

Buffalo Urban Development Corporation (BUDC)

2021 Mission Statement and Performance Measurements (w/ Results)

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.

Result: Negotiated and executed a lease amendment with Bank on Buffalo.

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

Result: No additional properties have become available that were needed to enhance Northland.

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 needed.

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 were introduced to SHPO for approval.

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 met, but reimbursements for Brownfield Cleanup Program Tax Credits are delayed due to the standard audit process.

Measurement: Negotiate and execute any lease agreement amendments with tenants at Northland Central, 714 Northland, and 612 Northland.

Result: Negotiated and executed a second lease renewal with Well Worth Products, Inc for 714 Northland.

Measurement: Continue to implement the Soil (Site) 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 construction.

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

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 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: NYSDEC is continuing to monitor all wells through December 31, 2022.

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 is actively pursuing funding as part of the regional application to the Economic Development Administration (EDA)’s Build Back Better program.

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: The Community Outreach Program was centered on the Northland Business Network Series. Two additional presentations were organized

and held via a Zoom platform with break-out sessions. Northland video series released 1st video in Northland Marketing video series.

Measurement: Continue to implement the green infrastructure plan for 537 E. Delavan, if construction resumes.

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

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.

Result: Negotiated and executed a consulting agreement with Frey Electric to advance 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.

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

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: 631 Northland is included in the Build Back Better program application. If successful, consultant contracts will be executed.

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.

Result: ESD has been active in the pre-development activities. An application to the ESD Board is anticipated in early 2022 for the \$1.8M in additional funding.

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

Result: An imprest account has been established for the \$200,000 in ESD funds. One draw was completed in 2021.

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

Result: Once pre-development is complete, an application will be submitted to National Grid for additional funding related to the Northland Community

Solar & Microgrid Project. The project is also included in the Build Back Better scope of work.

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.

Result: No new work was completed.

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

Result: Documentation for the 6th installment of Historic Tax Credits related to the development of Northland Central is delayed due to the ongoing 2019 BTC standard audit process.

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

Result: Received.

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

Result: 2019 BTC was submitted in September 2020 but has not yet been received.

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

Result: 2020 BTC refund claim was submitted in October 2021. The beginning stages of an audit are underway.

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

Result: 631 Northland is part of the regional application to the EDA's Build Back Better program.

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

Result: This grant was fully closed out in April 2021.

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

Result: Documentation to draw down the remaining funds will be submitted to ESD in early 2022.

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

Result: Northland Corridor Phase 3 is included in the regional application to the EDA's Build Back Better program.

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

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

Result: Survey documentation was finalized in early January 2022 and submitted to Erie County Real Property Services.

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

Result: Completed.

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

Result: Managed clean up and minor improvements to 714 Northland parking lot.

New Measurement: Coordinate the environmental remediation at 1669 Fillmore.

Result: All tank removals completed to NYSDEC satisfaction at 1669 Fillmore.

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

Result: Delayed due to funding constraints but included as part of the regional application to the EDA's Build Back Better program.

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

Result: Delayed due to funding constraints but included as part of the regional application to the EDA's Build Back Better program.

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

Result: Project did not move forward.

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

Result: Met with Mancuso Management on a monthly basis to coordinate all Northland property maintenance and repairs.

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

Result: Beltline BOA continues to be under review by New York Department of State.

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

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

Measurement: Continue to work with LISC to implement components of the Northland Corridor Delavan Grider Community Enhancement Project from 2020.
Result: BUDC continues to explore ways to collaborate with LISC in the Delavan Grider neighborhood.

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.

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

Result: Phase 1 of demolition has been completed. Phase 2 of demolition is anticipated to begin shortly.

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

Result: Work plan continues to be negotiated between NYSDEC, G.W. Burnett and BUDC.

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

Result: No additional properties were assembled.

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

Result: None

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

Result: No additional buildings were rehabilitated.

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.

Result: Land sale of 225 Ship Canal closed.

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

Result: Land sale agreement with Zephyr Investors was amended to accommodate additional due diligence.

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

Result: Land sale agreement with G.W. Burnett is in active negotiations.

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: Both measurements exceeded.

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

Result: All infrastructure amenities were maintained properly at both BLCP and the Northland Corridor. In addition, a property owners association was created to ensure additional maintenance and sustainability.

