



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

**Joint Governance Committee Meeting  
February 13, 2023 at 12:00 p.m.  
ECIDA Offices  
95 Perry Street, 4<sup>th</sup> Floor Conference Room  
Buffalo, New York 14203**

### **Agenda**

1. Approval of Minutes – January 26, 2023 (Pages 2-3)
2. Review “ECIDA 2022 Mission Statement & Performance Measurements - Results” (Pages 4-19)
3. Review of “ECIDA 2023 Mission Statement & Performance Measurements – Goals” (Pages 20-28)
4. Discuss Next Steps
5. Adjourn - Next Meeting – March 13, 2023 at 12:00 p.m.

**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 26, 2023 at the Erie County Industrial Development Agency, 95 Perry Street, 4<sup>th</sup> Floor Conference Room, Buffalo, New York 14203
- PRESENT:** Thomas Baines, Zachary Evans, Brenda McDuffie and Tyra Johnson
- EXCUSED:** Hon. Howard Johnson, Kenneth Schoetz and David State
- OTHERS PRESENT:** John Cappellino, President/CEO; Elizabeth A. O’Keefe, Vice President of Operations; Mollie Profic, Chief Financial Officer; Atiqah Abidi, Assistant Treasurer; Soma Hawramee, Compliance Portfolio Officer; Brian Krygier, Systems Analyst; and Pietra G. Zaffram, Esq., General Counsel/Harris Beach PLLC
- GUESTS:** None.

There being a quorum present at 12:10 p.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 June 2, 2022 minutes of the joint meeting of the Governance Committee of the ECIDA, RDC and ILDC were presented. Upon motion made by Ms. Johnson and seconded by Mr. Evans, the approval of the June 2, 2022 meeting minutes was unanimously carried.

**REVIEW “ECIDA 2022 MISSION STATEMENT & PERFORMANCE MEASUREMENTS – RESULTS”**

Ms. O’Keefe reviewed the Mission Statement and Performance Measurements Objective Goal 1A. Ms. McDuffie queried regarding the higher amount of private investments in 2021 and Ms. O’Keefe stated there were several larger projects like Sumotomo which contributed to the larger private investment amount in 2021.

With regard to Objective 1B, Mr. Cappellino noted that when interest rates increase, there is an increased interest in the RDC loan program as is reflected in the 2022 results.

General discussion ensued with regard to Objective 1C, 1D and Objective 2A.

Mr. Cappellino advised that with Objective 2B, the Agency supports the County Microenterprise program for small businesses and loans from that program to MWBE businesses are noted in Objective 4B. With regard to Objective 2D, Mr. Cappellino advised that procurement activities have meet MBE/WBE commitments.

General discussion ensued with regard to Objective 2E.

With regard to Objective 2F, it was suggested that a footnote be added as to how the average salary from retained/created jobs was derived from. Mr. Evans requested a breakdown of part time numbers that comprise the total FTEs.

General discussion ensured with regard to the remaining Objectives.

Mr. Cappellino advised members that they should have received their committee assignments and Board surveys. He asked members to provide the Board surveys to the Agency's legal team.

**REVIEW "ECIDA 2023 MISSION STATEMENT & PERFORMANCE MEASUREMENTS – GOALS"**

Ms. O'Keefe reviewed the 2023 Mission Statement and Performance Measurements Goals for 2023.

Mr. Cappellino advised that fund amounts available to lend are the lowest they have been in 24 years. Principal reflow will increase fund availability and the loan amounts may be constrained.

At this point in time, Ms. Johnson left the meeting and there was no longer a quorum.

Ms. McDuffie queried if business resiliency in recovering from emergency situations is a focus of the lending program in post-pandemic times. Mr. Cappellino advised that federal CEDS update required focus on planning for natural disaster resiliency and the Agency has been working with statewide organizations to give grants in such instances and the goal is to have proactive legislation in place for next emergency.

Mr. Cappellino advised that ABO requires goals and metrics be prepared and filed. If there are any changes, they can be made before the next Board meeting.

Ms. McDuffie noted the Agency will obtain Board approval of and begin to implement the Equity Inclusive Policy with goal of developing metrics to measure success. Ms. McDuffie suggested adding a goal reflecting this in the 2023 document.

There being no further business to discuss, Ms. McDuffie adjourned the meeting at 1:24 p.m.

