

**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 with Results

Approval Date of Goals: March 22, 2023

Approval Date of Results: March 27, 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.

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:

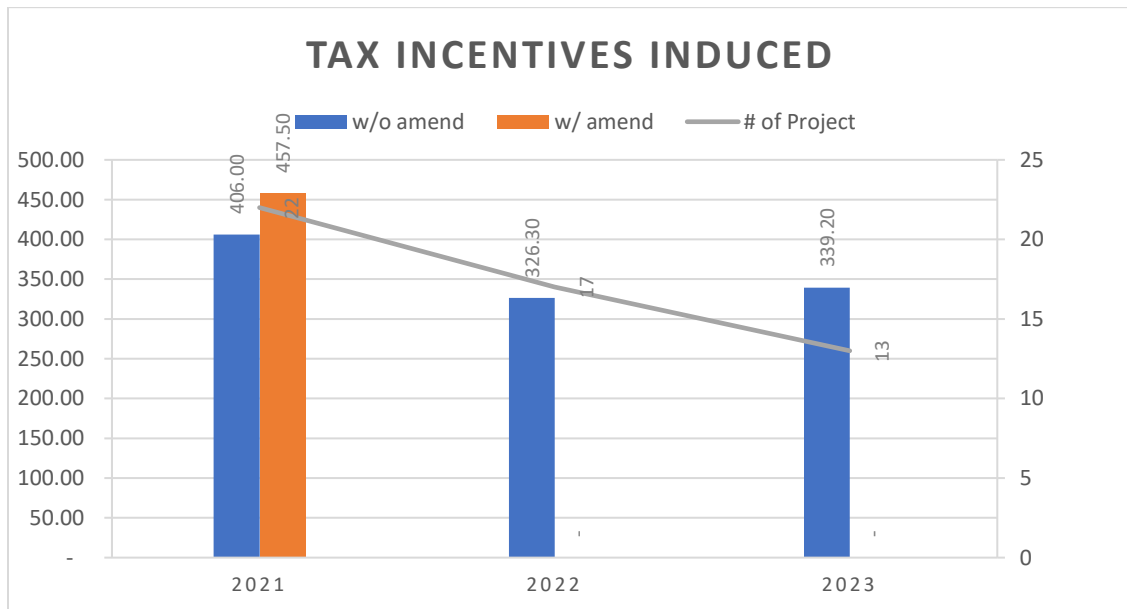
Goal 1: To promote private investment & innovation:

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

Results: A total of 13 tax incentive projects were approved by the ECIDA Board of Directors in 2023. The total private investment amount for these projects totaled over \$339.2 M.

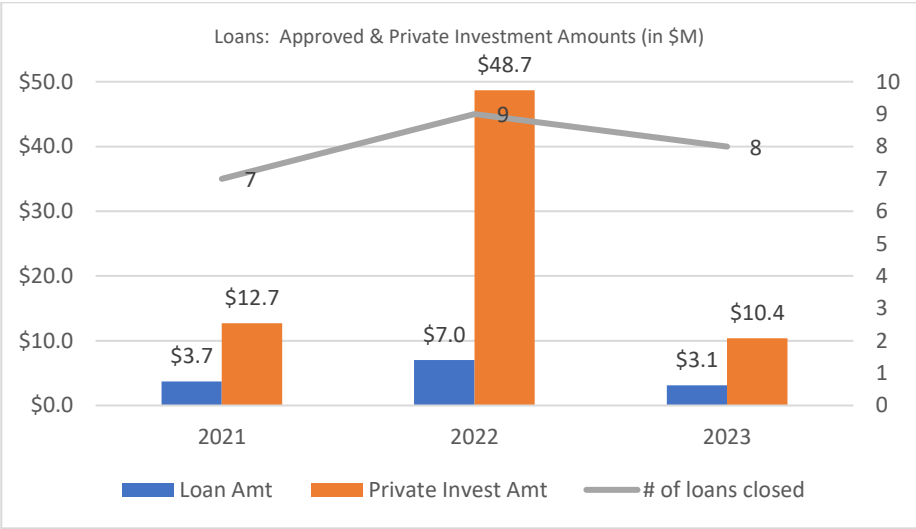


Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

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 (the majority of funds have been deployed). As of Jan ‘23, the RDC has approximately \$750 K in funds to lend and expects this amount to increase due to monthly principal reflow = approx. \$200,000.

