

Buffalo Urban Development Corporation (BUDC)

2024 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: Complete architectural and engineering work for 612 Northland “B” Building; 541 East Delavan Ave.; Clean Energy Microgrid and other relevant infrastructure improvements.

Result: BUDC’s consultant has completed the architectural and engineering work for the buildings mentioned above.

New Measurement: Issue RFP and begin construction to further Phase 3 Development.

Result: RFP completed. Construction is anticipated to begin in 2025.

New Measurement: Complete architectural & engineering work for 631 Northland Ave.

Result: Following a competitive process, BUDC issued an RFP for architectural, historic, and engineering services, and project inspection for the redevelopment of 631 Northland. A consultant contract has been awarded and 60% of the project design work has been completed. The National Park Service (NPS) conditionally approved the Part II application for 631

Northland, and the Department of Environmental Conservation (DEC) accepted the project into its Brownfield Cleanup Program (BCP).

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 strategies sites within the campus.

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

Result: Completed.

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: Phase 3 has been completed, as noted in last year's Performance Measurements Report. Additionally, the National Park Service (NPS) has approved the Part II application for the 631 Northland Project.

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. BUDC is in the process of exiting the New Market Tax Credit (NMTC) program for 683 Northland.

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

Result: The BUDC leasing team, in partnership with CBRE, continues to actively market the available space. BUDC successfully negotiated a lease for the red shed space at 683 Northland.

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 with goals of 25% MBE/5%WBE participation.

Result: The general contractors for the construction of the Phase 3 Northland Redevelopment, are on track to meet the M/WBE and workforce participation goals.

Measurement: Begin to implement the Restore NY V Grant initiative at 777 Northland.

Result: BUDC continues to evaluate use of the Restore NY V Grant for 777 Northland.

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: Completed ass applicable to the MOA.

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

Result: BUDC has continued to work with NYSDEC on the interim work plan for the upcoming construction Phase 3 project.

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

Result: Additional funding was not available in 2024 to begin renovations.

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, in collaboration with Mustard Seed Consulting and Colliers E&D, held two (2) steering committee meetings and one (1) public meeting to engage residents, business owners, and block club members in discussions about Northland Brownfield Opportunity Area (BOA) and BUDC redevelopment projects.

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

Result: Completed. 537 E. Delavan design includes green infrastructure.

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

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

Result: BUDC continues to work with partners including Empire State Development to identify additional funding sources.

Measurement: On a monthly basis, coordinate all Northland property maintenance and repairs with Comvest.

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

Measurement: Execute contract with NYS Department of State on review of Beltline Brownfield Opportunity Area (BOA) Nomination Document.

Result: Completed.

Measurement: Coordinate and/or participate in two (2) networking/programming events in the Northland Beltline area.

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

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

Result: Completed. BUDC is preparing to exit the NTCIC tax credit investors for Northland Central.

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 currently completing architectural and engineering work while initiating construction activities needed to rehabilitate additional properties on Northland.

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 RAS Development for 193 Ship Canal Parkway.

Result: RAS Development did not move forward with purchasing 193 Ship Canal Parkway. BUDC entered into an agreement with CBRE to provide brokerage services to enhance the marketing and visibility of the property.

Measurement: Execute an Exclusivity Agreement with a qualified developer for various Buffalo Lakeside Commerce Park parcels.

Result: Although an Exclusivity Agreement was not signed, BUDC retained CBRE Upstate NY for all remaining parcels at Buffalo Lakeside Commerce Park in an effort to increase visibility and marketing efforts.

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 fifty thousand (50,000) 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.

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

Over fifty (50) businesses contacted.

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.

Completed.

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-five (25) companies contacted.

Over twenty-five (25) companies contacted.

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 coordinate assistance for projects in the downtown area.

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 continues to coordinate with partners on advocacy and the creation of additional tools for projects in the downtown area.

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

New Measurement: Issue RFP for Project Management Firm to assist with implementation of Downtown and Waterfront Infrastructure Improvements.

Result: BUDC issued a Request For Proposals to secure a Project and Cost Management firm to assist with accelerating the construction and development of public realm projects identified in downtown and waterfront area planning efforts.