Dated: January 26, 2023

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Elizabeth A. O'Keefe, Secretary

**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 with Results***

***Approval Date of Goals: March 23, 2022***

***Approval Date of Results: March 22, 2023***

**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:**

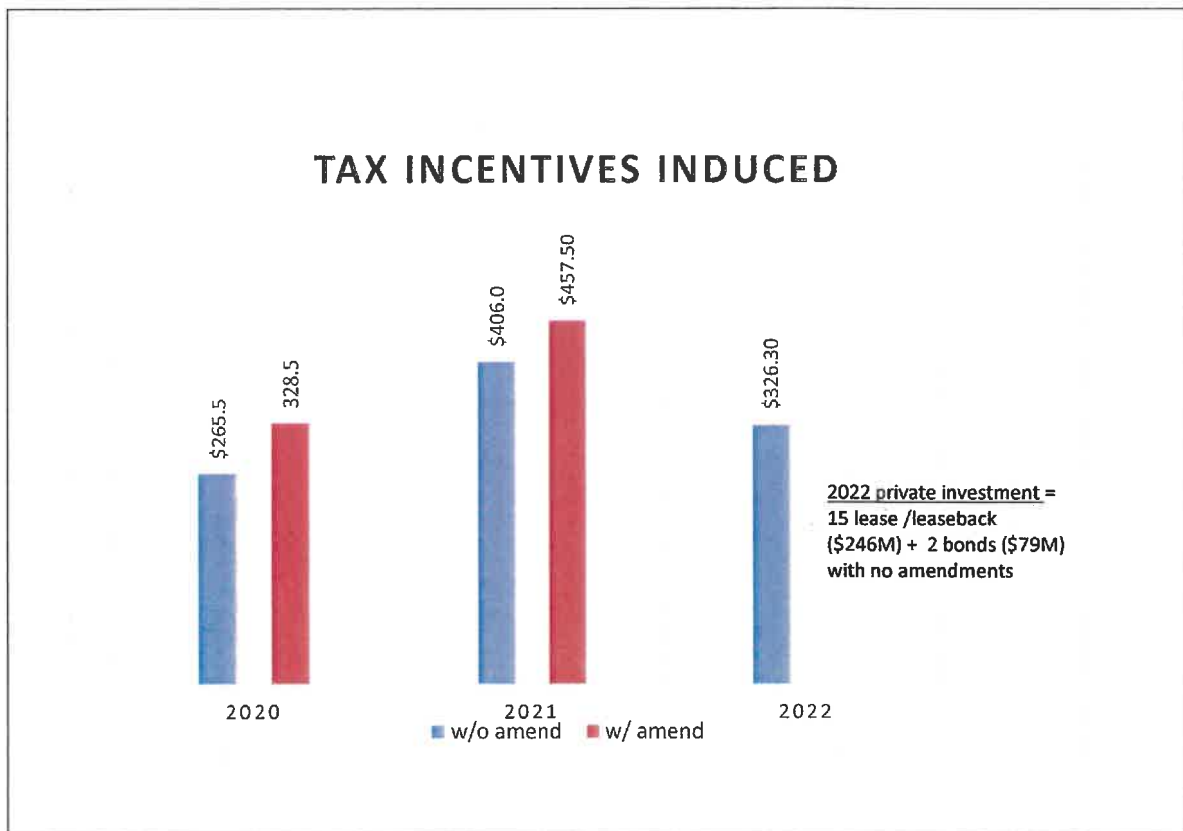
**Goal 1: To promote private investment & innovation:**

**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.

**Results:** A total of 17 projects with a total private investment amount = \$326.3M were approved (no amendments). This included tax incentives associated with 2 ECIDA bonds. In 2022 the ECIDA, along with the IDAs in Amherst, Clarence, Hamburg & Lancaster updated the Countywide Industrial Development Agency Uniform Tax Exemption Policy (UTEP) Changes made include restating PILOT schedules to better align the benefit period with the project timeline, adding alternative energy PILOT policies and a general update to various components of the UTEP that hadn't been updated in over a decade.



