



**ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY
BUFFALO & ERIE COUNTY REGIONAL DEVELOPMENT CORP.
BUFFALO & ERIE COUNTY INDUSTRIAL LAND DEVELOPMENT CORP.**

**Joint Governance Committee Meeting
February 22, 2022 at 10:00 a.m.
Via Conference Call & Livestreaming**

Agenda

1. Approval of Minutes – January 25, 2022 (Pages 2-3)
2. Review “ECIDA 2021 Mission Statement & Performance Measurements - Results” (Pages 4-32)
3. Review of “ECIDA 2022 Mission Statement & Performance Measurements – Goals” (Pages 33-42)
4. Discuss Next Steps
5. Adjourn

**MINUTES OF A MEETING OF THE
JOINT GOVERNANCE COMMITTEE OF THE
ERIE COUNTY INDUSTRIAL DEVELOPMENT AGENCY (ECIDA),
BUFFALO & ERIE COUNTY REGIONAL DEVELOPMENT CORP. (RDC)
AND
BUFFALO & ERIE COUNTY INDUSTRIAL LAND DEVELOPMENT CORP. (ILDC)**

- DATE:** January 25, 2022
- LIVE STREAMED:** This meeting is being live-streamed and made accessible on the Agency's website at www.ecidany.com.
- PRESENT:** Ms. Tyra Johnson, Ms. Brenda McDuffie, Mr. Kenneth Schoetz and Ms. Maria Whyte
- EXCUSED:** Hon. Howard Johnson, Hon, Mark Poloncarz and Mr. David State
- OTHERS PRESENT:** John Cappellino, President/CEO; Mollie Profic, Chief Financial Officer; Beth O'Keefe, Vice President of Operations; Atiqah Abidi, Assistant Treasurer; Grant Lesswing, Director of Business Development; Jerry Manhard; Chief Financial Officer; Brian Krygier, Systems Analyst; Carrie Hocieniec, Operations Assistant; Robbie Ann McPherson, Director of Marketing and Communications; Lori Szewczyk; Director of Grants; and Pietra G. Zaffram, Esq., General Counsel/Harris Beach PLLC
- GUESTS:** None.

There being a quorum present at 10:07 a.m., the Meeting of the Members of the Joint Governance Committee of the Erie County Industrial Development Agency (ECIDA), Buffalo and Erie County Regional Development Corporation (RDC) and the Buffalo and Erie County Industrial Land Development Corporation (ILDC) was called to order by its Chair, Ms. McDuffie.

MINUTES

The March 17, 2021 minutes of the joint meeting of the Governance Committee of the ECIDA, RDC and ILDC were presented. Upon motion made by Ms. Whyte and seconded by Mr. Schoetz, the approval of the March 17, 2021 meeting minutes was unanimously carried.

REVIEW "ECIDA 2021 MISSION STATEMENT & PERFORMANCE MEASUREMENTS-RESULTS"

John Cappellino reviewed the Mission Statement of the ECIDA and its affiliates which will be sent to the Board for approval. General discussion ensued.

Mr. Cappellino thanked the Committee for their discussions last year.

REVIEW “ECIDA 2022 MISSION STATEMENT & PERFORMANCE MEASUREMENTS- GOALS”

Ms. O’Keefe reviewed the 2022 mission statement and performance measurement goals.

Ms. Whyte stated that it was important the word “retention” be included in the mission statement. She noted job retention is part of the ECIDA’s overall strategy. Ms. McDuffie remarked that the statement is a great representation of the purpose of the Agency.

Ms. O’Keefe then reviewed Goal 1: To promote private investment and innovation. Ms. McDuffie discussed referencing partnerships with other economic development organizations, noting as an example that the ECIDA grant writer assists other organizations and small businesses.

Ms. Szewczyk reported that she sends out a newsletter to municipal partners. Ms. Johnson stated she was interested in seeing the newsletter.

Ms. O’Keefe then reviewed Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities.

Ms. Johnson queried MWBE objectives regarding incidental and miscellaneous services, noting small businesses may not have obtained the required certification. She asked whether there is a way to identify those businesses or individuals who are on the path to certification but may not yet have obtained it.

Ms. O’Keefe noted there will be second meeting in February to approve the mission statement and performance measurements.

Ms. Whyte noted the Agency’s support and reinvestment in vacant and abandoned facilities in brownfield areas. She stated it may be useful to adapt goals more consistent with investment in agricultural industrial parks. We under estimated the role agriculture plays in Western New York’s economy.

Ms. O’Keefe then reviewed Goal 3: To Encourage International Trade, Goal 4: Response to Global Pandemic and Goal 5: To Safeguard the public’s investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements

Ms. O’Keefe then presented changes for 2022. Next steps will be discuss at the next February meeting. She noted there will be a third meeting in March with Board approval on March 23rd.

There being no further business to discuss, the meeting was adjourned at 11:08 a.m.

Dated: January 25, 2022

Gerald Manhard, Assistant Secretary

**Erie County Industrial Development Agency (ECIDA)
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)**

2021 Mission Statement and Performance Measurements

Approval Date: March 24, 2021

Purpose:

The Public Authorities Law requires public authorities to develop and adopt a mission statement and to develop performance measures to assist them in determining how well they are carrying out their mission. The Authorities Budget Office (ABO) requires that all public authorities utilize the following format to annually review their mission statement and performance measures and publish a measurement report. This report is designed to satisfy these requirements.

Please note: The ECIDA publishes an annual report outlining detailed project information and accomplishments called "Year in Review." The Year in Review is on the ECIDA's website at <https://www.ecidany.com> under "About Us" then "Annual Reports".

Mission Statement:

The mission of the Erie County IDA and its affiliates is to provide the resources that encourage investment, innovation, workforce development and international trade resulting in a successful business climate focused on growth, economic stability, job creation and retention for businesses and individuals which improve the quality of life for the residents of the region.

