

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

## ***2025 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.

Measurement: Execute contract and begin construction to further Phase 3 Development.

**Result:** Contract execution was completed, and construction commenced, meeting the Phase 3 execution milestone.

**New Measurement:** Issue RFP for General Contractor and begin construction on 631 Northland Ave.

**Result:** RFP has been completed. Construction is anticipated to begin in 2026.

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:** BUDC received City of Buffalo Planning Board approval for the Phase 3 sub-projects at 537 E. Delavan, 612 Northland, and the 683 Northland south parking lot. BUDC also received minor site plan approval for Phase 4.

**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:** SHPO approved the mitigation demolition efforts for 741 and 777 Northland.

**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:** BUDC completed the exit from the New Market Tax Credit and Historic Tax Credit program for 683 Northland Avenue.

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

**Result:** BUDC and its broker, CBRE, negotiated a new lease for 612 Northland Avenue with Flat 12 Mushrooms, a short-term lease extension at Northland Central with Professional Culinary Academy and a lease amendment with Rodriguez Construction at Northland Central.

**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 contractor for the construction of the Phase 3 Northland Redevelopment, is on track to meet the M/WBE and workforce participation goals.

**New Measurement:** Coordinate with SHPO and partners on demolition of 741 and 777 Northland.

**Result:** SHPO approved mitigation demolition efforts for both properties.

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

**Result:** BUDC has continued to work with NYSDEC on the Phase 3 Northland project.

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

**Result:** BUDC worked with Rodriguez Construction to incorporate tenant improvements into the lease renewal resulting in renovations and occupancy of the mezzanine level Northland Central.

**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, held its Northland Advisory Stakeholder meeting with residents, business owners, and block club members to discuss Northland projects. BUDC staff also participated in community meetings with area stakeholders; community events such as the Northland Food Truck series; and outreach efforts through social media, direct coordination and radio partnerships with WUFO Power 96.5 FM radio.

**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, ECIDA and others to identify additional funding sources.

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

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

**New Measurement:** Finalize the Northland Beltline Brownfield Opportunity Area (BOA) Nomination Document and Submit to New York Department of State (NYDOS).

Result: BUDC completed the Northland Beltline Brownfield Opportunity Area (BOA) Nomination Document, which was approved by the New York Department of State.

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

Result: BUDC, working with Mustard Consulting, continues to coordinate with partners on networking opportunities such as Food Truck Thursdays; National Night Out and Block Club events.

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

Result: Completed. BUDC fulfilled its obligations to NTCIC tax credit investors for 683 Northland Avenue.

*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: The Northland Phase 3 construction is remediating a DEC Superfund site.

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

Result: BUDC initiated construction activities needed to rehabilitate additional properties within the Northland Corridor.

**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.*

**New Measurement:** Finalize the Alternatives Analysis/Remedial Action Work Plan and apply to the DEC for a Part 380 variance for 193 Ship Canal Parkway.

**Result:** BUDC submitted a Draft Alternatives Analysis/Remedial Action Work Plan to DEC in October of 2025. BUDC is currently awaiting DEC review.

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

**Result:** BUDC has not entered into any Exclusivity Agreements at BLCP in 2025, but continues to market parcels through its broker, CBRE and through partnerships with organizations such as Invest Buffalo Niagara

**New Measurement:** A minimum of six (6) “earned” media appearances and fifty thousand (50,000) website page and social media views.

**Result:** BUDC has earned over six (6) media appearances and over one hundred thousand (100,000) website and social media views.

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

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

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

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

**Result:** 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.

Result: BUDC continues to include the City's participation goals in its informal and formal bids, request for proposals and requests for qualifications.

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

*Objective A: Serve as lead management entity for Buffalo's Race for Place initiatives.*

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

Result: Over sixty (60) 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 downtown area projects.

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 news incentives to encourage office conversions and ground floor activations through the Queen City Hub Revisited initiative.

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

Measurement: Negotiate contract with Project and Cost Management Firm to assist with implementation of Downtown and Waterfront area Infrastructure Improvements.

Result: BUDC has advanced the negotiation of a contract with the selected Project and Cost Management Firm and continues to coordinate on scope of services adjustments and execution details in collaboration with the City of Buffalo's Department of Public Works.

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

Result: BUDC took steps to advance recommendations included in the Downtown Waterfront Improvement Plan such as the issuing of an RFP for the temporary redesign of several intersections/public spaces in the downtown area in manner which will add creativity and vibrancy to the public realm. In addition, BUDC worked in collaboration with Buffalo Place, the City of Buffalo, and Ciminelli Real Estate to advance a new evening music series to activate Fountain Plaza and encourage foot traffic and visitation to surrounding businesses.