**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.

**Results:** In 2022, the RDC approved 9 loans from the Legacy Fund for \$6.98M with \$48.7M in private investment.

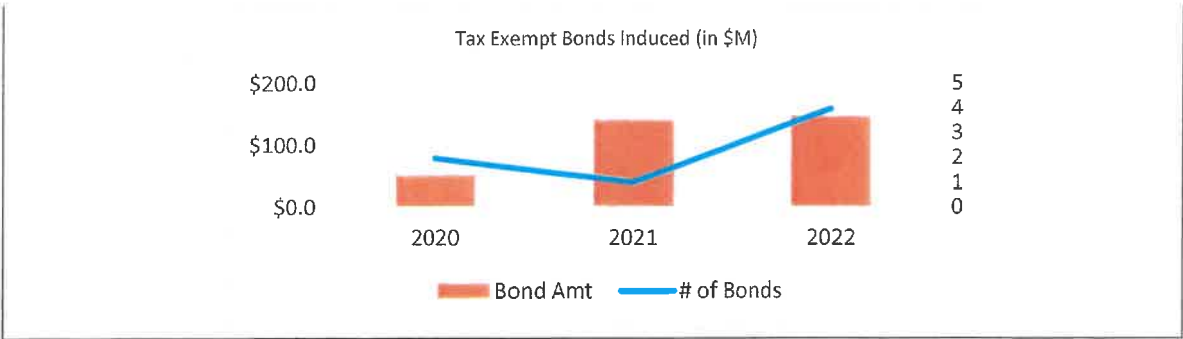


**Objective 1C:** ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

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

**Metric:** 1 -2 tax exempt bonds totaling \$30 – \$35 M

**Results:** 4 tax exempt bonds totaling \$146.6M were approved in 2022. An \$80M bond (Joint School Construction Board) accounts for 55% of the total approved. Two multi-family housing project bonds will allow for the renovation of 320 apartment units of which 250 units (78%) are Section 8 / 60% AMI.

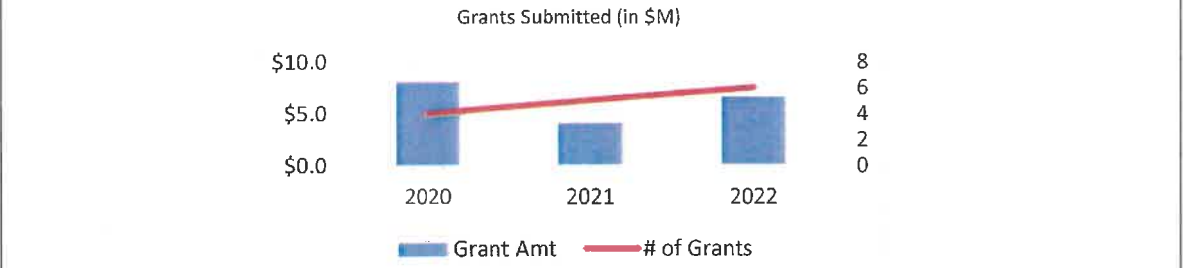


**Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects & leverage private investment.**

**Measurement:** Number and \$ amount of grant applications submitted

**Metric:** 4 – 5 grants submitted for \$1.5 - \$2 M.

**Results:** 6 grant applications were submitted for a total of \$6.6 M. 2 grants have been awarded for \$48,000, 2 grants are pending approval (\$4.73M) and 2\* grants (\$1.83M) were not selected for funding. Additional Note: Currently the ECIDA is administering six grants totaling \$3.5M. Grant administration activities include: implementation, consultant selection, financial administration, and reporting (MWBE, status, final & closeout).



\*1 of 2 grants not selected for funding will be resubmitted for funding in 2023

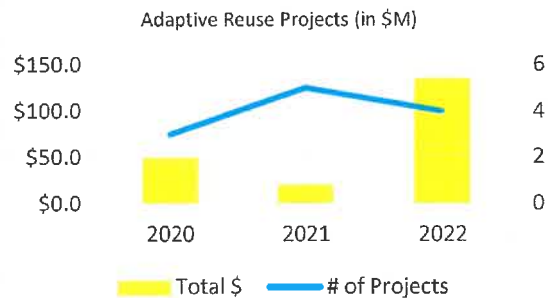
**Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:**

**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**

**Result: Four adaptive reuse projects were approved with total private investment = \$ 135.7M. These projects will create a total of 296 apartment units of which 74 units (25%) will be available at 80% AMI (or below). All 4 projects are in distressed census tracts.**



\*Three of the six grant applications submitted by the ECIDA (see objective 1D) directly support the revitalization of vacant / underutilized properties that are historic structures, located in the Village of Angola.



