

Buffalo Urban Development Corporation (BUDC)

2020 Mission Statement and Performance Measurements (w/ Results)

Date Approved: 3/31/2020

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

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

Result: **Completed land swap with the City of Buffalo. Obtained developable commercial properties at Fillmore/Northland intersection.**

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

Result: **Obtained approval for land swap and 537 E. Delavan subdivision.**

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: **No new structures introduced to SHPO for approval because of COVID pandemic.**

Measurement: Complete all remaining components of Phase 2 renovation at 683 Northland (“Northland Central”), including the “Red Shed” and Retech Systems related spaces.

Result: **Both spaces completed by mid-year 2020.**

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: Financing compliance and milestones delayed, but managed through pandemic conditions.

Measurement: Negotiate and execute any lease agreement amendments with the Economic Development Group Inc. (NWTC), EWI (BMW), SparkCharge, Retech Systems, and Manna Culinary Group for Northland Central.

Result: Negotiated and executed a lease agreement amendment with Manna Culinary Group.

New Measurement: Negotiate and execute a lease with Rodriguez Construction Group and two (2) other potential tenants at Northland Central.

Result: Negotiated and executed leases with Rodriguez Construction and Garwood Medical.

Measurement: Secure SHPO and National Park Service Part 3 approval for Phase 1 and 2 work at Northland Central.

Result: Secured Part 3 approval for Phase 1 & 2 Construction at Northland Central from SHPO and the National Park Service.

Measurement: Complete any further remedial investigation and implement the Soil Management Plan (SMP) for Northland Central, under the NYS Brownfield Cleanup Program.

Result: Remedial investigations completed at Northland Central and Site (soil) Management Plan (SMP) implemented.

Measurement: Continue effective M/WBE Utilization and Workforce Participation programs for remaining Northland Central construction.

Result: M/WBE Utilization and Workforce Participation programs continued to be effective.

Measurement: Continue to implement the Restore NY IV & V Grant initiatives, including the final completion of renovations at 612 Northland and Phase 1 renovations at 541 East Delavan.

Result: 612 Northland renovations completed, but 541 E. Delavan construction paused by COVID pandemic.

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: MOA measures implemented for all development activities.

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

Result: New treatment protocol approved and implemented by NYSDEC and consultant.

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

Result: Because of the COVID pandemic and the related financial condition of New York State, additional funding did not become available for new rehabilitation or demolition projects.

Measurement: Continue the Community Outreach Program, with at least one additional Public Meeting and two additional Stakeholder Advisory Committee meetings, and additional community outreach, as appropriate such as newsletters, social media and individual outreach.

Result: During the pandemic, the Community Outreach Program was centered on the Northland Business Network Series. Two very successful presentations were organized and held via a Zoom platform with break-out sessions.

Measurement: Continue to implement the green infrastructure plan for 537 E. Delavan.

Result: Based on the paused development activity at 537 E. Delavan, no further green infrastructure work was advanced.

New Measurement: Finalize the procurement process and execute a contract with the consultant team for the Community Solar and Microgrid project. Initiate the pre-development planning, analysis, and financing phases of the project.

Result: The procurement process was finalized and a contract was executed with Frey Electric. Only a \$200,000 portion of the \$2M grant was initially approved, so only the pre-development planning and analysis phases are advancing in early 2021.

Measurement: Continue to work with energy stakeholders to solicit funding from Eaton Corporation to create an Energy Experience Center at Northland Central, and get construction of same underway.

Result: Due to the COVID pandemic, the energy stakeholders have put this initiative on hold, but have remained in communication with Eaton Corporation.

New Measurement: Finalize the procurement process and execute a contract with the consultant team for the tax credit, legal, and accounting services needed to determine the feasibility of moving forward with a renovation project at 631 Northland.

Result: The procurement process was completed and resulted in the selection of Cannon, Heyman, and Weiss (and team) as the consultant team. The development of a contract was put on hold because of the COVID pandemic.

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

New Measurement: Develop and execute a \$2M Grant Distribution Agreement (GDA) with Empire State Development (ESD) for the Northland Community Solar project.

Result: The consideration of the \$2M grant was delayed by the ESD Board because of the COVID pandemic. In late 2020, the ESD Board did approve and initial grant of \$200,000 to begin the project.

Measurement: Close-out all documentation related to the \$6.7M GDA with ESD for Northland Central.

Result: Closed.

Measurement: Close-out all documentation related to the \$10.3M GDA with ESD for Northland Central.

Result: Closed.

Measurement: Draw-down all remaining funds related to the \$6M GDA with ESD for the WNY Workforce Training Center.

Result: One final reimbursement request still needs to be processed for the remaining \$49,300 in funds. Buffalo Niagara Manufacturing Alliance needs to provide us with the information needed for this request.

Measurement: Draw-down all remaining funds related to the \$25M GDA with ESD for Phase 2 of Northland Central.