Results: RDC approved 8 loans from the Legacy Fund for \$3.1 M with \$10.4 M in private investment. Historically, the RDC has leveraged private investment 6.5 to 1. Limited loan funds were available to lend during the first half of 2023 which restricted the RDC’s ability to entertain some loan requests. However, overall demand for loans was lighter than expected due to rising interest rates and threats of a recession. Thus, the monthly principal reflow coupled with several loan payoffs adequately replenished the loan fund by the end of 2023 resulting in approximately \$3 million to lend.

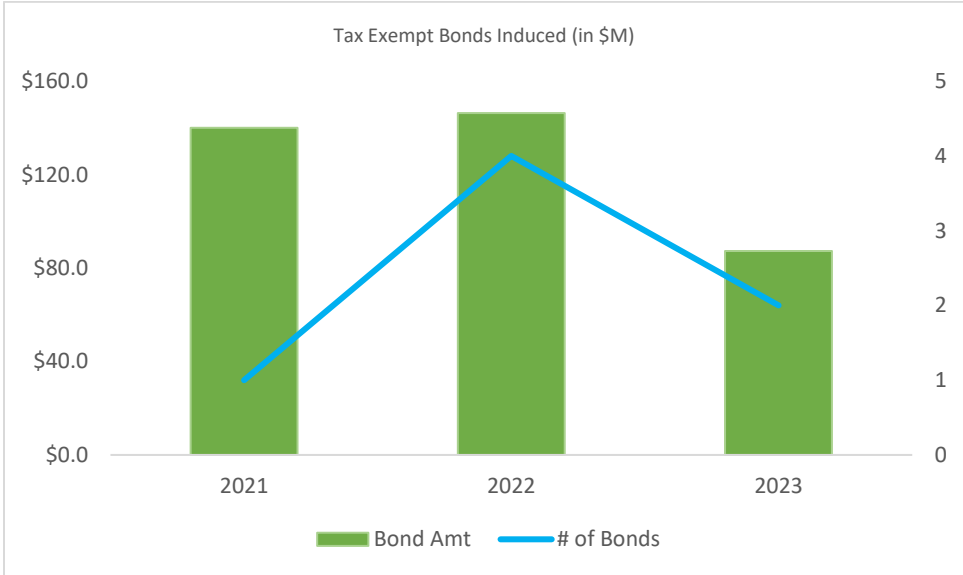


Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

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: The ECIDA Board of Directors approved \$87.3 M in tax exempt bonds. This included the Related Companies Westchester Park bond totaling \$22.3 M. The Joint School Construction Board refinanced several bonds totaling \$65M providing the Buffalo School system with the anticipated financial savings of approx. \$2.94 M over a three-year period.

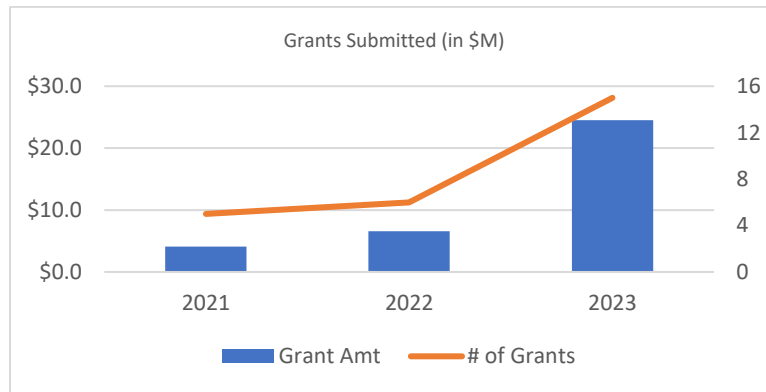


Objective 1D: ECIDA & ILDC: Pursue state, federal and private (grant) funding opportunities to support priority projects and leverage private investment. Administer projects that have received grant funding.

