by the Board at the March 29, 2016 Board meeting.