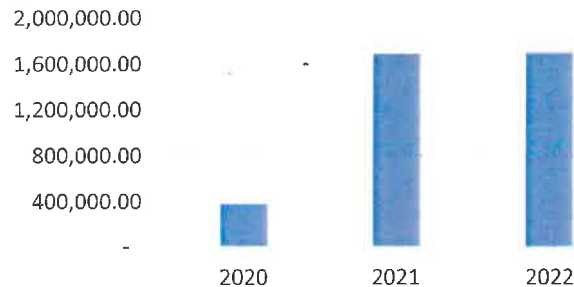
**Objective 2B:** ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

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

**Metric:** \$250,000 in assistance to 5 – 7 MWBEs

**Results:** 5 MWBEs received assistance totaling over \$1.69M: 1 loan (\$400,000), 2 PPE grants (\$7,937) and 2 tax incentives (\$1.29M)

\$ Amount of MBE WBE Assistance



**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 \$107,000 of operational purchases were identified (major categories were office supplies, IT services/hardware/software, and printing/marketing). Of that total, \$14,800 (13.8%) were from known M/WBEs. \$11,120 (10.4%) were from WBEs and \$3,680 (3.4%) were from MBEs. While ECIDA did not meet our 2022 goal, we did nearly triple our annual spend with an MBE office supply vendor and increase our overall spend with WBEs by 15%.

<b>Objective 2D:</b>	ECIDA, ILDC & RDC: Formalize MBE/WBE procurement goal for Agency– Other purchases.
<b>Measurement:</b>	Procurement goal \$ amount and % spent with MWBE vendors
<b>Metric:</b>	Meet 100% of the following measures - <u>Professional services</u> including 30% MWBE (25% MBE/ 5% WBE) for engineering/design, <u>Construction service</u> that includes 30% MWBE (25% MBE/ 5% WBE) for contract utilization and <u>RFPs and/or bids scoring</u> – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index
<b>Results:</b>	<p>Professional Services: 100% compliance: 2 RFP/bids issued in 2022 with value = \$ 169,400 included 30% MWBE have been awarded to vendors with commitment to 30% MWBE for a value of \$137,361.</p> <p>Construction Services 100% compliance: 2 bids issued in 2022 with a value of \$6.5 million included 30% MWBE goal have been awarded to vendors with a commitment to 30% MWBE for a value of \$1,819,018.</p> <p>RFPs and/or Bids Scoring: 100% of RFPs included scoring value = 10% for MBE/WBE commitment.</p>

<b>Objective 2E:</b>	ECIDA, ILDC & RDC: Create a formal diversity, equity & inclusion policy for the organization focusing on staff development and employment goals.
<b>Measurement:</b>	Implement training re: Racial Equity
<b>Metric:</b>	1) Formalize Racial Equity training as part of online onboarding capabilities through new HR software and 2) provide two or more continuing educational / training opportunities for staff on DEI
<b>Results:</b>	Training added as part of onboarding. For ECIDA's 2 hires in 2022: 1 completed D&I training, the 2 <sup>nd</sup> (joined 4th Q) will receive D&I training in 2023. Two DEI trainings: ECIDA purchased a corporate pass for 6/16/22 BNP "D&I Symposium: DE&I at work" – attended by staff. Staff members also attended BNP's 10/18/22 "Get The Results: Employing DEI in WNY – 2022." The ECIDA funded a portion of the study and was a "Title Sponsor."

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

Results: In 2022, the average salary for the 1,185 FT jobs (946 retained, 239 new) = \$69,849.

**2022 FULL TIME**

Category	# jobs	Salary w/o Fringe	Salary w/ Fringe
Management	322	\$102,650	\$125,274
Professional	306	\$65,260	\$82,583
Administrative	91	\$41,349	\$50,188
Production	452	\$53,109	\$71,038
Independent Contractor	0	\$0	\$0
Other	14	\$30,968	\$38,223

1185

In 2022, the average salary for the 81 PT jobs (23 retained, 58 new) = \$ 30,827

**2022 PART TIME**

Category	# jobs	Salary w/o Fringe	Salary w/ Fringe
Management	1	\$20,000	\$22,800
Professional	3	\$30,960	\$33,293
Administrative	11	\$23,434	\$27,160
Production	55	\$31,415	\$35,955
Independent Contractor	1	\$15,000	\$19,950
Other	10	\$25,500	\$28,815

81

The total annual payroll amount = \$86M

\*Average salary metric is based on historical data with consideration given to market adjustments (such as inflation, cost of living) and comparisons to County / City of Buffalo living wage data"

**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:** In 2022 business outreach contacts = 23,744. The outreach efforts include both direct business development contacts, event participation, presentations at sponsored & non sponsored events, and direct marketing communication activities (direct mailers, marketing email clicks and podcast listeners).