Result: Closed

Measurement: Continue a grant agreement relationship with Local Initiatives Support Corporation (LISC) for additional funding related to Northland Corridor redevelopment.

Result: The grant Agreement conditions were satisfied in August of 2020 and BUDC received final payment.

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

Result: The COVID pandemic made it difficult to identify and pursue other funding sources. Our energies were concentrated on getting reimbursements for monies we were already owed.

New Objective C: Continue to transition Northland Corridor management responsibilities to the Northland Project Manager.

New Measurement: Complete the Northland Brownfield Opportunity Area Application for designation and submit to NYSDOS.

Result: The completion of the BOA application was delayed by the need to produce additional mapping. The City of Buffalo Sewer Authority has stepped in to assist in that process during the first quarter of 2021.

New Measurement: Further Development of the Northland Small Business Networking Series. At least three (3) additional events in 2020.

Result: The spring 2020 event was cancelled because of the COVID pandemic, but two (2) very successful virtual events were held in August and November of 2020.

New Measurement: Reach a decision on the future hosting of an Urban Manufacturing Alliance National Gathering in 2020 or 2021, and solicit sponsors if the event moves forward.

Result: Due to the COVID pandemic, staff has decided not to pursue any further relationship with the Urban Manufacturing Alliance regarding future events.

New Measurement: Work with LISC to implement the Northland Corridor Delavan Grider Community Enhancement Project.

Result: Various implementation items were completed to the satisfaction of LISC and the related grant was closed in August 2020.

New Measurement: Complete required annual and bi-annual compliance reports for ECIDA and NTCIC tax credit investors.

Result: All reports produced on a timely basis.

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

Measurement: Assemble appropriate properties to increase inventory for future brownfield projects.

Result: The land swap with the City of Buffalo was completed late in 2020 and will add to the inventory for future brownfield projects. The project at 541 E. Delavan and potential projects at 631 & 777 Northland were shut down by the COVID pandemic.

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

Result: The project at 541 E. Delavan and potential projects at 631 & 777 Northland were shut down by the COVID pandemic. The recently acquired property at 1669 Fillmore will be remediated in 2021 and will become shovel-ready.

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

Result: An additional seventy (70) thousand square feet of space at Northland Central (683 Northland) was rehabilitated to leasable condition...and leases were executed for all of it (Retech Systems, Rodriguez Construction, and Garwood Medical).

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: Continued to work with three (3) land purchasers and prospects at BLCP, In addition, new interest is developing for the purchase of land in the Northland Corridor.

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

Result: Website hits for the Northland Corridor remained high as the Corridor continued to become more of a “household name”. Media appearances revolved around new leases being signed at Northland Central and events at Albright-Knox Northland.

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

Result: All infrastructure amenities were maintained properly at both BLCP and the Northland Corridor.

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: Assisted in investigating a significant potential development site in the Clinton/Bailey area. Continued to identify additional vacant land inventory opportunities in the Northland Corridor.

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

Result: Three businesses were contacted based on our on-going communication with the team of development directors assembled by OSP.

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: All out-going communications reflected the City of Buffalo goals.

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 (25) companies contacted.

Result: Approximately sixty (60) businesses contacted.

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

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

Result: Worked with several property owners to coordinate financial assistance for projects.

Objective C: Manage lending program as an incentive for adaptive re-use and/or new construction projects.

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

Result: No loans were approved, some projects that were anticipated to advance in 2020 were delayed due to the pandemic, but are expected to move forward in 2021.

New Measurement: Implement approved loan modifications for the Downtown Loan Program.

Result: BUDC is still working to implement modifications to the Downtown Loan program.

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: Construction of 2020 improvements experienced delays due to the pandemic and will resume in Spring 2021.

New Measurement: Identify funding and develop waterfront public realm strategy and continue waterfront stakeholder coordination efforts.

Result: BUDC has continued waterfront stakeholder coordination efforts and is still exploring opportunities for funding related to the development of a waterfront public realm strategy.

Measurement: Develop a draft Flower District / Ellicott Corridor Concept Plan.

Result: BUDC is working with Wendel Companies to finalize the Ellicott Corridor Concept Plan for release in early 2021.

New Measurement: Facilitate a strategy to improve downtown infrastructure maintenance and sustainability with the six partners.

Result: BUDC continues work on strategies to improve downtown infrastructure maintenance through efforts such as the Buffalo Place Business Improvement District Expansion Committee and collaboration with other public and private property owners.

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

Result: BUDC has worked in collaboration with the City of Buffalo and other private sector partners on public-private funding partnerships such as the Accelerator Fund that will leverage \$40 Million for public realm improvements.

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

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

Result: Queen City Pop Up phases in 2020 were cancelled due to the pandemic. BUDC focused on Business Recovery efforts such as City Of Buffalo Small Business Social Distancing Initiative; Erie County Small Business Taskforce; Downtown Dollars Holiday Sweepstakes; and the City of Buffalo's Buy Black Buffalo campaign – all of which were geared to helping small businesses impacted by the pandemic.

