

**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.



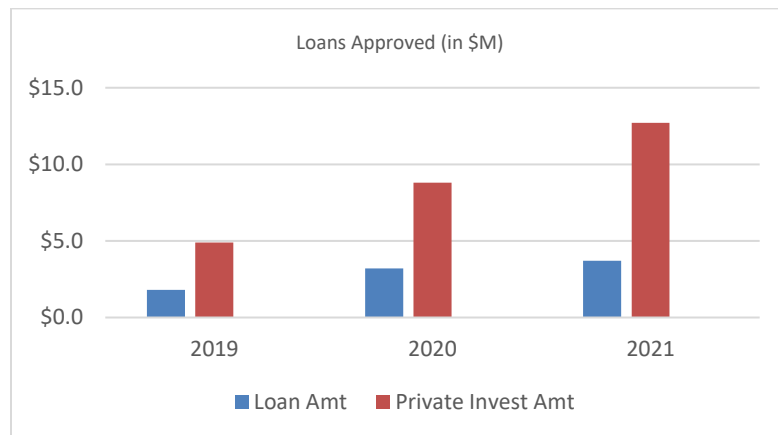
Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

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: 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).

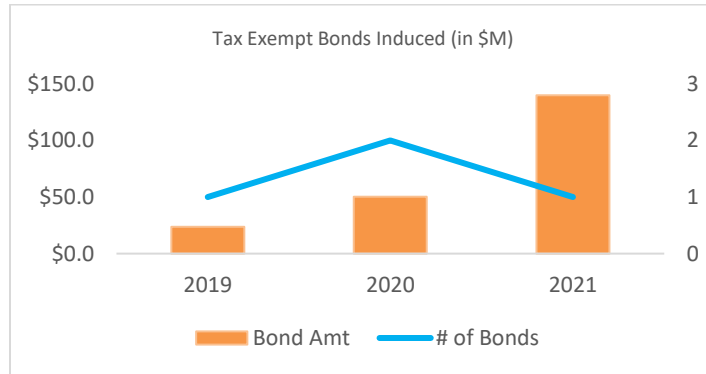


Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

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).

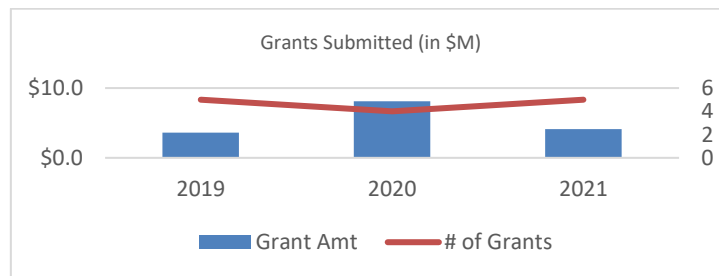


Objective 1D: ECIDA & ILDC: Pursue state, federal and private funding opportunities to support priority projects and leverage private investment.

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.



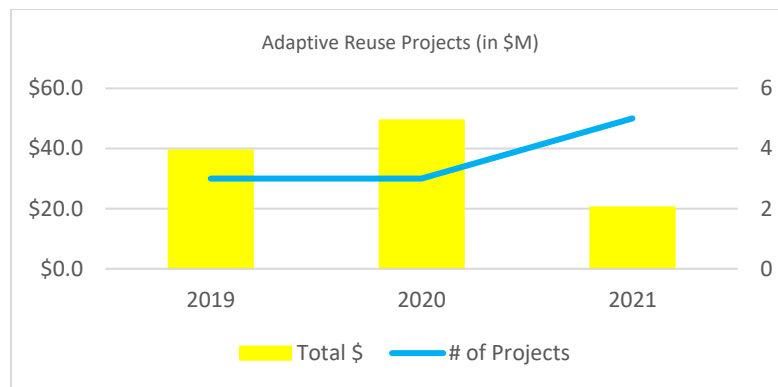
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

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.

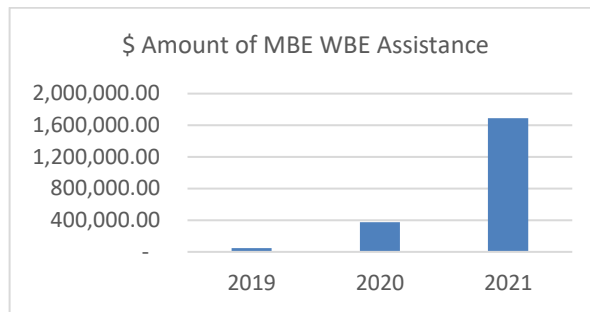


Objective 2B: ECIDA & RDC: Support the creation and growth of small business and minority & women-owned businesses (MWBE).

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 - <u>Professional services</u> including 30% MWBE for engineering/design, <u>Construction service</u> that includes 30% MWBE 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
Results:	<p>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).</p> <p>Construction Services (none).</p> <p>RFPs and/or Bids Scoring: 100% of RFPs included scoring value = 10% for MBE/WBE commitment.</p>

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