

Buffalo Urban Development Corporation (BUDC)

2019 Mission Statement and Performance Measurements (w/ Results)

Date Approved: 3/26/2019

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: Acquired 714 Northland. This property has a long-term tenant and provides additional parking for the campus. Continued to work with the City on the swap of key commercial properties for vacant residential properties. Continued to work with Plesh Industries to swap vacant land for potential campus parking areas.

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

Result: No further projects required Planning Board approval.

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 further SHPO approvals were required for the advancement of projects in 2019.

Measurement: Complete construction of Buffalo Manufacturing Works (BMW) and Phase 2 renovation of 683 Northland (“Northland Central”).

Result: BMW work was completed for their opening in the fall of 2019. All other Phase 2 work is scheduled to be completed by March of 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: Compliance milestones were managed as the projects advanced. Compliance documents have been advanced as quickly as the milestones have been reached.

Measurement: Negotiate and execute any lease agreement amendments with the Economic Development Group Inc. and BMW for Northland Central.

Result: A lease agreement amendment was executed with Economic Development Group for the expansion space in 2019.

New Measurement: Execute State funding agreement with Northland Workforce Training Center (NWTC) for Phase 2.1 construction at Northland Central and complete design and construction.

Result: N/A. This funding was included as part of the lease agreement stated above.

New Measurement: Negotiate and execute a lease with Thinking Robot Studios (TRS) and two (2) other potential tenants at Northland Central.

Result: TRS decided not to lease space at Northland Central, but SparkCharge and Retech Systems leases were negotiated and executed.

New Measurement: Complete tenant build-outs for any new tenants at Northland Central.

Result: As of March 2020, this work is on-going.

New Measurement: Negotiate and execute a lease with a food service provider for the restaurant space at Northland Central.

Result: A lease was negotiated with Manna and they began operations in late fall of 2019.

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

Result: The SHPO and National Park Service approvals are pending.

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

Result: A small amount of remedial investigation continues into the spring of 2020, related to further vapor intrusion well placement and testing. Implementation of the SMP will begin when this work is finalized.

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

Result: This is an on-going measurement, but results for 683 Northland were 42% and 60% for 612 Northland.

New Measurement: Continue to implement the Restore NY IV & V Grant initiatives, including the completion of renovations at 612 Northland, Phase 1 renovations at 541 East Delavan, and partial demolition of 777 Northland.

Result: 612 Northland renovations were completed under the Restore NY IV grant. Renovations at 541 E. Delavan are on-going under the Restore NY V grant. The partial demolition of 777 Northland was dropped as part of Restore V.

Measurement: Continue to coordinate with the City of Buffalo on all aspects of the Northland Avenue streets improvements project until completion.

Result: The project has been completed. Final payments and reimbursements are being processed.

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: All further work at 612 Northland and 541 E. Delavan will be reviewed by our historical architect consultant and remain true to the MOA.

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

Result: We are working with and monitoring the Superfund work at 537 E. Delavan. It continues in the investigative stage.

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: N/A. No additional funding became available in 2019.

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: One public meeting and two stakeholder meetings were held in 2019. Extensive individual outreach was completed by Art Hall and Sandy

White. An additional Northland Newsletter was published and social media outreach continued.

New Measurement: Complete design and construction of the Entrepreneurial Center at Northland Central.

Result: The design of the Building which was to house the Entrepreneurial Center was completed in 2019 and construction will be completed in March 2020. Currently the location of the Center is being discussed for another part of the east side and the building may have a different tenant.

New Measurement: Prepare and begin to implement a green infrastructure plan for 537 E. Delavan.

Result: A portion of this plan was implemented with the landscaping improvements included in the renovation of 612 Northland for the Albright Knox Art Gallery occupancy.

New Measurement: Prepare and begin to implement a community solar and district energy plan for the Northland Corridor.

Result: A Request for Proposals for this plan was issued in late 2019 and a consultant team will be chosen in the spring of 2020.

New Measurement: Continue to work with energy stakeholders to solicit funding from Eaton Corporation to create an Energy Experience Center at Northland Central, and assist in developing a community solar and district energy plan for the Northland Corridor.

Result: A preliminary commitment for funding has been obtained from Eaton Corporation and other funding sources are being pursued. This includes both the Energy Experience Center and the district energy plan.