Performance Goals, Measures & Results:

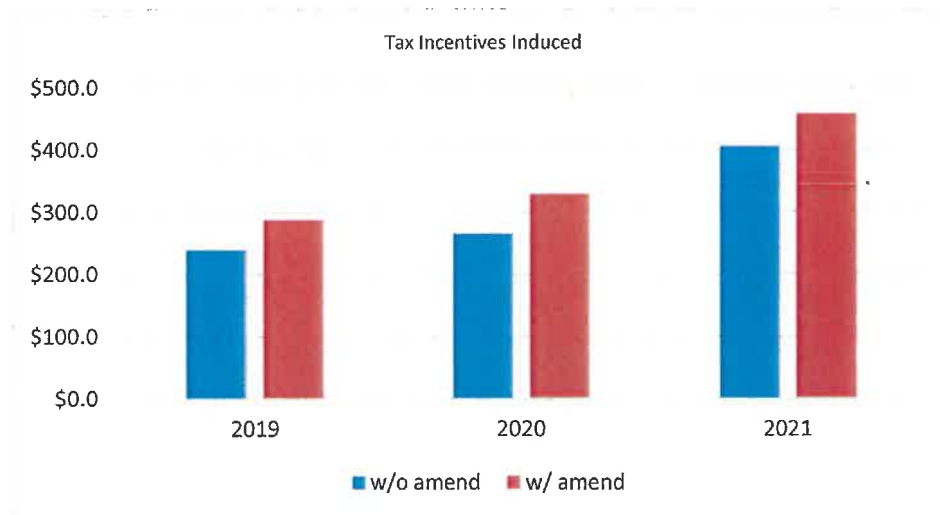
Goal 1: To promote private investment & innovation:

Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.

Measurement: Value of new private investments from tax incentives

Metric*: \$200 - \$225 M in private investment from approved tax incentives

Results: A total of 22 projects with a total private investment amount = \$457.5 M were approved far exceeding our goal. This included 3 amendatory and 5 adaptive reuse projects. Strength in several industry sectors including manufacturing (11 projects) and warehouse distribution/spec buildings (3 projects) that when combined represent 90% of the total investments made. Of note, the ECIDA approved its first solar PILOT in 2021 contributing to NY State's green energy goals.



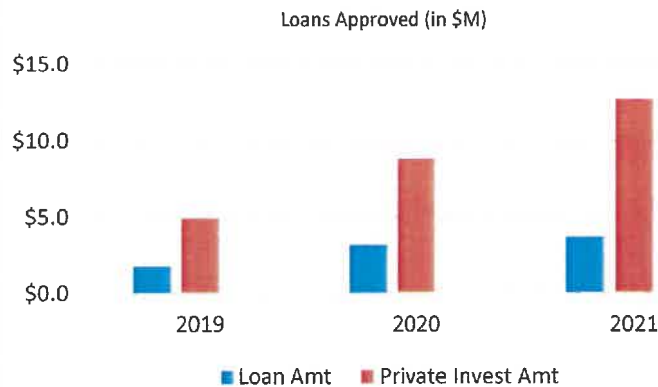
Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

Measurement: Number of loans, \$ amount of loans and amount of private investment for loans approved

Metric*: \$3 M in new business loans with the private investment amount of \$3 M for a total of 7 loans approved

Results: Results: In 2021, the RDC approved 7 loans from the Legacy Fund for \$3,730,000 with \$12.7 M in private investment.

Note: a new \$5 million Revolving Loan Fund was created through the EDA CARES ACT to assist businesses with the economic injury caused by Covid. The \$5 million per this fund was lent out to Erie County Businesses in 2021 and are not included in the graph below. (see Objective 4A for further details).

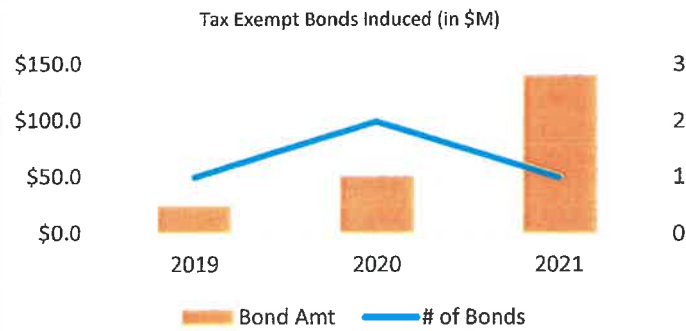


Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations

Metric*: 1 - 2 tax exempt bonds totaling \$25 - \$30 M

Results: The ECIDA approved 1 bond for \$140 M (Joint School Construction Board Refunding of 2011A and 2011B bonds).

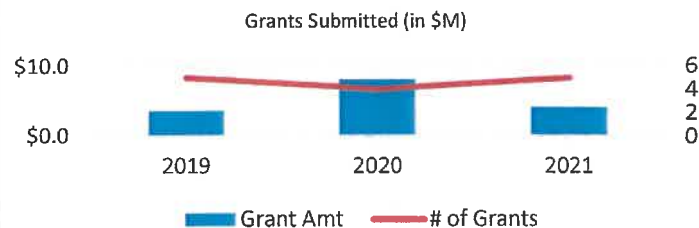


Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

Measurement: Number and \$ amount of grant applications submitted

Metric*: 2- 3 grants submitted for \$800,000 - \$ 1 M

Results: Five grants have been submitted for a total of \$4,174,093. Three (3) grants for a total of \$3,370,024 have been approved, while the remaining two (\$804,069) are currently pending a decision.



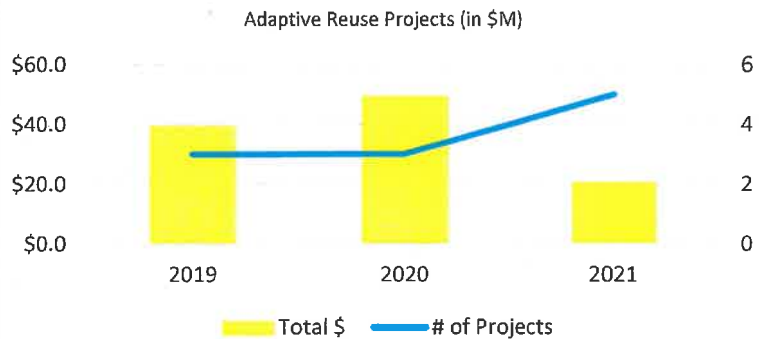
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

Objective 2A: ECIDA & ILDC: Support the re-investment in vacant, abandoned and underutilized buildings.

Measurement: Number and investment value of adaptive re-use building projects

Metric*: Five to six projects approved totaling \$40M - \$50M in private investment

Result: Five adaptive projects have been approved with total private investment = \$ 20.4 M. While the number of projects we assisted was as expected, the project size was smaller than anticipated per past performance. Of note, these 5 projects range between \$2.8 M - \$8.3 M in private investment and represent important in-fill projects: (1) in the City of Tonawanda and (4) in the City of Buffalo. The projects will create a total of 81 apartment units of which 29 units (36%) will be available at 80% of Area Median Income (AMI). All 5 projects are located in distressed census tracts based upon 2020 census data.

