

13. Listing of Material Changes in Operations and Programs:

BUDC staff continues developing and managing a material change in BUDC operations and programs that began in 2019, as indicated in Section 1 (Operations & Accomplishments) in the section titled Waterfront / Ralph Wilson Park Project. BUDC applied to the Ralph C. Wilson, Jr. Foundation (Foundation) for grant funds to assist the City of Buffalo to become more engaged in downtown waterfront planning and development activities. The Foundation initially awarded BUDC a \$2.8 million dollar grant to enhance both BUDC's and the City's capacity to manage such development activities and to successfully implement the design and construction of Ralph Wilson Park. The project continues to progress through the 2C Phase of construction. The installation of an iconic pedestrian bridge, significant work along the shoreline and other sitework have been completed, while sports fields, core park improvements continue to progress. In addition to securing and managing additional grant funding from the Ralph C. Wilson Foundation in the amount of \$50 million, BUDC has successfully leveraged and manages additional funding from the Great Lakes Commission; Division of Homeland Security and Emergency Services (DHSES) and other sources to support the park's transformation. BUDC continues to successfully manage contracts with Gardiner & Theobald for project management, and cost estimating services, as well as a contract with Michael Van Valkenburg & Associates for landscape design and construction administration. BUDC continues to provide assistance to the City of Buffalo, and consistently collaborates with the Ralph Wilson Conservancy, Gilbane Companies and other project partners.

BUDC continued progress along the Northland Beltline Corridor in 2025. BUDC continues to manage the \$55 million RECAP grant from Empire State Development for construction along with support for operational and working capital costs. BUDC also issued an RFP for construction of the Phase 4 redevelopment of 631 Northland Avenue. BUDC also continues to leverage and manage the previously awarded \$14.4 million in funding from Economic Development Administration (EDA) for the construction of improvements to 541 E. Delavan Avenue; 612 Northland-B Building; parking facilities and substation upgrades.

BUDC also successfully completed the Northland Beltline Brownfield Opportunity Area (BOA) designation process, making the Northland Beltline corridor the first BOA designated on Buffalo's East Side. The BOA will create opportunities for new and existing businesses to relocate, launch and grow within the BOA boundary.

BUDC also executed new leases with Rodriguez Construction to expand its footprint within the Northland Central building and Flat 12 Mushrooms for space within 612 Northland Avenue. BUDC has entered into a Land Sale Agreement with Lighthouse Center Inc. for several land parcels owned by BUDC within the corridor. BUDC has negotiated a short-term lease with Professional Culinary Academy, while working with our broker and partners to identify a food service operator for the restaurant space.

The Northland Beltline Corridor continues to evolve as an innovation hub focused on workforce training, advanced manufacturing, energy and automotive training, with a focus on East Side residents. BUDC consistently coordinates with tenants such as Buffalo Manufacturing Works; Rodriguez Construction; Retch; Rookery; Bank On Buffalo and others as well as the surrounding community on strategic initiatives, public art and other opportunities that add to the vitality of the corridor.

BUDC has also fulfilled its financial obligations to investors and completed the tax credit exit for Northland Central. BUDC along with its tax credit consultant team has begun work to identify a tax credit investor and bridge financing for the Phase 4 redevelopment of 631 Northland Avenue. BUDC also identified LiRo Engineers as consultant for demolition design work for structures at 777 and 741 Northland Avenue.

BUDC continues to advance its downtown development efforts through its Buffalo's Race for Place initiative. BUDC continues to advance concepts from the Downtown Waterfront Improvement Plan, which provides infrastructure and public realm recommendations that will improve the downtown and waterfront area. BUDC has worked to develop concepts for improvements to Erie Street that will spur additional development around the waterfront and Marina. BUDC also completed the Ellicott Street Underpass Lighting project and continues to identify resources for additional phases of the Ellicott Street Placemaking Strategy. BUDC has negotiated a contract with Buffalo Construction Consultants (BCC) as Project and Cost Management firm to assist with accelerating the construction and development of public realm projects identified within the downtown and waterfront area, such as the Erie - Shelton Square Greenway. BUDC also continues to collaborate with the private sector and partners to advocate for additional public realm funding.

BUDC issued an RFP and contracted with MIG, Inc. to design and install three (3) high impact placemaking projects within the downtown and waterfront area (Michigan Street African American Heritage Corridor; Commercial and Marine Drive near Explore & More Children's Museum; and Roosevelt Plaza). These projects, slated for installation in June 2026, will enhance safety; accessibility; wayfinding and vibrancy while encouraging utilization and visitation.

Through its Queen City Pop Up Project, BUDC launched a downtown wide holiday marketing campaign to brand downtown Buffalo as a holiday destination and to elevate downtown's small business community. As part of the campaign, BUDC also launched an outdoor holiday music series at Fountain Plaza; along with the Queen City Pop Up website and small business directory. BUDC also continued its Downtown Dollars Sweepstakes and Black Business Expo in partnership with the City of Buffalo, Buffalo Place and the Beverly Gray Business Exchange Center.

BUDC is a key project partner with the City of Buffalo on the Queen City Hub Revisited Action Plan, which looks to address challenges caused by remote work, a decline in office space occupancy, retail vacancy and changing consumer habits that impact downtown's vitality. These efforts increase development density in the City of Buffalo that encourages walkability and multi-modal transportation, improved accessibility of disadvantaged communities with employment clusters, and attracts private investment to further foster a vibrant, sustainable community in line with the Region's established Smart Growth principles.

BUDC continues to market available parcels within Buffalo Lakeside Commerce Park and has contracted with CBRE to further promote the remaining parcels on a local, regional and national level to increase interest in the site. BUDC also manages the BLCP Property Owners Association and coordinates with the City of Buffalo to ensure proper maintenance and upkeep.

Income for operations has been generated primarily through land sales, lease payments and grants. BUDC continues to negotiate funding for operational support and sustainability on several initiatives to ensure the organization's ability to continue delivering transformational projects.