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: Closed on an additional sale to Enterprise Folding Box Company including a cinder block building for their expansion.

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

Result: Working on another sale of land to Enterprise Folding Box Company.

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

Result: Approximately sixty (60) businesses contacted. In addition, BUDC partnered with OSP on various small business pandemic recovery efforts.

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: Standard procedure for all 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: Approximately fifty (50) 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.

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: Implement approved loan modifications for the Downtown Loan Program.

Result: Currently under review by loan committee.

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.

Result: Coordinated with the City of Buffalo and partners on innovation concepts. Also received notice of funding award for an innovative placemaking grant. Coordinated with City of Buffalo and partners on small business social distancing initiatives to aid in small business Covid-19 recovery.

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

Result: Coordinated with the City of Buffalo to further the future of mobility report recommendations including Requests for Proposals related to Curbside Management; Mohawk Ramp Redevelopment and Transportation Demand Management in the central business district.

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

Result: Conducted additional outreach via virtual meetings, due to covid BUDC plans to execute additional concepts in 2022.

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

Result: Conducted additional outreach via virtual meetings, due to covid BUDC plans to execute additional concepts in 2022.

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

Result: Three (3) city blocks improved.

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

Result: Submitted successful application for waterfront public realm strategy. Facilitated four (4) waterfront coordination meetings.

Measurement: Finalize Flower District / Ellicott Corridor Concept Plan.

Result: Finalized and released Ellicott Street Placemaking Strategy.

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

Result: BUDC continues to work with partners on concepts to build private public partnerships for public realm to expand downtown business improvement district.

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

Result: Coordinated with the City of Buffalo and partners on concepts to build private public partnerships for public realm.

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

Result: Successfully re-launched QCPU Holiday Edition featuring five (5) retailers.

New Measurement: Explore outdoor QCPU Concepts.

Result: BUDC is currently in coordination with the City on funding on QCPU outdoor editions.

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

Result: Provided financial assistance and business recovery opportunities to retailers.

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

Result: BUDC is in the process of website design and directory for retailers.

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

Result: BUDC also promoted Race for Place on several webinars, podcasts, and local radio stations to increase awareness.

New Measurement: Expand digital presence for raceforplacebuffalo.com.

Result: BUDC is in the process of enhancing race for place landing page into the BUDC webpage for enhanced visibility.

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.

Result: Presentations to Urbanism Next National, City of Buffalo Board of Block Clubs, WUFO radio, Smart Growth Network Conference, Mass Dept. of Transportation Innovation Conference, Catching up with the Clerk Radio program. Media appearances related to the launch and promotion of the Buy Black Buffalo "Lunch Crawl and Happy Hour" to support downtown black owned restaurants in collaboration with the City of Buffalo.

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

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

Result: Announcement of new housing exceeded 250 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.

Result: Assisted with two (2) properties.

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.

Result: Managed the design team by attending weekly meetings with the core team made up of City of Buffalo and Ralph C. Wilson Jr. Foundation members and bi-weekly meetings with MVAA, UBRI and Buffalo Waterkeeper to ensure milestones are completed.

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

Result: The project management team Gardiner and Theobald has organized all regulatory approvals. We have completed all environmental due diligence investigations and approvals such as SEQR and SHPO on as need basis, the NEPA will be completed in 2022.

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: Negotiated and executed a contract extension with the project management team of Gardiner and Theobald for bid and contractual, construction, post construction, and final accounting services.

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 managed previously awarded Wilson Foundation Grants RG-1812-06793, RG-1904-0735, RG-2002-08808, RG-2003-08836, RG-2011-09787, and RG-2011-09787. BUDC also applied for Grant 5 in fall of 2021 and received award notice in January 2022.

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, in collaboration with partners, identified several funding opportunities to close the funding gap on the construction of the park, including the National Park Service Land and Water Conservation Fund grant.

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

Result: BUDC assisted in the preparation and management of numerous funding applications in collaboration with the City of Buffalo, Buffalo Waterkeeper and others.

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.

Result: Worked Received the construction documents at 50 and currently all parties are reviewing and commenting. Established Ralph C. Wilson Jr. Centennial Park Conservancy.

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.

Result: Established the Ralph C. Wilson Jr. Centennial Park Conservancy for future funding and maintenance of the part post construction.

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 maintained 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: 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 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.