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: In 2023, 15 grant applications were submitted (tot = \$24.5 M) resulting in: 5 funded (\$ 6.35M), 3 pending (\$7.28 M) and 7 declined (\$10.9 M). In 2023 there were 9 active grants totaling \$12 M under administration.



Applicant	Name of Grant	Status (as of 12/31/23)	\$ Awarded
Erie County Villages (various)	Forest Service Urban & Community Forestry Inflation Reduction Act	Awarded	\$255,584
	Muni Planning Grant - village 1	Awarded	\$38,800
	Muni Planning Grant - village 2	Awarded	\$30,000
	Restore NY Round 7	Awarded	\$1,272,513
	Community Dev Block Grant	Declined	
	Green Innovation - village 1	Not Funded	
	Green Innovation - village 2	Not Funded	
	Urban & Community Forestry	Pending	
	Assistance to Firefighters	Declined	
	New York Forward	Declined	
ILDC	FAST NY	Awarded	\$4,750,000
	Community Resiliency Econ Sustainability & Tech	Pending	
ECIDA	Congressionally Directed Spending Request	Pending	
	Consolidated Rail Infrastructure & Safety Improvement	Declined	
	Rebuilding America Infrastructure with Sustainability & Equity	Declined	

\$6,346,897

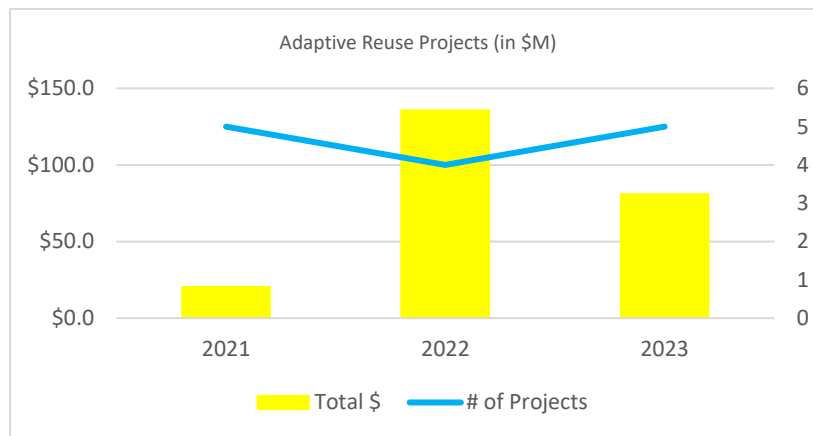
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

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: 5 adaptive reuse projects were approved with total private investment = \$80.9 M. These projects will create a total of 250 apartment units of which 38 units (15%) will be available at 80% AMI (or below). All 5 projects are in distressed census tracts and/or adjacent to distressed census tracts. The private investment amount reflects both the available building stock consisting of buildings with smaller sq ft (many of the larger buildings eligible for adaptive reuse have already undergone redevelopment) and impacts of other market conditions.



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.

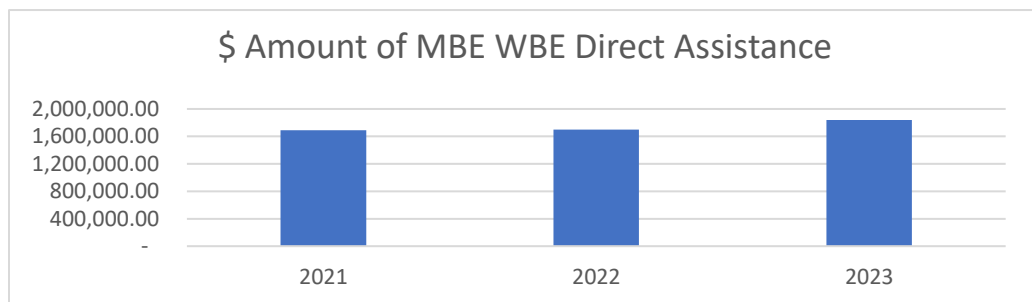
Metric: Direct Assistance: - \$250,000 in direct assistance to 5 – 7 MWBEs.