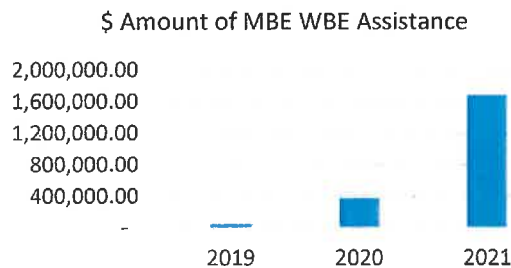


Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

Measurement: Number and \$ amount of MWBE business loans, tax incentives and PPE Reimbursement grants

Metric: \$250,000 in assistance to 30 – 40 MWBEs

Results: In 2021, a total of **40** minority, woman and/or veteran owned businesses received assistance totaling over **\$1.69 M**. Minority/women/veteran owned businesses received: 11 loans for \$1.46 M (Cares Act revolving loan fund), 28 PPE Reimbursement grants totaling \$178,127 and 1 tax incentive that provided \$54,300 in tax savings.



Objective 2C: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency – Operational Purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Vendor Operational Purchases of \$18,000 / 30% MWBE: office supplies, catering, equipment leasing etc.

Results: A total of \$87,500 operational purchases were identified (major categories were office supplies, IT services/hardware/software, and marketing/printing). Of that total, \$16,636 (19%) were from M/WBEs. \$9,632 (11%) were from WBEs and \$7,005 (8%) were from MBEs. While ECIDA did not meet our 2021 goal, we did increase our M/WBE spend by 50% (\$5,600). We also identified and began doing business with an MBE office supply company.

Objective 2D: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency– Other purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Meet 100% of the following measures - Professional services including 30% MWBE for engineering/design, Construction service that includes 30% MWBE for contract utilization and RFPs and/or bids scoring – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index

Results: **Professional Services:** 100% compliance: Six RFP/bids issued in 2021 with value = \$1.2 M included 30% MWBE. 5 of 6 RFPs have been awarded to vendors with commitment to 30% MWBE (= \$392,285).

Construction Services (none).

RFPs and/or Bids Scoring: 100% of RFPs included scoring value = 10% for MBE/WBE commitment.

Objective 2E: ECIDA, ILDC & RDC: Create a formal diversity, inclusion & equity policy for the organization focusing on staff development and employment goals.

Measurement: Implement training re: Racial Equity

Metric: Conduct Racial Equity training for existing staff and new hires (add to onboarding process). Offer Racial Equity training to Board & Board Committee Members

Results: Efforts to support diversity, inclusion and equity in the workplace included the following: 1) In June, 2021, ECIDA staff virtually attended the 2021 Diversity & Inclusion Symposium presented by BNP and the Community Foundation. All staff including anyone who was unable to attend this ½ day event and staff hired “post-event” were provided with access to the various presentations and tools from the symposium to review independently. The ECIDA

plans to utilize new software to store on-boarding materials including Racial Equity training from this event or similar training as available. 2) The scope of work for the updated Comprehensive Economic Development Strategy (CEDS) includes recommendations for promoting Equity in economic development planning and implementation to ensure that underserved populations have the opportunity to participate in Erie County's economic prosperity. 3) ECIDA staff member participated in the Canisius Women's Business Center's Building Allyship Program – a program that brings together women of color entrepreneurs and mentor volunteer. Upon program completion, staff member was matched with and is mentoring a start up minority business owner.

Objective 2F: ECIDA: Support the creation and retention of jobs at all salary levels.

Measurement: Total # and average \$ of jobs to be retained & created overall and broken down for the following categories: management, professional, administrative, production, independent contractor and other

Metric: Average salary for retained and created jobs at \$40,000 - \$45,000

Results: In 2021 the average salary for the 3,373 jobs retained and created through the ECIDA tax incentive projects was \$59,340. The total annual payroll amount = \$217.7 Million. The following is a breakdown of average salaries by category.

Category	# of Jobs	Salary	
		Without Fringe Benefits	With Fringe Benefits
Management	157	\$121,156	\$154,034
Professional	688	\$79,656	\$104,835
Administrative	181	\$46,685	\$60,744
Production	2,211	\$51,770	\$68,879
Independent Contractor	1	\$15,000	\$15,000
Other	75	\$72,152	\$87,363
	3,313		

*note: The total # of jobs shown in the table is 60 fewer than noted in the overall results as one company submitted their job information confidentially (60 new jobs).

Objective 2G: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA & other business support services available.

Measurement: Number of sales contacts

Metric*: 425-450 sales contacts made

Results: In 2021 1,432 business development sales contacts were made. Business development outreach includes: 279 business development / events / professional partner meetings, 836 attendees to ECIDA presentations, 157 responses to PPE grant inquiries and 160 responses to COVID Loan Inquiries This year, we are including additional contacts made through MarCom activities. In 2021, 22,913 individuals were reached through the following MarCom outreach activities: sponsorships, panel participation, email blasts, holiday calendar mailing and podcasts.

Objective 2H: ILDC: Support reinvestment in vacant and abandoned brownfield properties for the purpose of creating shovel-ready sites, new investment, and jobs.

Measurement: Number of acres of land redeveloped / in the process of redevelopment and public/private investment amounts

Metric: 400 acres of land under management

Results: Continued management and redevelopment of approximately 490 acres of land: 250 acres vacant and/or brownfield and 240 acres of redevelopment for the Agribusiness Park. During 2021, the Renaissance Commerce Park saw private investments total over \$56 Mil and the number of jobs retained / to be created on the site rise to 291 FTE. Other 2021 Highlights include:

- Engaged Consultant and began Masterplan Agri-business Park
- Completed Shoreline Trail Extension Study
- Branded site Renaissance Commerce Park
- Completed Purchase Sale Agreement for 80 additional Acres at RCP
- Sold 10 acres to Uniland Development for spec. building
- Began design work for Utility extensions at Ridge Road and Odell St
- Began road "B" design work
- TMP Technologies began operations on site

Goal 3: To encourage international trade:

Objective 3A: ECIDA: Promote & support the use of Erie County’s foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating or deferring import duties.

Measurement: Value of goods moving through FTZ #23 and # of FTZ activated sites

Metric*: A total of 6 FTZ sites with goods valued at \$45 M - \$55 M moving through the zone

Results: \$70.6 M in goods moved through the FTZ in 2020* up from \$3.8 M in the prior year. The FTZ sites increased to 7 with 18 businesses using the zone. The increase in FTZ activity was primarily due to a large sugar importer/manufacturer establishing a new distribution warehouse in EC FTZ #23. This help offset the continued uncertainty of foreign tariffs on goods due to U.S. Global Trade Policies being renegotiated by the Biden Administration with various foreign countries. Additionally logistic issues stymied the import and export of goods through FTZ #23 as COVID 19 related issues plagued the world’s economy.

