

Buffalo Urban Development Corporation (BUDC)

2021 Mission Statement and Performance Measurements

Date Approved: 3/30/2021

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 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.

New Measurement: Negotiate and execute a lease with Bank on Buffalo for branch bank space at Northland Central.

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: 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 tenants at Northland Central, 714 Northland, and 612 Northland.

- Measurement: Continue to implement the Soil (Site) 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 construction.
- Measurement: Continue to implement the Restore NY V Grant initiatives, including renovations at 541 E. Delavan and select demolition at 777 Northland.
- 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 across Northland to a “ready-to-lease” condition.
- 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.
- Measurement: Continue to implement the green infrastructure plan for 537 E. Delavan, if construction resumes.
- Measurement: 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.
- 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: Pursue a Grant Disbursement Agreement (GDA) with Empire State Development (ESD) for \$1.8M in additional funding for the Northland Community Solar & Microgrid Project.

New Measurement: Draw-down all funds related to the \$200,000 GDA (#133,857) with ESD for the Northland Community Solar & Microgrid Project.

New Measurement: Submit an application to National Grid for additional funding related to the Northland Community Solar & Microgrid Project.

New 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.

New Measurement: Submit all documentation for the 6th installment of Historic Tax Credits related to the development of Northland Central.

New Measurement: Receive 2018 Brownfield Tax Credit (BTC) refund from NYS related to the Northland Central redevelopment.

New Measurement: Complete submittal and receive 2019 BTC refund from NYS related to the Northland Central redevelopment.

New Measurement: Complete submittal for 2020 BTC refund from NYS related to the Northland Central redevelopment.

New Measurement: Submit an application to the US Economic Development Administration (EDA) for funding related to the rehabilitation of 631 Northland.

Measurement: Close-out all documentation related to the \$10.3M GDA (#Z415) with ESD for Northland Central.

Measurement: Draw-down all remaining funds related to the \$6M GDA (#AC426) with ESD for Northland Workforce Training Center equipment.

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

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

New Measurement: Prepare an application to the US Economic Development Administration (EDA) for funding related to the rehabilitation of 631 Northland.

New Measurement: Follow-through on the sub-division of 537 E. Delavan to create new marketable properties.

New Measurement: Complete land swap with Plesh for Northland Central parking lot development.

New Measurement: Manage construction of 714 Northland parking lot improvements.

New Measurement: Coordinate the environmental remediation at 1669 Fillmore.

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

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

New Measurement: Coordinate involvement with University of Buffalo Urban Design class regarding the plan for Houdaille Place at 537 E. Delavan,

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

Measurement: Complete the Beltline Brownfield Opportunity Area (BOA) Nomination Document and submit to the NYS Department of State for review.

Measurement: Further Development of the Northland Small Business Networking Series. Schedule two (2) additional events in 2021.

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

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.

New Measurement: Continue to move the 308 Crowley site to the point that partial demolition can occur.

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

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.

New Measurement: Close on the Land Sale Agreement with Uniland Development for 255 Ship Canal Parkway.

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

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

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 and Northland 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.

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

Measurement: Assist in identifying parcels of land currently in or to be 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.

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

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

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

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

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

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

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

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

Measurement: Finalize Flower District / Ellicott Corridor Concept Plan.

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

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).

New Measurement: Explore outdoor QCPU Concepts.

Measurement: Coordinate at least two (2) technical assistance and/or business recovery sessions for QCPU retailers.

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

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

New Measurement: Expand digital presence for raceforplacebuffalo.com.

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

New Measurement: At least two (2) earned appearances on regional and/or national platforms.

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

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.

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 contract with Michael Van Valkenburgh Associates for Construction Documents.

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

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

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.

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.

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.

Measurement: Prepare, submit, execute and manage funding applications and agreements that are secured for the project.

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

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 and provides equitable access to the surrounding community.

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 30, 2021 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 30, 2021 Board meeting.