Joint Governance Committee Meeting
Wednesday, December 11, 2019
ECIDA Offices
95 Perry Street – 4th Floor Conference Room
Buffalo, New York 14203

Agenda

1. Approval of Minutes – January 23, 2019 and November 19, 2019 (Pages 2-4)

2. Review of “Mission Statements & Performance Measurements for Selected IDAs in NYS”
   - ABO Policy Guidance (Pages 5-9)
   - Examples of Select IDAs in NYS (Pages 10-20)
   - ECIDA 2020 Mission Statement & Performance Measurements Per Governance Committee & Staff Updates to 2019 Document (Draft Redline Version) (Pages 21-28)
   - ECIDA 2020 Mission Statement & Performance Measurements Per Governance Committee & Staff Updates to 2019 Document (Draft Clean Version) (Pages 29-36)

3. Discuss Next Steps

4. 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)

MEETING: January 23, 2019, at the Erie County Industrial Development Agency, 95 Perry Street, Suite 403, Buffalo, New York 14203

PRESENT: Hon. Diane Benczkowski, Hon. Brian J. Kulpa, Brenda W. McDuffie, David J. State and Maria Whyte

EXCUSED: Tyra Johnson

OTHERS PRESENT: Steve Weathers, Chief Executive Officer; Mollie Profic, Chief Financial Officer; Karen M. Fiala, Assistant Treasurer, Dawn Boudreau, Compliance Officer, Jerry Manhard, Chief Lending Officer, Lori Szewczyk, Director of Grants and Carrie Hociejec, Administrative Assistant

GUESTS: Andrew Federick, Erie County Senior Economic Development Specialist

There being a quorum present at 1:49 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 Ms. McDuffie.

MINUTES

The March 13, 2018 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 Supervisor Benczkowski, the approval of the March 13, 2018 meeting minutes was unanimously carried.

LEGAL RFP PROCESS

At this point Mr. Weathers discussed the process undertaken by the ECIDA staff. Ms Profic discussed the process of the RFP notice and distribution. Copies of the RFP were distributed on September 17, 2018 to the top 20 law firms with corporate related expertise as referenced in the Business First “Book of Lists”. Public notices of the RFP were placed in the Buffalo News, The Buffalo Criterion, The Challenger News and posted on the ECIDA website. Copies of the RFP were also sent to the Minority Bar Association of WNY and Women’s Bar Association of WNY. Ms. Profic started that the RFP questions were due by September 24, 2018. One law firm submitted two questions related to current counsel fees/hours and conflict of interest matters. The responses were delivered to all the law firms.
Ms. Profic stated that the committee, comprised of seven ECIDA staff members, reviewed the legal proposals based on the following criteria:

1) Qualifications and experience of the partners and associates to be assigned to the engagement (40% of the total score)

2) Fees (25%) of the total score

3) Qualifications and experience of the firm (25% of total score)

4) M/WBE Development (10%).

Ms. Profic stated that the staff review committee short-listed the firms and conducted interviews between December 4, 2018 and January 9, 2019 (3 for general counsel, 4 for loan counsel and 2 for tax-exempt bond counsel.

Ms. Profic stated that the staff review committee interviewed the following law firms. Harris Beach (General, Loan and Tax-Exempt Bond Counsel), Harter Secrest & Emery (Loan Counsel), Hodgson & Russ (General, Loan & Tax-Exempt Bond Counsel) and Hurwitz & Fine (General and Loan Counsel).

The following staff committee recommendations are based on proposals and the interviews conducted by the committee.

**LEGAL RFP RECOMMENDATIONS**

Primary General Counsel – Harris Beach  
Conflict General Counsel – Hurwitz & Fine  
Primary Loan Counsel – Hurwitz & Fine  
Conflict Loan Counsel – Hodgson Russ  
Primary Tax-Exempt Bond Counsel – Hodgson Russ  
Conflict Tax-Exempt Bond Counsel – Harris Beach

General discussion ensued. Supervisor Kulpa recommended that primary counsel also be appointed conflict Tax-Exempt Bond Counsel. Ms. McDuffie called for a vote and the recommendations as stated above were unanimously approved.