(note: due to FTZ reporting lag – the prior year’s results will be listed)

Goal 4: Response to Global Pandemic:

Objective 4A: Utilize “new” Revolving Loan Funds made available through the CARES Act to provide low-cost financing to Erie County businesses to alleviate sudden and severe economic dislocation or to support opportunities associated with COVID-19 pandemic.

Measurement: Number of loans, \$ amount of loans

Metric: 20 loans approved, \$2.5 million in new loans

Results: A total of over \$4.9 mil in new loans (30) were approved through CARES Act funding.

Objective 4B: ECIDA: PANDEMIC RESPONSE - Assistance to Small Business & not-for-profit businesses in response to the COVID pandemic.

Measurement: Allocation of funding to support ECIDA COVID 19 Emergency Grant Program and awarding business grants with a focus on businesses in distressed areas and MWBE & veteran owned businesses

Metric: Additional \$500,000 allocated with 60 – 70 grants awarded

Results: The ECIDA Board allocated an additional \$500,000 to the ECIDA grant program in Jan 2021. During 2021, the ECIDA COVID 19 Disaster Emergency Grant Program awarded 53 grants totaling \$328,720 to Erie County based not for profits, small businesses in distressed areas as well as to MWBE & veteran owned small businesses. The number of grants awarded fell slightly below the goal with the sudden end of the program on 6/24/21 upon the Governor lifting the NY State of Emergency.

Objective 4C: ECIDA RDC, ILDC: PANDEMIC RESPONSE – Support Small Businesses in Erie County Consortium Communities whose owners have low to moderate household incomes.

Measurement: Provide administrative support for the Erie County Microenterprise Loan program funded by Community Development Block Grant funds.

Metric: 20 microloans approved totaling \$500,000.00

Results: In 2021, a total of 22 Erie County Microenterprise Loans closed totaling \$760,000.

Goal 5: To safeguard the public's investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements:

Objective 5A: ECIDA: Client compliance with material terms including local labor, employment retention & creation, investment, pay equity and unpaid real property tax policies.

Measurement: Analysis of quarterly employment & local labor reports, review of investment verifications, completion of pay equity audits by Erie County office of EEO and real property tax payments through the Erie County Commissioner of Real Property Services

Metric: 100% compliance

Results: 100% of client material terms reporting and filing were met including for the 3/31/21 ABO annual report. As a result of the pandemic, there were X companies that did not meet their employment requirement due to the pandemic. The Board passed a resolution providing relief from recapture procedures for those companies that demonstrated employment impacts from the pandemic and economic shutdown.

Objective 5B: ECIDA: Client compliance with the New York State Sales and Use Tax program.

Measurement: Review of clients' ST-340 forms and the amount of the sales tax savings approved by the Board of Directors to ensure that the amount of the sales tax savings that clients report does not exceed the board approved amounts

Metric: 100% client compliance

Results: 100% compliance for 3/31/21 reporting of clients not exceeding approved sales tax limits - sales tax amounts exceeding approved limits were collected and submitted to NYS.

Objective 5C: RDC: Ensure proper controls and safeguards over the administration of the revolving loan fund (RLF).

Measurement: Obtain the highest rating from the U.S. Dept of Commerce: Economic Development Administration (EDA) on the quality / health of the RLF administered by the RDC

Metric: "A" rating from the EDA

Results: In 2021 based on the overall performance and successful operation of the RLF (since inception in 1979), the EDA, released its Federal interest in the RLF. This courtesy was only offered to RLF awardees that have operated satisfactorily for seven years beyond the disbursement of grant funds. No "letter" rating was provided.

Objective 5D: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and regulatory requirements.

Measurement: Timely and accurate filing of the annual PARIS reports, budget and financial audits

Metric: 100% compliance

Results: All annual PARIS (ABO) reporting was filed on time and in an accurate fashion meeting the ABO's 3/31/21 deadline. .

Objective 5E: ECIDA, RDC & ILDC: Board Member compliance with ABO regulatory requirements.

Measurement: Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties & Responsibilities forms, and completion of the required ABO board member training

Metric: 100% compliance

Results: All Board of Directors (ABO) reporting was filed on time and in an accurate fashion meeting the ABO's 3/31/21 deadline. .

The Agency is on track to meet filing requirements of the ABO's 3/31/22 reporting deadline.

*Metrics were calculated based upon a 3-year rolling average (for period 2019 – 2021) with adjustments made to reflect expected future economic trends, pipeline strength and other factors that are anticipated to impact future results.

Governance Certification

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Board of Directors response: Yes

2. Who has the power to appoint the management of the public authority?

Board of Directors response: The Board of Directors

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

Board of Directors response: The Board has not adopted a written policy. However, the Board follows prudent and reasonable practices to appoint responsible individuals.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

Board of Directors response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic guidance, oversight, mission authorization, policy setting and validation of the authority's mission, performance measurements and results. The role of management is to collaborate with the Board in strategy development and to implement established programs, processes, activities and policies to achieve the public authority's mission.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Board of Directors response: Yes

**Erie County Industrial Development Agency (ECIDA)
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)**

2021 Mission Statement and Performance Measurements

Approval Date: March 24, 2021

Purpose:

The Public Authorities Law requires public authorities to develop and adopt a mission statement and to develop performance measures to assist them in determining how well they are carrying out their mission. The Authorities Budget Office (ABO) requires that all public authorities utilize the following format to annually review their mission statement and performance measures and publish a measurement report. This report is designed to satisfy these requirements.

Please note: The ECIDA publishes an annual report outlining detailed project information and accomplishments called "Year in Review." The Year in Review is on the ECIDA's website at <https://www.ecidany.com> under "About Us" then "Annual Reports".

Mission Statement:

The mission of the Erie County IDA and its affiliates is to provide the resources that encourage investment, innovation, workforce development and international trade resulting in a successful business climate focused on growth, economic stability, job creation and retention for businesses and individuals which improves the quality of life for the residents of the region.

Performance Goals, Measures & Results:

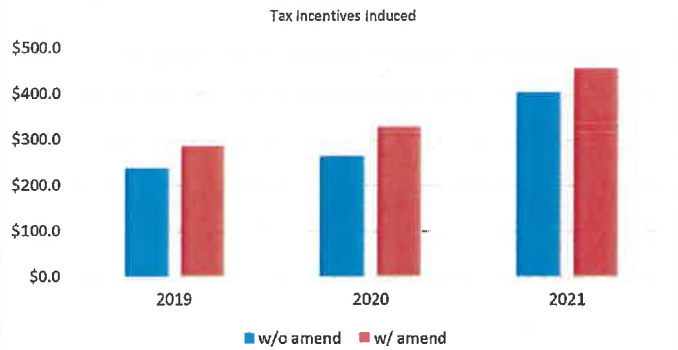
Goal 1: To promote private investment & innovation:

Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.

