

Buffalo Urban Development Corporation (BUDC)

2022 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 (“Ralph Wilson 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 Phase 2 EDA Build Back Better Application for 631 Northland; 612 Northland; 541 East Delavan Ave.; 777 Northland Ave; Clean Energy Microgrid and other relevant infrastructure improvements.

Result: BUDC Completed of the Phase 2 EDA Build Back Better Application.

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 strategic sites within the campus.

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

Result: No City of Buffalo Planning Board approvals were required.

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 SHPO approvals were required.

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 received the 6th and final Historic Preservation Tax Credit Installment and the 2019 Brown Clean Program Tax Credit Return. All compliance milestones were met.

Measurement: Negotiate and execute any lease agreement amendments with tenants at Northland Central and 612 Northland.

Result: BUDC continues to market available space at Northland Central and 612 Northland and is in discussions with potential leads.

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.

Result: No construction was completed this year. BUDC will continue to focus on effective M/WBE Utilization and Workforce Participation on future projects.

Measurement: Continue to implement the Restore NY V Grant initiatives, including renovations at 541 E. Delavan and select demolition at 777 Northland.

Result: 541 E. Delavan was included in BUDC's Build Back Better Challenge Grant for additional funds to continue renovation. Select demolition at 777 Northland continues to be paused until additional funds can be identified.

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: No actions were necessary for the implementation of the Historic Preservation Mitigation measures. The MOA was referenced and guided BUDC's Build Back Better Challenge Grant application.

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

- Result:** BUDC continues to work with NYSDEC on Superfund investigation and remediation activities at 537 E. Delavan including coordinating site access.
- Measurement:** If funding becomes available, begin renovations or other actions necessary to bring other space across Northland to a “ready-to-lease” condition.
- Result:** BUDC submitted and was awarded an Economic Development Administration (EDA) Build Back Better Challenge Grant which will fund renovations at 612 “B” Building, 537 E. Delavan, Corridor Parking and the Clean Energy Microgrid.
- 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 working with Mustard Seed Consulting, participated in several neighborhood events including National Night Out and a holiday event held at the Northland Workforce Training Center. These events were also featured on BUDC’s social media accounts.
- Measurement:** Continue to implement the green infrastructure plan for 537 E. Delavan, if construction resumes.
- Result:** Construction did not resume. The project is included in BUDC’s Build Back Better Challenge Grant project scope.
- Measurement:** Complete the pre-development planning, analysis, and financing phases of the Community Solar and Microgrid project.
- Result:** Pre-development planning, analysis, and financing phases of the Community Solar and Microgrid project was paused due to EDA procurement requirements associated with the Build Back Better Challenge Grant.
- Measurement:** 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:** A contract was executed with a team for the tax credit, legal, and accounting services for 631 Northland.
- Objective B:** *Secure funds to continue to advance the Northland Beltline projects.*
- Measurement:** Pursue a Grant Disbursement Agreement (GDA) with Empire State Development (ESD) for \$1.8M in additional funding for the Northland Community Solar & Microgrid Project.

- Result:** BUDC coordinated with ESD regarding a GDA for \$1.8M in additional funding for the Northland Community Solar & Microgrid Project. These funds will be used as a match for the Build Back Better Challenge Grant.
- Measurement:** Draw-down all remaining funds related to the \$200,000 GDA (#133,857) with ESD for the Northland Community Solar & Microgrid Project.
- Result:** BUDC drew down on an additional \$65,000 from the ESD grant. Remaining funds will be used as part of the Build Back Better Challenge Grant project scope.
- Measurement:** Submit an application to National Grid for additional funding related to the Northland Community Solar & Microgrid Project.
- Result:** BUDC received funding in the amount of \$25,000 from National Grid to complete additional feasibility and analysis related to the Northland Community Solar & Microgrid Project and energy related needs on campus.
- Measurement:** Continue to draw-down funds related to the City's Restore NY V GDA (#AD009) for new work to be completed at 541 E. Delavan and 777 Northland.
- Result:** Remaining funds associated with Restore NY V will be used for 541 E. Delavan as part of BUDC's Build Back Better Challenge Grant project scope. Select demolition at 777 Northland continues to be paused until additional funds can be identified.
- Measurement:** Submit all documentation for the 6th installment of Historic Tax Credits related to the development of Northland Central.
- Result:** Complete.
- Measurement:** Confirm receipt of 2020 BTC refund from NYS related to the Northland Central redevelopment.
- Result:** Complete.
- Measurement:** Draw-down all remaining funds related to the \$6M GDA (#AC426) with ESD for Northland Workforce Training Center equipment.
- Result:** Complete.
- Measurement:** Identify additional funding sources (i.e. grants and tax credits) and income opportunities for future phases of Northland Beltline projects.
- Result:** BUDC successfully leveraged \$14.4 million through the EDA Build Back Better Challenge for improvements to Northland. BUDC has also been in

discussions with other funders such as ESD to secure additional funding to further development on the campus.