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: Direct Assistance: 8 MWBEs received assistance totaling \$1,840,000 and were comprised of 4 RDC loans (\$1,700,000) and 4 ILDC Loans (\$140,000). Of the 8 loans, 2 RDC loans (\$800,000) and 1 ILDC loan (\$35,000) were made to minority women.

In 2023 the RDC amended the Loan Administrative Plan (LAP) to include a new line of credit offering special terms to MWBE's targeting four industries (Daycare's, Construction, Trades and Agriculture Businesses). In addition, the ECIDA provided a \$2,500 SBA sponsorship for Straight Talk that provides technical assistance to MWBE businesses.



Purchasing: A total of \$145,000 of operational purchases were identified (major categories were printing/marketing, IT services / hardware / software, and office supplies). Of that total, \$21,000 (14.5%) were from known M/WBEs. \$16,800 (11.6%) were from WBEs and \$4,200 (2.9%) were from MBEs. In 2023 ECIDA increased its annual spend with WBEs by \$5,680 and with MBEs by \$520 and also began relationships with three new M/WBE vendors.

Other Purchases: Construction Services 100% compliance: 2 bids issued in 2023 with a value of \$6.9 M included 30% MWBE goal have been awarded to vendors with a commitment to 30% MWBE value = \$1.7 M.

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

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: Four DEI related continuing education / training opportunities were offered to and attended by staff during 2023.

- BNP DEI Virtual Learning Series “Is Inclusion Belonging” on April 18th & April 28th.
 - BNP DEI Virtual Learning Series “Affirmative Action SCOTUS Decision and The Impact on Your Business” on November 9th.
 - BNP DEI Virtual Learning Series “How to Lead Inclusively” on November 30th.
 - Mandatory NYS Sexual Harassment Training for all staff included diversity in the workplace. Training held on September 18th
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Objective 2D: ECIDA: Increase opportunities for minorities and women 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: The Economic Inclusion PILOT program was implemented during 3rd Q 2023. The goal of this program is to promote, encourage and maximize opportunities for minorities and women to experience economic progress by 1) establishing MWBE utilization goals for construction activities and 2) to meet minority and women job creation and/or retention goals. In meeting these goals, the applicant’s project will be eligible for enhanced benefits related to the Payment in Lieu of Taxes (PILOT). Of the 3 projects brought to the Board for approval in the 4th Q, one was eligible for the Economic Inclusion PILOT and has opted into the program (Project=1175 Delaware/Delaware Place).Several business development prospects in the pipeline have expressed interest in the program – should their projects be brought to the ECIDA Board in 2024.

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: In 2023, the average salary for the 1,343 FT Jobs (1,097 retained, 246 new) = \$76,117. The average salary for the 73 PT Jobs (40 retained, 33 new) = \$33,187 The total annual payroll amount = \$226 M

2023 FULL TIME			
Category	# of Jobs	Salary w/ Fringe	Salary w/o Fringe
Management	124	\$ 123,747	\$ 102,887
Professional	210	\$ 112,561	\$ 91,009
Administrative	110	\$ 82,249	\$ 67,090
Production	845	\$ 72,334	\$ 59,600
Independent Contractor	4	\$ 48,325	\$ 48,325
Other	50	\$ 84,485	\$ 68,400