Measurement: Value of new private investments from tax incentives

Metric*: \$200 - \$225 M in private investment from approved tax incentives

Results: A total of 22 projects with a total private investment amount = \$457.5 M were approved far exceeding our goal. This included 3 amendatory and 5 adaptive reuse projects. Strength in several industry sectors including manufacturing (11 projects) and warehouse distribution/spec buildings (3 projects) that when combined represent 90% of the total investments made. Of note, the ECIDA approved its first solar PILOT in 2021 contributing to NY State's green energy goals.



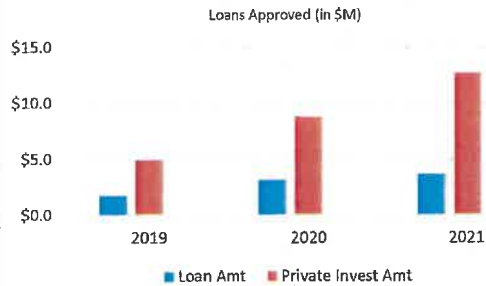
Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

Measurement: Number of loans, \$ amount of loans and amount of private investment for loans approved

Metric*: \$3 M in new business loans with the private investment amount of \$3 M for a total of 7 loans approved

Results: Results: In 2021, the RDC approved 7 loans from the Legacy Fund for \$3,730,000 with \$12.7 M in private investment.

Note: a new \$5 million Revolving Loan Fund was created through the EDA CARES ACT to assist businesses with the economic injury caused by Covid. The \$5 million per this fund was lent out to Erie County Businesses in 2021 and are not included in the graph below. (see Objective 4A for further details).

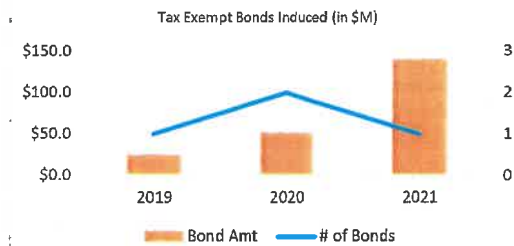


Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations

Metric*: 1 - 2 tax exempt bonds totaling \$25 - \$30 M

Results: The ECIDA approved 1 bond for \$140 M (Joint School Construction Board Refunding of 2011A and 2011B bonds).

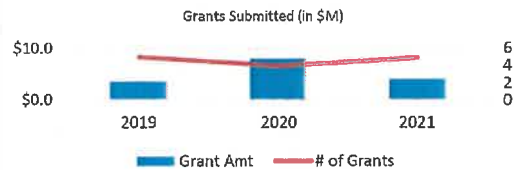


Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

Measurement: Number and \$ amount of grant applications submitted

Metric*: 2- 3 grants submitted for \$800,000 - \$ 1 M

Results: Five grants have been submitted for a total of \$4,174,093. ~~One grant for \$50,000 was approved, while the remaining four (\$4,124,093) are currently pending a decision.~~ Three (3) grants for a total of \$3,370,024 have been approved, while the remaining two (\$804,069) are currently pending a decision.



Formatted: Font: (Default) Arial, 12 pt

Formatted: Centered

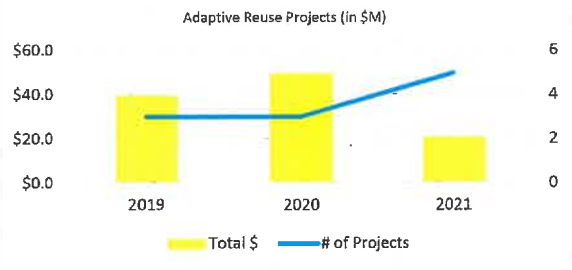
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

Objective 2A: ECIDA & ILDC: Support the re-investment in vacant, abandoned and underutilized buildings.

Measurement: Number and investment value of adaptive re-use building projects

Metric*: Five to six projects approved totaling \$40M - \$50M in private investment

Result: Five adaptive projects have been approved with total private investment = \$ 20.4 M. While the number of projects we assisted was as expected, the project size was smaller than anticipated per past performance. Of note, these 5 projects range between \$2.8 M - \$8.3 M in private investment and represent important in-fill projects: (1) in the City of Tonawanda and (4) in the City of Buffalo. The projects will create a total of 81 apartment units of which 29 units (36%) will be available at 80% of Area Median Income (AMI). All 5 projects are located in distressed census tracts based upon 2020 census data.

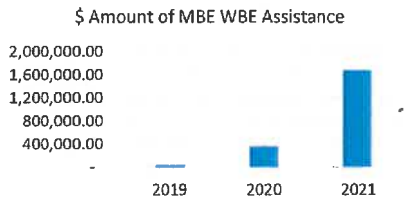


Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

Measurement: Number and \$ amount of MWBE business loans, tax incentives and PPE Reimbursement grants

Metric: \$250,000 in assistance to 30 – 40 MWBEs

Results: In 2021, a total of **40** minority, woman and/or veteran owned businesses received assistance totaling over **\$1.69 M**. Minority/women/veteran owned businesses received: 11 loans for \$1.46 M (Cares Act revolving loan fund), 28 PPE Reimbursement grants totaling \$178,127 and 1 tax incentive that provided \$54,300 in tax savings.



Objective 2C: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency – Operational Purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Vendor Operational Purchases of \$18,000 / 30% MWBE: office supplies, catering, equipment leasing etc.

Results: Pending A total of \$87,500 operational purchases were identified (major categories were office supplies, IT services/hardware/software, and marketing/printing). Of that total, \$16,636 (19%) were from M/WBEs. \$9,632 (11%) were from WBEs and \$7,005 (8%) were from MBEs. While ECIDA did not meet our 2021 goal, we did increase our M/WBE spend by 50% (\$5,600). We also identified and began doing business with an MBE office supply company.

Objective 2D: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency– Other purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Meet 100% of the following measures - Professional services including 30% MWBE for engineering/design, Construction service that includes 30% MWBE for contract utilization and RFPs and/or bids scoring – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index

Results: **Professional Services:** 100% compliance: Six RFP/bids issued in 2021 with value = \$1.2 M included 30% MWBE. 5 of 6 RFPs have been awarded to vendors with commitment to 30% MWBE (= \$392,285).