Objective C: Continue to transition Northland management responsibilities to the Director of Construction & Project Development

Measurement: Manage construction of 714 Northland parking lot improvements.

Result: BUDC has completed some minor repairs to the parking lot and has also secured funding through Build Back Better for the construction of additional improvements.

Measurement: Re-engage Watts Engineers and 34 Group to resume Phase 1C construction at 541 E. Delavan.

Result: EDA procurement requirements require this work to be rebid.

Measurement: Re-engage 34 Group to begin select demolition at 777 Northland.

Result: Select demolition has been paused until additional funds can be identified.

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

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

Measurement: Continue to engage NYS Department of State (DOS) on review of Beltline Brownfield Opportunity Area (BOA) Nomination Document.

Result: BUDC continues to engage DOS on the Northland BOA including submittal of a Consolidated Funding Application (CFA) to complete the nomination process.

Measurement: Coordinate two (2) networking events Northland area small businesses

Result: BUDC, working with Mustard Seed Consulting, continues to work on identifying small business networking opportunities.

Measurement: Continue to collaborate with LISC to implement components of the Northland Corridor Delavan Grider Community Enhancement Project from 2020.

Result: BUDC continues to collaborate with LISC.

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

Result: Complete.

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

New Measurement: Negotiate and close on a Land Sale Agreement for remaining land at 308 Crowley Street

Result: BUDC has successfully negotiated and closed on all remaining land at 308 Crowley Street.

Measurement: Finalize the Brownfield Cleanup Work Plan with NYS Department of Environmental Conservation for 193 Ship Canal Parkway.

Result: Complete.

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

Result: BUDC did not secure any additional brownfield sites this year, but continues to consider strategic sites and to facilitate land transactions on its current inventory of brownfield sites.

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

Result: BUDC did not remediate any additional acres this year, but is actively pursuing additional funding to do so in the upcoming year(s).

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

Result: BUDC did not rehabilitate additional leasable space this year, but managed to secure significant additional funding to begin rehabilitating space in the upcoming year.

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.

Result: BUDC continues to market properties in collaboration with Mancuso Business Development Group and Invest Buffalo Niagara.

Measurement: Close on the Land Sale Agreement with Zephyr Investors for various BLCP parcels.

Result: BUDC successfully negotiated and closed on the sale of various parcels to Zephyr Partners.

New Measurement: Negotiate and close on a Land Sale Agreement with G.W. Burnett for 193 Ship Canal Parkway.

Result: BUDC did not close on a Land sale with G.W Burnett, but has entered into an exclusivity agreement with the Krog Corporation for 193 Ship Canal Parkway.

Measurement: Assist in a minimum of four (4) prospects interested in purchasing land and/or buildings.

Result: BUDC has assisted over four (4) prospects in purchasing land, resulting in the execution of two (2) exclusivity agreements for various parcels.

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

Result: BUDC had over six (6) BUDC also earned several appearances on WUFO Radio; Buffalo Business First; Buffalo News and WECK Radio. BUDC far exceeded five hundred (500) social media views and had over 6,000 website views this year.

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

Result: BUDC has maintained infrastructure amenities at BLCP in coordination with the recently formed BLCP Property Owners Association. Northland area infrastructure amenities have been maintained in conjunction with BUDC’s property management team, Mancuso Business Development.

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: Close on the sale of a portion of 308 Crowley to Enterprise Folding Box.

Result: BUDC successfully negotiated and closed on parcels to Enterprise Folding Box. BUDC also sold the remaining property at 308 Crowley Street to Douglas Development.

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

Result: BUDC has contacted approximately sixty (60) businesses.

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 uses the City's participation goals as standard for proposals and bids.

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: BUDC contacted approximately fifty (50) businesses. In addition, BUDC partnered with OSP and the City of Buffalo's Buy Black Buffalo and Mayor's Communications team on various small business efforts.

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 worked with multiple property owners to coordinate financial assistance.

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 approved or closed.

Measurement: Facilitate consensus around proposed loan program modifications and implement approved modifications for the Downtown Loan Program.

Result: BUDC continued to facilitate discussions regarding the loan fund and plans to implement agreed upon consensus in early 2023.

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

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

Result: BUDC promoted and coordinated multiple efforts in the public realm including public art in Entertainment District; furthered recommendations in the Ellicott Street Placemaking Strategy as well as other coordinated planning initiatives with OSP and DPW.