**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 & redevelopment of approx 490 acres of land: 250 acres vacant and/or brownfield and 240 acres of redevelopment for the Agribusiness Park. As a result of continued land sales and RFP offerings the overall acreage under ownership or management at Renaissance Commerce Park decreased from 250 acres to 175 acres as a result of property sales, to TMP, Uniland Dev and an RFP for Ciminelli Dev. 2022 investment, \$6.5 million of public investment and private investment of \$14.5 million - completion of construction of 8 Dona facility.

- Construction of new water tower at Agri-business park to provide additional water service to the Town of Evans and the Agri-business Park
- Shoreline Trail Monument and Landscape Study Underway at RCP
- Consultant hired to study passive park feasibility
- Negotiated agreement for rail relocation for balance of business park II sites  
42 acres at RCP

- RFP awarded to Ciminelli Development for acquisition and development of up to 34 acres
- Began design work for Utility extensions at Ridge Road and Odell St
- Road B construction completed
- Sewer and Water Line Project Bid and Construction Underway
- TMP Ribbon Cutting
- 8 Dona Street Facility Substantially Completed, New Tenant to take occupancy in early 2023
- Closed on sale to Uniland Development for 2<sup>nd</sup> Spec. Building site 12 acres

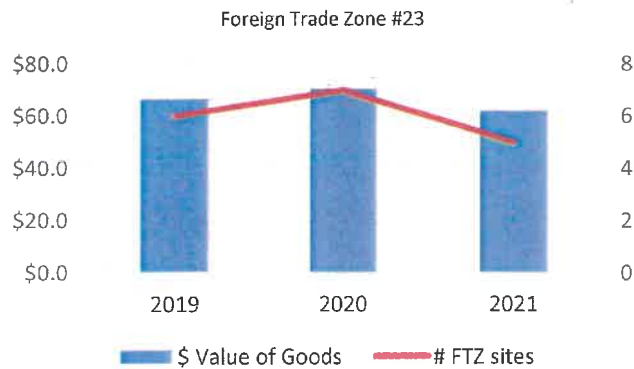
**Goal 3: To encourage international trade:**

**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 & # of FTZ activated sites**

**Metric: A total of 6 FTZ sites with goods valued at \$62 M moving through the zone.**

**Results: \$62.2M in goods moved through the FTZ in 2021.\* Active FTZ #23 sites decreased to 5 for 2021 due primarily to the shutdown of the Canadian Border and strict COVID protocols.**



\* due to FTZ reporting lag – the prior year's results will be listed)

#### **Goal 4: Business Resiliency Post COVID:**

<b>Objective 4A:</b>	ECIDA, RDC, ILDC: Assist Erie County businesses post COVID.
<b>Measurement:</b>	Provide a roadmap for business resiliency
<b>Metric:</b>	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
<b>Results:</b>	The final 2022-2026 CEDS, including a resiliency & post-pandemic toolkit, was formally adopted by the ECIDA's Board of Directors on 7/27/22 and accepted by the U.S. Economic Development Administration (EDA) on 8/25/22. Economic and community resiliency is incorporated throughout the 2022 CEDS matrix, with several actions reinforcing resiliency through enhanced: Economic Vitality, Community Connectivity and Capacity Building. Additional resiliency related actions within the plan include: 1) repairing and modernizing infrastructure, 2) preparing a resilient workforce and 3) improving public transportation that enhances community connectivity.

<b>Objective 4B:</b>	ECIDA RDC, ILDC: Support Small Businesses in Erie County Consortium Communities whose owners have low to moderate household incomes.
<b>Measurement:</b>	Provide administrative support for the Erie County Microenterprise Loan and other programs funded by Community Development Block Grant funds
<b>Metric:</b>	Approve 5-7 loans for \$150,000
<b>Results:</b>	In 2022, the ILDC closed 14 micro enterprise loans for \$435,000 with \$152,551 in private investment. Six of the 14 loans (43%) were to Woman or Veteran owned businesses.