Construction Services (none).

RFPs and/or Bids Scoring: 100% of RFPs included scoring value = 10% for MBE/WBE commitment.

Objective 2E: ECIDA, ILDC & RDC: Create a formal diversity, inclusion & equity policy for the organization focusing on staff development and employment goals.

Measurement: Implement training re: Racial Equity

Metric: Conduct Racial Equity training for existing staff and new hires (add to onboarding process). Offer Racial Equity training to Board & Board Committee Members

Results: Efforts to support diversity, inclusion and equity in the workplace included the following: 1) In June, 2021, ECIDA staff virtually attended the 2021 Diversity & Inclusion Symposium presented by BNP and the Community Foundation. All staff including anyone who was unable to attend this ½ day event and staff hired “post-event” were provided with access to the various presentations and tools from the symposium to review independently. The ECIDA

plans to utilize new software to store on-boarding materials including Racial Equity training from this event or similar training as available. 2) The scope of work for the updated **Community Comprehensive** Economic Development Strategy (CEDS) includes recommendations for promoting Equity in economic development planning and implementation to ensure that underserved populations have the opportunity to participate in Erie County's economic prosperity. 3) ECIDA staff member participated in the Canisius Women's Business Center's Building Allyship Program – a program that brings together women of color entrepreneurs and mentor volunteer. Upon program completion, staff member was matched with and is mentoring a start up minority business owner.

Objective 2F: ECIDA: Support the creation and retention of jobs at all salary levels.

Measurement: Total # and average \$ of jobs to be retained & created overall and broken down for the following categories: management, professional, administrative, production, independent contractor and other

Metric: Average salary for retained and created jobs at \$40,000 - \$45,000

Results: In 2021 the average salary for the 3,373 jobs retained and created through the ECIDA tax incentive projects was \$59,340. The total annual payroll amount = \$217.7 Million. The following is a breakdown of average salaries by category.

Category	# of Jobs	Salary	
		Without Fringe Benefits	With Fringe Benefits
Management	157	\$121,156	\$154,034
Professional	688	\$79,656	\$104,835
Administrative	181	\$46,685	\$60,744
Production	2,211	\$51,770	\$68,879
Independent Contractor	1	\$15,000	\$15,000
Other	75	\$72,152	\$87,363
	3,313		

*note: The total # of jobs shown in the table is 60 fewer than noted in the overall results as one company submitted their job information confidentially (60 new jobs).

Objective 2G: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA and other business support services available.

Measurement: Number of sales contacts

Metric*: 425-450 sales contacts made

Results: In 2021 ~~24,345~~ 1,432 ~~business development~~ sales contacts were made. Business development outreach includes: 279 business development / events / professional partner meetings, 836 attendees to ECIDA presentations, 157 responses to PPE grant inquiries and 160 responses to COVID Loan Inquiries This year, we are including ~~additional~~ contacts made through MarCom activities. In 2021, where an additional 22,913 individuals were reached through the following MarCom outreach activities: sponsorships, panel participation, email blasts, holiday calendar mailing and podcasts. ~~Business development outreach includes: 279 business development / events / professional partner meetings, 836 attendees to ECIDA presentations, 157 responses to PPE grant inquiries and 160 responses to COVID Loan Inquiries.~~

Objective 2H: ILDC: Support reinvestment in vacant and abandoned brownfield properties for the purpose of creating shovel-ready sites, new investment, and jobs.

Measurement: Number of acres of land redeveloped / in the process of redevelopment and public/private investment amounts

Metric: 400 acres of land under management

Results: Continued management and redevelopment of approximately 490 acres of land: 250 acres vacant and/or brownfield and 240 acres of redevelopment for the Agribusiness Park. During 2021, the Renaissance Commerce Park saw private investments total over \$56 Mil and the number of jobs retained / to be created on the site rise to 291 FTE. Other 2021 Highlights include:

- Engaged Consultant and began Masterplan Agri-business Park

- Completed Shoreline Trail Extension Study
- Branded site Renaissance Commerce Park
- Completed Purchase Sale Agreement for 80 additional Acres at RCP
- Sold 10 acres to Uniland Development for spec. building
- Began design work for Utility extensions at Ridge Road and Odell St
- Began road "B" design work
- TMP Technologies began operations on site

Goal 3: To encourage international trade:

Objective 3A: ECIDA: Promote & support the use of Erie County's foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating or deferring import duties.

Measurement: Value of goods moving through FTZ #23 and # of FTZ activated sites

Metric*: A total of 6 FTZ sites with goods valued at \$45 M - \$55 M moving through the zone

Results: \$70.6 M in goods moved through the FTZ in 2020* up from \$3.8 M in the prior year. The FTZ sites increased to 7 with 18 businesses using the zone. The increase in FTZ activity was primarily due to a large sugar importer/manufacturer establishing a new distribution warehouse in EC FTZ #23. This help offset the continued uncertainty of foreign tariffs on goods due to U.S. Global Trade Policies being renegotiated by the Biden Administration with various foreign countries. Additionally logistic issues stymied the import and export of goods through FTZ #23 as COVID 19 related issues plagued the world's economy.

(note: due to FTZ reporting lag – the prior year's results will be listed)

Goal 4: Response to Global Pandemic:

Objective 4A: Utilize "new" Revolving Loan Funds made available through the CARES Act to provide low-cost financing to Erie County businesses to alleviate sudden and severe economic dislocation or to support opportunities associated with COVID-19 pandemic.

Measurement: Number of loans, \$ amount of loans

Metric: 20 loans approved, \$2.5 million in new loans

Results: A total of over \$4.9 mil in new loans (30) were approved through CARES Act funding.

Objective 4B: ECIDA: PANDEMIC RESPONSE - Assistance to Small Business & not-for-profit businesses in response to the COVID pandemic.

Measurement: Allocation of funding to support ECIDA COVID 19 Emergency Grant Program and awarding business grants with a focus on businesses in distressed areas and MWBE & veteran owned businesses

Metric: Additional \$500,000 allocated with 60 – 70 grants awarded

Results: The ECIDA Board allocated an additional \$500,000 to the ECIDA grant program in Jan 2021. During 2021, the ECIDA COVID 19 Disaster Emergency Grant Program awarded 53 grants totaling \$328,720 to Erie County based not for profits, small businesses in distressed areas as well as to MWBE & veteran owned small businesses. The number of grants awarded fell slightly below the goal with the sudden end of the program on 6/24/21 upon the Governor lifting the NY State of Emergency.