2023 PART TIME			
Category	# of Jobs	Salary w/ Fringe	Salary w/o Fringe
Management	1	\$ 30,000	\$ 30,000
Professional	2	\$ 56,250	\$ 45,000
Administrative	2	\$ 25,000	\$ 25,000
Production	55	\$ 29,431	\$ 29,318
Independent Contractor	0	\$ -	\$ -
Other	13	\$ 44,231	\$ 44,231

*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"

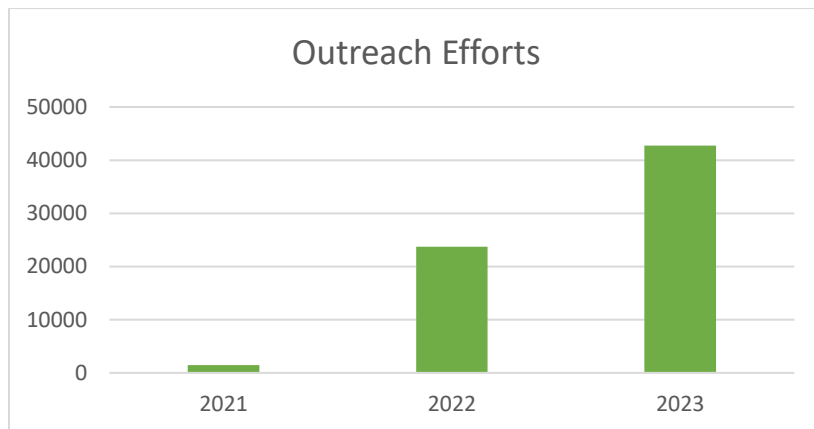
Objective 2F: ECIDA, RDC & ILDC: Reach out to Erie County businesses to inform them of ECIDA and other business support services available.

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

Metric: 20,000 business outreach contacts

Results: In 2023 business outreach contacts = 42,755 over doubling the goal. The outreach efforts include direct business development contacts, event participation, presentations, and direct marketing communication activities (direct mailers, marketing email clicks). The main reason for this increase is we changed the measurement unit from Business First email “opt ins” in previous years to the industry-standard measurement of impressions based upon Business First direct marketing emails. Note: 21,000 opt ins (2022) to 40,000 impressions (2023).

Additional paid advertising Marcomm activities for 2023 totaled more than 909,000 impressions (social media, radio and print advertising).



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: Continued management and redevelopment of approximately 486 acres of land: 240 acres of brownfield property at Renaissance Commerce Park, 240 acres of land at the Erie County Agribusiness Park (former Angola Airport site), and 6 acres at the former Polymer Applications site (3445 River Road).

2023 Highlights

Site	Activities
Renaissance Commerce Park	<ul style="list-style-type: none"> • Managed 14 new prospect leads for RCP. • Construction of new water and sewer lines at Odell, and Ridge Road corridors. • Completion of road construction for final section of Steelworkers Way. • 8 Dona Street facility ribbon cutting, fully leased. • 2 Steelworkers Way facility under construction, completion in early 2024. • Negotiating sale of parcel 4a to Uniland Development for construction of a 3rd Spec. building site, 10 acres. • Awarded \$4.75 million FASTNY grant for WYE Yard rail relocation project. • Engineering Contract Awarded and underway for WYE Yard rail relocation project. • Completion of Smokes Creek Passive Park feasibility study
Agri-business Park	<ul style="list-style-type: none"> • Construction of new water tower to provide additional water service to the Town of Evans and the Park. • Installation of new electrical service and water lines to service the Park • Completion and approval of Masterplan and Draft GEIS for Park
Polymer Site	<ul style="list-style-type: none"> • Negotiated lease - 3445 River Road, Tonawanda, with MN8 Group for the development of a battery storage facility.