New Measurement: Complete building condition analysis and begin to implement, if appropriate, the renovation of 631 Northland.

Result: The building condition analysis has been completed, but no renovation was started in 2019

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

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

Result: All remaining funds for this grant have been drawn-down.

Measurement: Draw-down all remaining funds related to the \$10.3M GDA with ESD for Northland Central.

Result: Almost all remaining funds for this grant have been drawn-down.

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

Result: Almost all remaining funds for this grant have been drawn-down.

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

Result: All remaining funds for this grant have been drawn-down.

New Measurement: Execute a grant agreement with LISC for the \$50,000 Northland Economic Development Grant and implement the related scope of work.

Result: The grant agreement with LISC was executed and the scope of work implemented.

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

Result: A Request for Proposals was issued in late 2019 to help identify funding sources for the renovation of 631 Northland. A consultant will be chosen in spring of 2020. National Grid's economic development programs continue to be a funding source for on-going Northland development phases.

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

New Measurement: Assemble appropriate properties throughout the City to increase inventory for future brownfield projects.

Result: No additional properties were assembled throughout the City in 2019, but various acquisition opportunities were discussed with the Real Estate Committee.

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

Result: One additional acre at Northland Central.

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

Result: Approximately 100,000 square feet in 2019.

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: Assisted three prospects at Buffalo Lakeside Commerce Park (BLCP) and one at 308 Crowley.

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

Result: At least ten earned media appearances were related to the land sale agreements at BLCP and 308 Crowley.

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

Result: Maintenance contracts were maintained to continue to hand the BUDC properties at BLCP and Northland.

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: At least three parcels in other areas of the City were identified to the Real Estate Committee as potentially being added to the marketable inventory.

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

Result: At least six in 2019.

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: The City’s participation goals were included in all BUDC solicitations.

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: At least fifty (50) companies contacted.

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

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

Result: Four (4) projects assisted.

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 in 2019. Several are in the immediate pipeline for early in 2020.

Measurement: Finalize modifications to the BBRP Loan Program for Loan Committee review and approval, and NYBDC use.

Result: BUDC has developed recommendations and the BUDC Loan Committee is in the process of reviewing for approval.

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: BUDC is in the process of coordinating public improvements to the entertainment district, Erie Street public spaces and underpass areas. Construction will begin in 2020.

New Measurement: Develop a draft waterfront implementation strategy.

Result: BUDC is working with waterfront stakeholders to facilitate regular waterfront coordination meetings and continues to pursue funding for the design of public realm improvements.

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

Result: BUDC is in the process of completing the Ellicott Corridor Plan. Anticipated completion is the spring of 2020.

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: Nine (9) temporary and one permanent retailers were added.

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

Result: Four technical assistance trainings were coordinated (website development, marketing & merchandising, social media, and media relations).

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

Result: BUDC is in the process of developing a directory that will be located on the recently updated website.

Objective F: Coordinate the publication, marketing, and distribution of an updated State of Downtown Report.

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

Result: Vice President Brandye Merriweather coordinated the roll-out of the new downtown development strategy (Buffalo’s Race for Place), which was unveiled at the 2020 State of the City address.

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: Ms. Merriweather made five (5) presentations in 2019 including the International Downtown Association, the WNY @ Work Radio Show, It Takes a Village Action Organization, and the Buffalo Niagara Area Realtors.

Measurement: Finalize a list of recommendations for additional BBRP tools and incentives, based on current market conditions.

Result: BUDC finalized recommendations outlined in Buffalo’s Race for Place plan, these include public/private funding for infrastructure and “smart cities” technology.

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

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

Result: Approximately 220 residential 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: Numerous BBRP problem properties were discussed in 2019, with strategies pending.

Objective J: Explore additional strategies and best practices for addressing problem properties.

Measurement: Finalize draft of the “white paper” entitled City of Buffalo Problem Property Strategy Report, for review by the City of Buffalo and final publication.

Result: BUDC is in the process of coordinating strategies with the City of Buffalo.

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: Incorporating various challenges brought forward by the ever-increasing stable of Northland Corridor properties, property related costs were held 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: BUDC staff referred at least six (6) projects to regional utility companies in 2019.

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 26, 2019 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 26, 2019 Board meeting.