Objective 4C: ECIDA RDC, ILDC: PANDEMIC RESPONSE – Support Small Businesses in Erie County Consortium Communities whose owners have low to moderate household incomes.

Measurement: Provide administrative support for the Erie County Microenterprise Loan program funded by Community Development Block Grant funds.

Metric: 20 microloans approved totaling \$500,000.00

Results: In 2021, a total of 22 Erie County Microenterprise Loans closed totaling \$760,000.

Goal 5: To safeguard the public's investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements:

Objective 5A: ECIDA: Client compliance with material terms including local labor, employment retention & creation, investment, pay equity and unpaid real property tax policies.

Measurement: Analysis of quarterly employment & local labor reports, review of investment verifications, completion of pay equity audits by Erie County office of EEO and real property tax payments through the Erie County Commissioner of Real Property Services

Metric: 100% compliance

Results: ~~Pending Results in 1st Q 100% of client material terms reporting and filing were met including for the 3/31/21 ABO annual report. As a result of the pandemic, there were X companies that did not meet their employment requirement due to the pandemic. The Board passed a resolution providing relief from recapture procedures for those companies that demonstrated employment impacts from the pandemic and economic shutdown.~~

Objective 5B: ECIDA: Client compliance with the New York State Sales and Use Tax program.

Measurement: Review of clients' ST-340 forms and the amount of the sales tax savings approved by the Board of Directors to ensure that the amount of the sales tax savings that clients report does not exceed the board approved amounts

Metric: 100% client compliance

Results: ~~Pending Results in 1st Q 100% compliance for 3/31/21 reporting of clients not exceeding approved sales tax limits - sales tax amounts exceeding approved limits were collected and submitted to NYS.~~

Formatted: Indent: Left: 0", Hanging: 1.11"

Objective 5C: RDC: Ensure proper controls and safeguards over the administration of the revolving loan fund (RLF).

Measurement: Obtain the highest rating from the U.S. Dept of Commerce: Economic Development Administration (EDA) on the quality / health of the RLF administered by the RDC

Metric: "A" rating from the EDA

Results: ~~For the year ended 12/31/20, a Level B risk rating was assigned as 25 of a possible 33 points were earned. Areas contributing to this risk rating were the portfolio's cumulative loan write-off ratio (greater than 25%) and the RLF cash available for lending (more than 110% of the allowable cash percentage). However, in 2021~~ based on the overall performance and successful operation of the RLF (since inception in 1979), the EDA ~~in 2021~~, released its Federal interest in the RLF. This courtesy was only offered to RLF awardees that have operated satisfactorily for seven years beyond the disbursement of grant funds. No "letter" rating was provided.

Objective 5D: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and regulatory requirements.

Measurement: Timely and accurate filing of the annual PARIS reports, budget and financial audits

Metric: 100% compliance

Results: ~~Pending results in 1st Q~~ All annual PARIS (ABO) reporting was filed on time and in an accurate fashion meeting the ABO's 3/31/21 deadline.

Formatted: Indent: Left: 0", Hanging: 1.18"

Objective 5E: ECIDA, RDC & ILDC: Board Member compliance with ABO regulatory requirements.

Measurement: Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties & Responsibilities forms, and completion of the required ABO board member training

Metric: 100% compliance

Results: Pending results in 1st Q. All Board of Directors (ABO) reporting was filed on time and in an accurate fashion meeting the ABO's 3/31/21 deadline.

The Agency is on track to meet filing requirements of the ABO's 3/31/22 reporting deadline.

*Metrics were calculated based upon a 3-year rolling average (for period 2019 – 2021) with adjustments made to reflect expected future economic trends, pipeline strength and other factors that are anticipated to impact future results.

Governance Certification

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Board of Directors response: Yes

2. Who has the power to appoint the management of the public authority?

Board of Directors response: The Board of Directors

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

Board of Directors response: The Board has not adopted a written policy. However, the Board follows prudent and reasonable practices to appoint responsible individuals.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

Board of Directors response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic guidance, oversight, mission authorization, policy setting and validation of the authority's mission, performance measurements and results. The role of management is to collaborate with the Board in strategy development and to implement established programs, processes, activities and policies to achieve the public authority's mission.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Board of Directors response: Yes

**Erie County Industrial Development Agency (ECIDA)
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)**

2022 Mission Statement and Performance Measurements

Approval Date: March 23, 2022

Purpose:

The Public Authorities Law requires public authorities to develop and adopt a mission statement and to develop performance measures to assist them in determining how well they are carrying out their mission. The Authorities Budget Office (ABO) requires that all public authorities utilize the following format to annually review their mission statement and performance measures and publish a measurement report. This report is designed to satisfy these requirements.

Please note: The ECIDA publishes an annual report outlining detailed project information and accomplishments called "Year in Review." The Year in Review is on the ECIDA's website at <https://www.ecidany.com> under "About Us" then "Annual Reports".

Mission Statement:

The mission of the Erie County IDA and its affiliates is to provide the resources that encourage investment, innovation, workforce development and international trade resulting in a successful business climate focused on growth, economic stability, job creation and retention for businesses and individuals which improves the quality of life for the residents of the region.

Performance Goals, Measures & Results:

Goal 1: To promote private investment & innovation:

Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.

Measurement: Value of new private investments from tax incentives

Metric: \$225 - \$250 M in private investment from approved tax incentives.
(3 yr avg = \$303.7 M adjusted down as average included 2021 record year = \$457 M).

Results:

Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

Measurement: Number of loans, \$ amount of loans and amount of private investment for loans approved

Metric*: 8 – 10 Business loans approved for a total of \$3 M in new business loans with a private investment amount = \$8 M. *Due to the EDA releasing their federal interest in the revolving loan fund (RLF), the RDC will now have the flexibility to offer new lending products, more targeted lending as well as other loan proceed uses. Any proposed changes will be reviewed and approved by the RDC Loan Committee and Board.*

Results:

Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations

Metric*: 1 -2 tax exempt bonds totaling \$30 – \$35 M (the 3 year avg = \$71.3M however we don't anticipate a large bond similar to the 2021 \$140 M joint school const bond that drove up the avg)

Results:

Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

Measurement: Number and \$ amount of grant applications submitted

Metric*: 4 – 5 grants submitted for \$1.5 - \$2 M. (3 year avg = 4.7 grants submitted for \$5.3 M. Grant \$ higher in 2020-21 covid related)

Results:

Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

Objective 2A: ECIDA & ILDC: Support the re-investment in vacant, abandoned and underutilized buildings.