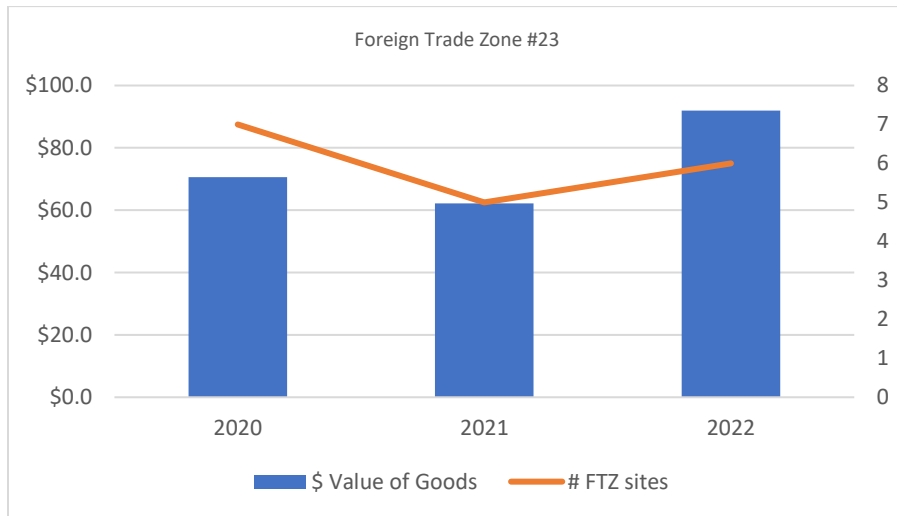
Goal 3: To encourage international trade:

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 \$62 M moving through the zone.

Results: For year-end 2022, a total of 6 Active FTZ Sites with goods valued at \$92,057,662 million moved through the zone. This represents an increase of \$29,765,515 from year end 2021. The increase in FTZ activity was primarily driven by the Cummins Engine and Sucrose Sourcing sites.



*(note: due to the timing of the Annual Federal FTZ Reporting (June) – the prior year’s results are listed)

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 Comprehensive 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: The Erie County CEDS Implementation Committee met 3 times in 2023: Mar 27th (virtual), Aug 28th (in-person) & Dec 11th (virtual) to discuss the status of the goals and objectives contained in the 2022 Updated CEDS. Outputs from each meeting include Meeting Summary Reports and CEDS Committee Survey Responses.

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: The ILDC closed 8 micro enterprise loans for \$280K with \$49K in private investment. 4 of the loans were to Woman owned businesses. Due to principal re-flow from loan payoffs from the existing loan portfolio, additional HUD monies were allocated to the loan fund. The ILDC was able to fund more loans than previously anticipated.

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 (EC) office of EEO and real property tax payments through the EC Commissioner of Real Property Services

Metric: 100% compliance

Results: In 2023, 1 project obtained a local labor waiver, and 2 projects successfully complied with the Pay Equity audit, showing no adverse findings. 100% compliance with investment confirmations and unpaid real property tax policies. Employment retention and creation numbers are in compliance with current policies.

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: ST-340s were collected on all projects. Two clients exceeded their sales tax benefit - both overages have been collected/remitted to NYS.

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

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

Metric: 100% compliance

Results: The Agency is on track to meet filing requirements of the ABO's 3/31/24 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: All 19 ECIDA & RDC Board Members and 7 ILDC Board Members have completed ABO board member training. The Agency is on track to meet the ABO's reporting deadline of 3/31/24.

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: ECIDA, RDC, and ILDC all received an unmodified opinion on their respective audited financial statements, indicating that the financial statements are fairly presented in all material respects. There were no management letters comments for the year ended December 31, 2023.

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: For the year ended December 31, 2022, a Level A risk rating was assigned to the CARES Act RLF. 32 out of a possible 33 points were earned. Metrics such as loan write-offs, available cash compared to other RLFs in the region, and strong portfolio management contributed to the high rating. Certain risk metrics such as default rate, net RLF income, and loan leverage ratio have been relaxed during the startup period and will factor into future risk ratings. The risk rating for the year ended December 31, 2023 is expected to be known mid-2024, as the reporting deadline is March 30, 2024.

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