

Buffalo Urban Development Corporation (BUDC)

2020 Mission Statement and Performance Measurements

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.

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

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.

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

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.

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.

- New Measurement: Negotiate and execute a lease with Rodriguez Construction Group and two (2) other potential tenants at Northland Central.
- Measurement: Secure SHPO and National Park Service Part 3 approval for Phase 1 and 2 work at Northland Central.
- Measurement: Complete any further remedial investigation and implement the Soil Management Plan (SMP) for Northland Central, under the NYS Brownfield Cleanup Program.
- Measurement: Continue effective M/WBE Utilization and Workforce Participation programs for remaining Northland Central construction.
- 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.
- 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).
- Measurement: Continue to work with the NYSDEC regarding Superfund investigation and remediation at the 537 E. Delavan site.
- Measurement: If funding becomes available, begin renovations or other actions necessary to bring other space within Northland Beltline to a “ready-to-lease” condition.
- 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.
- Measurement: Continue to implement the green infrastructure plan for 537 E. Delavan.
- 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.
- 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.
- 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.

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.

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

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

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

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

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

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

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.

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

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

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

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.

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

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

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.

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

Measurement: Maintain infrastructure amenities to enhance the marketability of the BLCP 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: Assist in identifying parcels of land in or added to marketable inventory.

Measurement: Number of businesses contacted, as directed 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.

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.

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

Measurement: A minimum of two (2) 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.

New Measurement: Implement approved loan modifications for 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.

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

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

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

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

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

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

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.

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.

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

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

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

Objective I: Coordinate the resolution or redevelopment of targeted problem properties within the BBRP boundaries.

Measurement: A minimum of three (3) problem properties addressed.

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.

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.

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

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

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.

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

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.

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.

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

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.

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.

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.

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.

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.