Measurement: Number and investment value of adaptive re-use building projects

Metric*: 5 - 6 adaptive reuse projects approved totaling \$150 - \$175 M (3 yr avg = \$36 Mil however in Jan '22 we approved 2 projects totaling \$120 M. We expect future projects to be smaller infill in the \$5 M range).

Result:

Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

Measurement: Number and \$ amount of MWBE business loans, tax incentives and PPE Reimbursement grants

Metric: \$250,000 in assistance to 5 – 7 MWBEs (the release of the EDA's federal interest in the RLF will create the opportunity for the RDC to introduce new loan products focused on distressed communities, business formation, MWBEs, etc)

Results:

Objective 2C: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency – Operational Purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Vendor Operational Purchases of \$18,000 / 30% MWBE: office supplies, catering, equipment leasing etc.

Results:

Objective 2D: ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency– Other purchases.

Measurement: Procurement goal \$ amount and % spent with MWBE vendors

Metric: Meet 100% of the following measures - Professional services including 30% MWBE for engineering/design, Construction service that includes 30% MWBE for contract utilization and RFPs and/or bids scoring – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index

Results:

Objective 2E: ECIDA, ILDC & RDC: Create a formal diversity, equity & inclusion policy for the organization focusing on staff development and employment goals.

Measurement: Implement training re: Racial Equity

Metric: 1) Formalize Racial Equity training as part of online onboarding capabilities through new HR software and 2) provide two or more continue educational / training opportunities for staff on DEI

Results:

Objective 2F: ECIDA: Support the creation and retention of jobs at all salary levels.

Measurement: Total # and average \$ of jobs to be retained & created. For informational purposes include salary info re: management, professional, administrative, production, independent contractor and other

Metric: Average salary for retained and created jobs at \$45,000 - \$50,000 historic average (2 Yr) = \$59,600 with high # of manufacturer projects that tend to be higher wages. Increased range by \$5K

Results:

(note: include average salaries in various job categories and the total payroll amount).

Objective-2G: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA and other business support services available.

Measurement: Number of business outreach attempts (including marketing communication efforts)

Metric: 20,000 business outreach contacts

Results:

Objective 2H: ILDC: Support reinvestment in vacant, abandoned brownfield properties and regional strategic land development initiatives for the purpose of creating shovel-ready sites, new investment, and jobs.

Measurement: Number of acres of land redeveloped / in the process of redevelopment and public/private investment amounts

Metric: 400 acres of land under management

Results:

Goal 3: To encourage international trade:

Objective 3A: ECIDA: Promote & support the use of Erie County's foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating or deferring import duties.

Measurement: Value of goods moving through FTZ #23 and # of FTZ activated sites

Metric*: A total of 7 FTZ sites with goods valued at \$50 - \$60 M moving through the zone. (The ECIDA is aware of global logistics issues due to the impacts of COVID 19 on the transportation of goods both domestically and internationally. Issues with foreign trade persist as trade policies continue to be renegotiated with various countries).

Results:

(note: due to FTZ reporting lag – the prior year's results will be listed)

Goal 4: Business Resiliency Post COVID:

Objective 4A: ECIDA, RDC, ILDC: Assist Erie County businesses post COVID.

Measurement: Provide a roadmap for business resiliency

Metric: Approval of an Updated 2022 Community Economic Development Strategy (CEDS) that includes a Post COVID-19 Economic Recovery Response Addendum that will provide action steps for responding to the economic injury/disruption caused by the coronavirus pandemic

Results:

Objective 4B: ECIDA RDC, ILDC: Support Small Businesses in Erie County Consortium Communities whose owners have low to moderate household incomes.

Measurement: Provide administrative support for the Erie County Microenterprise Loan and other programs funded by Community Development Block Grant funds

Metric: Approve 5-7 loans for \$150,000 [The ECIDA will continue to support and market the Erie County Micro-loan program to companies affected by the Pandemic in eligible communities. The goal for 2022 is to approve 5 loans for \\$150,000 or half of the \\$300,000 in available loan funds. The remaining funds after the first quarter of 2022 will be converted into a grant program to support small businesses who suffered economic injury from the COVID-19 pandemic.](#)

Results:

Goal 5: To safeguard the public's investment by ensuring compliance and transparency with ECIDA Policies & Procedures, NYS Tax, EDA and ABO requirements:

Objective 5A: ECIDA: Client compliance with material terms including local labor, employment retention & creation, investment, pay equity and unpaid real property tax policies.

Measurement: Analysis of quarterly employment & local labor reports, review of investment verifications, completion of pay equity audits by Erie County office of EEO and real property tax payments through the Erie County Commissioner of Real Property Services

Metric: 100% compliance

Results:

Objective 5B: ECIDA: Client compliance with the New York State Sales and Use Tax program.

Measurement: Review of clients' ST-340 forms and the amount of the sales tax savings approved by the Board of Directors to ensure that the amount of the sales tax savings that clients report does not exceed the board approved amounts

Metric: 100% client compliance

Results:

Objective 5C: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and regulatory requirements.

Measurement: Timely and accurate filing of the annual PARIS reports, budget and financial audits

Metric: 100% compliance

Results:

Objective 5D: ECIDA, RDC & ILDC: Board Member compliance with ABO regulatory requirements.

Measurement: Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties & Responsibilities forms, and completion of the required ABO board member training

Metric: 100% compliance

Results:

Objective 5E: RDC: Ensure proper controls and safeguards over the administration of the Revolving loan fund (RLF).

Measurement: Obtain the highest audit rating from the ECIDA designated auditors.

Metric: Receive a "satisfactory" rating on the RLF Audit (the EDA released their federal interest on the legacy RLF during 2021 due to the historical performance and successful operation of the RLF since its inception in 1979. This was offered to RLFs that operated satisfactorily for 7 years beyond the disbursement of the grant funds).

Results:

Objective 5F: RDC: Ensure proper controls and safeguards over the administration of the new \$5 Mil EDA CARES Act revolving loan fund (RLF).

Measurement: Obtain the highest rating from the U.S. Dept of Commerce: Economic Development Administration (EDA) on the quality / health of the RLF administered by the RDC

Metric: Receive an "A" rating from the EDA.

Results:

Governance Certification

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Board of Directors response: Yes

2. Who has the power to appoint the management of the public authority?

Board of Directors response: The Board of Directors

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

Board of Directors response: The Board has not adopted a written policy. However, the Board follows prudent and reasonable practices to appoint responsible individuals.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

Board of Directors response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic guidance, oversight, mission authorization, policy setting and validation of the authority's mission, performance measurements and results. The role of management is to collaborate with the Board in strategy development and to implement established programs, processes, activities and policies to achieve the public authority's mission.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Board of Directors response: Yes