Measurement: Further the recommendations included in the Downtown and Waterfront area infrastructure improvement plans in coordination with the City of Buffalo and Project and Cost Management Firm.

Result: BUDC continues to coordinate the scope of services and contract terms with the selected Project and Cost Management firm to assist with accelerating the development and construction of key public realm improvements identified in downtown and waterfront area planning efforts.

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

Result: BUDC has coordinated sessions with various stakeholders, residents, students and talent attraction groups. BUDC also continues to regularly facilitate its waterfront coordination group efforts and collaborations.

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

Result: BUDC has moved the Race For Place website into the BUDC main website. BUDC is working with the City of Buffalo, as well as the Queen City Hub Revisited Consortium to develop a projects list and “Downtown Dashboard.” BUDC is coordinating an updated Infrastructure projects status listing with Buffalo Construction Consultants (BCC). BUDC anticipates having an online project status page shortly.

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

Result: BUDC advanced at least two (2) key placemaking enhancement projects. These included the Temporary Intersection Redesign project, as well as

the Queen City Pop Up outdoor Music Series designed to build off and further enhance the existing activation of Fountain Plaza by Buffalo Place and its partners.

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

Result: Funding and bonding delays for infrastructure projects caused construction delays in 2025. BUDC continues to collaborate with the City of Buffalo on improvements to public spaces through the Project & Cost Management agreement with Buffalo Construction Consultants (BCC).

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

Results: BUDC also continues to collaborate with Buffalo Place and DPW on maintenance strategies for downtown Buffalo. BUDC, along with assistance from our consultant teams and private sector partners, are working to incorporate maintenance and sustainability measures into upcoming placemaking projects.

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

Results: BUDC continues coordination 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. These efforts include BUDC's role in the advancing the Queen City Hub Revisited Consortium, and advocacy for partnerships through our placemaking projects and coordination with BCC.

Measurement: Coordinate with City of Buffalo, Empire State Development, Project & Cost Management firm to further design and construction of Erie- Shelton Square Greenway Project.

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. This included the selection of a Project and Cost Management firm and continued negotiations on scope of services in collaboration with the City of Buffalo to accelerate the advancement of downtown and waterfront area infrastructure projects.

*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 in 2025. This included the creation and launch of a new outdoor holiday music series to further activate Fountain Plaza and drive evening foot traffic to surrounding small businesses. BUDC also launched several cycles of the Downtown Dollars sweepstakes in partnership with Buffalo Place to encourage downtown shopping; BUDC also led the creation of a downtown-wide holiday marketing and PR campaign; led the 2<sup>nd</sup> Annual Black Business Expo in partnership with the City of Buffalo and Beverly Gray Business Exchange. BUDC also coordinated weekly local radio interviews and segments highlighting QCPU and downtown area small businesses and initiatives.

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

*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, Power 93.7 FM, NPR Radio and others.

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

Result: BUDC has participated in over five (5) presentations to business associations, professional organizations, and community groups, both locally and nationally. These included: Big Towns Conference in Lafayette, N.C; International Downtown Association National Conference – Washington, D.C.; Buffalo Business First's Economic Development Forum; the Buffalo Niagara Partnership Construction and Development Forum; and A Better Life Podcast.

*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:** Nearly seventy (70) market rate units announced. BUDC continues to promote mixed income housing opportunities in downtown Buffalo.

*Objective I: Coordinate the resolution or redevelopment of targeted problem properties within the central business district 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. These efforts have included providing design and adaptive reuse input on re-use concepts for the Main Place Mall as well as others.

**New Measurement:** Collaborate with the City of Buffalo and partners to advocate for development tools, partnerships and resources that support the recommendations outlined in the Queen City Hub Revisited initiative.

**Result:** BUDC continues to advance the advocacy of downtown area development tools and public realm funding through the Queen City Hub Revisited initiative along with other partners in the consortium. A package of final deliverables is expected soon.

**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.

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

**Result:** BUDC has with the program team to complete all necessary approvals.

*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 Gardiner and Theobald (G&T) and Michael Van Valkenburgh Associates, Inc. (MVVA) contracts and related deliverables.

*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 worked with the Ralph C. Wilson Foundation to successfully apply for three (3) grants to continue advancing the project towards completion. BUDC also continues to actively manage all existing grants that have been committed to design and implementation of the project.

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 continues to prepare, submit, execute and manage funding applications and agreements as necessary for the project. These include new grant agreements, amendments to existing agreements, and amendments to subgrant agreements.

**New Measurement:** Prepare, submit and execute grant with Ralph C. Wilson Jr. Foundation for Phase 2 construction.

Result: BUDC has successfully applied for and executed a grant award for Phase 2 construction from the Ralph C. Wilson Jr. Foundation.

*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 have been 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.