**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:** Collected, reviewed and analyzed 102 employment reports on quarterly basis; 100% of client material terms reporting and filing were met including for the 3/31/23 ABO annual report. As a result of the pandemic, there were 10 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:** Collected and analyzed 43 client ST-340 reports, finding 100% compliance for 3/31/23 reporting of clients not exceeding approved sales tax limits. Sales tax amounts exceeding approved limits were collected and submitted to NYS.



**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:** The Agency is on track to meet filing requirements of the ABO's 3/31/23 reporting deadline

**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:** The Agency is on track to meet filing requirements of the ABO's 3/31/23 reporting deadline

**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

**Results:** The RDC received an unmodified opinion on the audit of compliance of the revolving loan fund.

**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:** The disbursement period for this RLF ended June 30, 2022. EDA has not yet issued risk ratings for the CARES Act RLF.

## **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)**

***2023 Mission Statement and Performance Measurements***

***Approval Date of Goals: March 22, 2023***

***Approval Date of Results: March 2024***

**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.

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**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: \$250 - \$275 M in private investment from approved tax incentives.

Results:

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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: 6-8 business loans totaling \$2 M with private investment = \$5 M. Currently, the RDC has limited lending capacity (majority of funds have been deployed). As of Jan '23, the RDC has approximately \$750k in funds to lend and expects this amount to increase due to monthly principal reflow = approx. \$200,000.

Results:

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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 and qualified private activity bond projects.

Metric: 1 -2 tax exempt bonds totaling \$30 – \$35 M

Results:

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Objective 1D: ECIDA & ILDC: Pursue state, federal and private (grant) funding opportunities to support priority projects and leverage private investment. Administer projects that have received grant funding.

Measurement: Number and \$ amount of grant applications submitted. Number and \$ amount of grant funds under administration.

Metric: 4 – 5 grants submitted annually for \$1.5 - \$2 M. 2- 4 grants totaling \$1.5 – 2 M under administration.

Results:

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**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

Result:

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

Measurement: Number and \$ amount of direct assistance through Agency product offerings to MWBEs (i.e. business loans, tax incentives). Procurement goal \$ amount and % spent with MWBE vendors for both operational and other purchases.

Metric: \$250,000 in direct assistance to 5 – 7 MWBEs.

Vendor Operational Purchases of \$18,000 / 30% MWBE (i.e. office supplies, catering, equipment leasing).

Other Purchases: Meet 100% of the following: 1) Professional services including 30% MWBE for engineering/design, 2) Construction service that includes 30% MWBE for contract utilization and 3) RFPs and/or bids

scoring – that includes MWBE utilization and/or D&I initiatives valued at 10% of the scoring index

Results:

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Objective 2C: ECIDA, ILDC & RDC: Support diversity, equity & inclusion with a focus on staff development

Measurement: Provide training opportunities re: Racial Equity

Metric: Provide two or more continued educational / training opportunities for staff on DEI

Results:

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Objective 2D: ECIDA: Increase opportunities for minorities and woman to experience economic progress through tax incentive programs.

Measurement: Adoption of ECIDA Economic Inclusion PILOT

Metric: Obtain ECIDA Board approval of and begin implementation of Economic Inclusion PILOT Policy.

Results:

Objective 2E: 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 \$50,000 - \$55,000

Results:

\*average salary metric is based on historical data with consideration given to market adjustments (i.e. inflation, cost of living) and comparisons to County/ City of Buffalo living wage data

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

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Objective 2F: 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:

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Objective 2G: 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: 350 acres of land under management

Results:

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**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 Active FTZ Sites with goods valued at \$62 million moving through the zone.

Results:

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

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**Goal 4: Regional & Business Resiliency:**

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

Measurement: Provide a roadmap for business resiliency.

Metric: Implement the 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:

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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 \$160,000, which represents the remaining funds available for lending from the Erie County Microenterprise Loan program. The ECIDA will continue to service, support and market the lending program to the eligible consortium communities.

Results:

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**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: Collection and analysis of quarterly employment & local labor reports for all active projects, review of investment verifications, facilitate 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:

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Objective 5B: ECIDA: Client compliance with the NYS Sales and Use Tax program.

Measurement: Monitor and review of clients' ST-340 reporting forms against 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:

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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:

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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:

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Objective 5E: ECIDA, ILDC & RDC: Ensure proper controls and safeguards over the financial reporting and assets of the organizations.

Measurement: Annual independent audit reports of all entities.

Metric: Audit opinions and management letter.

Results:

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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:

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## **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