Measurement: Further the recommendations included in the Future of Mobility Report.

Result: BUDC worked to further the recommendations in the Future of Mobility Report by collaborating with partners on securing funding for infrastructure improvements and planning/design studies and micro-mobility demonstrations.

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

Result: BUDC participated in small focus group meetings with technology based employers and stakeholders. BUDC plans to coordinate more robust sessions in the upcoming year.

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

Result: BUDC continues to connect with stakeholders on Race For Place and plans for additional outreach and collaboration in the upcoming year.

Measurement: A minimum of two (2) city blocks and one (1) public space improved.

Result: More than two (2) city blocks and one (1) public space improved.

Measurement: Complete Waterfront/Inner Harbor public realm strategy and continue waterfront stakeholder coordination efforts.

Result: BUDC successfully secured funding for a Waterfront/Inner Harbor public realm strategy. An RFP was issued to secure a consultant team to conduct the study. BUDC also continues to facilitate the Waterfront stakeholder coordination efforts on a consistent basis.

Measurement: Further the recommendations outlined Ellicott Street Placemaking Strategy.

Result: BUDC continues to further recommendations outlined in the Ellicott Street Placemaking Strategy and secured funding and worked to leverage additional funding from partners for the underpass improvement component outlined in the strategy. BUDC also has facilitated discussions with surrounding stakeholders such as the Michigan Street African American Heritage Corridor, Erie County Public Library and Ciminelli Real Estate to identify opportunities for collaborations.

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

Result: BUDC continues to facilitate discussions with partners to improve infrastructure maintenance.

Measurement: Coordinate with at least six (6) partners to develop strategy for a capital campaign to solicit private funding for public realm improvements.

Result: BUDC continues to facilitate discussions with various partners on strategy to improve coordinate on public and private funds for public realm improvements.

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

Measurement: Explore outdoor QCPU Concepts.

Result: BUDC continues to explore outdoor concepts for the QCPU. BUDC plans to further these concepts once additional funding has been received. QCPU presented the 2022 Downtown Dollars promotion to encourage holiday shopping in the downtown area following the pandemic. This initiative was done in partnership with the Mayor's Office, Buffalo Place, Buy Black Buffalo and the Michigan African American Heritage Corridor. BUDC received positive feedback from the community as well as the participating restaurants and retailers.

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

Result: BUDC is in the process of developing the QCPU directory with a website design firm.

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

Measurement: Expand digital presence for raceforplacebuffalo.com.

Result: BUDC is in the process of expanding the Race For Place page with a website design firm.

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 had appearances in several regional publications such as Site Selector Magazine; Create Magazine; Fast Companies Magazine and the New York Times.

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

Result: BUDC conducted presentations to organizations including American Institute of Architects; NAIOP and Buffalo Place Board of Directors.

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

New Measurement: The announcement of two hundred fifty (250) units to be constructed, with at least 20% affordable units.

Results: Over two hundred fifty (250) units announced with 20% affordable units.

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

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

Results: At least three (3) problem properties addressed.

Goal: To transform LaSalle Park into Ralph C. Wilson Centennial Park (Ralph Wilson 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 project manager BUDC continues to ensure the project is on schedule and budget.

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

Result: No additional contracts were necessary.

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

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

Result: BUDC continues to actively manage the project management contract and related deliverables for Ralph Wilson Park.

New Measurement: Work with the City of Buffalo and project management team to execute a Construction Management Contract.

Result: BUDC aided in developing the contract scope and securing a team for Construction Management. The City of Buffalo and the identified Construction Management team are approaching finalization of contract negotiations.

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 they have committed for the design and implementation of the project.

Result: BUDC has successfully secured additional funding from the Ralph C. Wilson Foundation to further the project. BUDC has also managed previously awarded funds committed for design and implementation of the project.

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: BUDC continues to work with Buffalo Niagara Waterkeeper and the Ralph C. Wilson 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 has prepared several funding applications for the project and has successfully leveraged additional funding from the Community Foundation, Major League Baseball Youth Development Foundation and the Great Lakes Commission.

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 and the design and project management team to ensure that the final design of the park is sustainable from a maintenance and operations perspective and provides equitable access to the surrounding community.

Result: BUDC worked with the City of Buffalo and the design and project management team on sustainable design elements and equitable access to the surrounding community. BUDC also assisted in the formation of the Ralph Wilson Park Conservancy, which will oversee long term operations and maintenance efforts at 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.

Result: Property related costs were 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.

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 29, 2022 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?**

Responses were reviewed by the Board at the March 28, 2023 Board meeting.