Measurement: Coordinate at least two (2) technical assistance training sessions for QCPU retailers.

Result: Worked to with partners to coordinate 2-3 business assistance sessions for QCPU graduates and other area businesses.

Measurement: Maintain a webpage and directory for/of QCPU participants.

Result: 2020 cycles of QCPU were cancelled due to the pandemic. BUDC will work on website development in 2021.

New Objective F: Coordinate the publication, marketing, and online distribution of the new Race for Place Plan.

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

Result: BUDC coordinated development of marketing pieces for the Race For Place initiative, which also include the Race For Place landing page.

www.raceforplacebuffalo.com). In addition, Race for Place was highlighted in approximately five (5) publications. Race for Place was also a featured initiative in the following virtual programs: International Downtown Association Advancing Places webinar; Buffalo Business First's State of The Region; Urban Land Institute's - Lunch and Learn Series and the UB/NYS Wireless Association's Annual Conference.

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

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

Result: Four (4) presentations were done on BBRP/Race for Place.

New Measurement: Finalize a list of recommendations from Race for Place outreach and focus groups.

Result: Recommendations for Race For Place outreach and focus groups are being modified due to COVID 19 impacts on gatherings and will now contain a combination of virtual and socially distanced sessions.

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 five hundred fifty (550) 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 property owners on redevelopment of three (3) problem properties.

Objective J: Coordinate a series of Innovative Focus Group sessions to gain community input on upcoming smart city technologies and related infrastructure improvements.

Measurement: Organize four (4) sessions with the community.

Result: Four (4) focus group sessions on Race for Place were conducted, BUDC is in the process of planning to conduct additional sessions in 2021, due to Covid-19 delays/gathering restrictions.

New 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.

New Objective A: Assist the City of Buffalo and other partners with the management of the design and due diligence phases of the project.

New Measurement: Negotiate and execute contracts with Michael Van Valkenburgh Associates for Schematic Design, Design Development, and Construction Documents.

Result: Executed contracts for Schematic Design and Design Development. Cost estimates have been received for Construction Documents with negotiations are ongoing.

New Measurement: Manage the design team and the design process to ensure that the project proceeds on schedule and within budget.

Result: Management of design team and design process is ongoing with 100% Design Development Complete. Value engineering continues to ensure the project remains within budget. Construction is anticipated to being on time in 2021-2022.

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

Result: Contracts for due diligence were executed with Wendell Companies and SJB. SEQRA is complete.

New Objective B: Assist the City of Buffalo and other partners with the overall management of the project.

New Measurement: Solicit, negotiate and execute contracts for a third-party project management company to assist BUDC, the City of Buffalo and other partners with the implementation and overall management of the project, including design, regulatory approvals, and construction.

Result: A contract with Gardiner & Theobald, Inc. (G&T) was executed for project management and cost estimating services.

New Measurement: Manage the contract and deliverable for the project management team contracted to provide assistance.

Result: Actively manage G&T's contract including invoice review and deliverables.

New Objective C: Assist the City of Buffalo and other partners with identifying, securing and managing funding for the implementation of the project.

New Measurement: Work with the Ralph C. Wilson Foundation to apply for and manage grants that they have committed for the design and implementation of the project.

Result: Three grants have been secured from the Ralph C. Wilson Jr. Foundation for the design of the project. Two required grant reports have also been submitted ensuring grant compliance. The application for construction dollars is anticipated to be submitted at the end of 2021.

New Measurement: Work with other partners, including Buffalo Niagara Waterkeeper and the Ralph C. Wilson Foundation, to identify additional funding sources to implement and construct the project.

Result: Buffalo Niagara Waterkeeper applied for and is negotiating a grant agreement for \$2.5 million from the Environmental Facilities Corporation (EFC).

New Measurement: Preparer, submit, execute and manage grant applications and agreements that are secured for the project.

Result: \$1 million was secured from the Great Lakes Commission for shoreline design development.

New Objective D: Assist the City of Buffalo and other partners with ensuring effective and sustainable long-term maintenance and operations of the park.

New Measurement: Work with the City of Buffalo and the design and project management team to ensure that the final design of the park is sustainable from a maintenance and operations perspective.

Result: Ongoing maintenance and operations continues to be prioritized by the design and project management team.

New Measurement: Assist the Ralph C. Wilson Foundation, the City of Buffalo and other project partners to identify and secure funding and a governance structure to ensure sustainable long-term maintenance and operations of the park.

Results: HR&A presented a report on a potential governance structure in early 2020, with negotiations for the development of a “conservancy” structure between the City of Buffalo and Ralph C. Wilson Jr. Foundation continuing throughout 2021.

Goal: To effectively manage BUDC’s 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 maintained within budget. Two new vendors were procured for landscaping/snow removal at BLCP and the Northland Corridor for a three year period, at level cost over the term.

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: All new projects were referred to National Grid and National Fuel for grant program consideration, including new Northland Central tenants.

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, 2020 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 31, 2020 Board meeting.