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

Result: BUDC completed the Downtown Waterfront Improvement Plan and coordinated with the City of Buffalo on the Smart Streets Plan, which incorporated several elements into recommendations to encourage added Innovation, creativity and safety into the public realm. BUDC has also worked to identify and submit applications for additional funding for creative placemaking for projects.

Measurement: Further the recommendations included in the Downtown Waterfront Improvement Plan.

Result: BUDC is working to secure a Project and Cost Management firm to assist with furthering the construction and development recommendations in the Downtown Waterfront Improvement Plan.

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

Result: BUDC has coordinated sessions with various stakeholders, residents and students.

New Measurement: Establish an infrastructure improvement project status page on the BUDC – Race for Place website.

Result: BUDC is working with the City of Buffalo on the projects list and anticipates having an online project status page shortly.

New Measurement: Coordinate at least two (2) placemaking enhancement projects.

Result: BUDC is in the process of coordinating waterfront area placemaking projects and has submitted grant proposals for additional funding for placemaking projects.

Measurement: A minimum of five (5) city blocks and two (2) public spaces improved.

Result: At least five (5) city blocks improved. BUDC continues to collaborate with the City of Buffalo on improvements to public spaces.

Measurement: Further the recommendations outlined Ellicott Street Placemaking Strategy.

Results: BUDC continues to identify resources for additional phases of the Ellicott Street Placemaking Strategy and anticipates further development of the

plan in coordination with the upcoming Project and Cost Management firm to accelerate implementation of the strategy.

Measurement: Facilitate a strategy to improve downtown infrastructure maintenance and sustainability.

Results: BUDC continues discussions with the City of Buffalo and other partners regarding infrastructure and sustainability. BUDC will also coordinate sustainability measures into upcoming projects with support from the Project & Cost Management firm.

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

Results: BUDC continues discussions with the City of Buffalo and other partners around public and private funding opportunities for improvements and creative strategies to leverage additional funding for infrastructure projects.

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

Results: BUDC has completed a schematic design of Erie Street connection from I-190 to the Erie Basin Marina and is continuing to coordinate with partners on advancing to construction.

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

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

Results: BUDC has coordinated several initiatives through the QCPU project including several cycles of the Downtown Dollars sweepstakes to encourage downtown shopping; the creation of promotional marketing and videos; the Black Business Expo; Lunch and Bar Crawls to encourage visitation to downtown restaurants and collaborations with the Michigan Street Heritage Corridor's Soulful Christmas. BUDC also coordinated several local radio interviews and segments highlighting QCPU and downtown area small businesses. BUDC also received a Community Impact award from the Rose Bar & Grill for its support of minority businesses in downtown Buffalo.

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

Result: BUDC continues to market Buffalo's Race For Place Strategy. BUDC also received Info Tech's 2024 Project Excellence Award for its Race For Place Strategy.

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 earned appearances on several platforms such as Buffalo Business First, WGRZ and WKBW and others.

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

Result: BUDC participated in more than six (6) presentations to groups such as Buffalo Niagara Association of Realtors; NAIOP; Tech Buffalo's Power Up panel; Buffalo Business First Economic Development Panel and the International Downtown Association's 2024 Advancing Places Forum.

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: Approximately 87 market rate residential units were announced. BUDC continues to coordinate with the City of Buffalo and partners to bring additional market rate and affordable housing into downtown Buffalo.

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 is complete. As the project manager, BUDC continues to work with project partners to ensure 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. BUDC also coordinates with the Ralph Wilson Park Conservancy to ensure that the community is aware of relevant updates.

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

Result: BUDC continues to manage the 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.

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

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 have been committed for the design and implementation of the project.

Result: BUDC has successfully secured additional funds from the Wilson Foundation, Division of Homeland Security and Emergency Services (DSHES) and Great Lakes Commission (GLC) 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 City of Buffalo, 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 managed and secured additional funding from sources such as the DSHES and GLC, leveraging additional 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 continues to collaborate with City of Buffalo and design and project management teams on sustainable design elements and equitable access to the surrounding community. BUDC consistently coordinates with the Ralph Wilson Park Conservancy, which will oversee long-term operations and maintenance of Ralph Wilson 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.