There being no further business to discuss, upon motion made by Supervisor Kulpa and seconded by Ms. Whyte, the meeting was adjourned at 2:19 p.m.

Dated: January 23, 2019

______________________________  
Carrie A. Hocieniec
MINUTES OF A SPECIAL 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)

MEETING: November 19, 2019, at the Erie County Industrial Development Agency, 95 Perry
Street, Suite 403, Buffalo, New York 14203

PRESENT: Tyra Johnson, Brenda W. McDuffie, Kenneth A. Schoetz and David J. State

EXCUSED: Hon. Diane Benczkowski, Hon. Brian J. Kulpa and Maria Whyte

OTHERS PRESENT: Steve Weathers, Chief Executive Officer; John Cappellino, Executive Vice President;
Atiya Abidi, Assistant Treasurer; Karen M. Fiala, Assistant Treasurer/Secretary; Dawn
Boudreau, Compliance Officer and Beth O'Keefe, Business Development Officer

GUESTS: Robert Murray, Esq., representing General Counsel/Harris Beach PLLC

There being a quorum present at 9:09 a.m., the Special 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.

Ms. Boudreau reviewed the current ABO Policy Guidelines regarding the requirement for local
authorities to have a Mission Statement and Performance Measurements Reports.

Ms. O'Keefe reviewed the current version of the Mission Statement for the ECIDA, RDC and
ILDC. General discussion ensued. Ms. O’Keefe and staff agree to revise the Mission Statement consist
with the aforementioned discussion and submit a revised draft back to members for further consideration.

General discussion ensued regarding review of the individual goals and metrics established to
measure success. Ms. O'Keefe and staff agreed to revise the goals and metrics and present such revised
goals and metrics back to the members for further consideration.

There being no further business to discuss, the meeting was adjourned at 10:30 a.m.

Dated: November 19, 2019

Karen M. Fiala, Secretary
Authorities Budget Office
Policy Guidance

No. 10-02
Date Issued: March 1, 2010
Supersedes: New

Subject: Public Authority Mission Statements and Measurement Reports

Statutory Citation: Section 2824-a, Public Authorities Law
Section 2800 of Public Authorities Law

Provisions: Chapter 506 of the Laws of 2009 ("The 2009 Public Authorities Reform Act") added a new Section 2824-a in Public Authorities Law requiring state and local public authorities to develop and adopt a mission statement. The law also requires public authorities to develop performance measures to assist the authority determine how well it is carrying out its mission. Pursuant to this section, each state authority is to provide a copy of its mission statement and performance measures to the Authorities Budget Office, using the attached form, on or before March 31, 2010. Every local authority is to file a mission statement and performance measures with the ABO using the attached form by March 31, 2011.

For subsequent reporting years the mission statement is to be included as part of the Annual Report required to be filed with the ABO pursuant to Section 2800 of Public Authorities Law. Every public authority is also expected to annually review its mission statement and measures and publish a measurement report.

Public authorities are also required to post and maintain their mission statement and performance report on their web site.

Authorities Budget Office Policy Guidance: The mission statement is the prism through which a public authority’s actions are evaluated and its policy decisions are judged. Given its importance in defining how the public authority will operate, the board, in conjunction with the executive management of the authority, should exercise due diligence when developing and reviewing the authority’s mission statement, and the goals and measures that will be used to evaluate whether the authority is fulfilling its mission. Boards of directors should take time to thoroughly discuss, re-think, and reach agreement on the actual mission of their authority and to draft a mission statement that reflects this agreement. Only after undertaking this process and adopting a new mission statement should the authority submit its mission statement to the ABO and post it to their web site.

As a matter of law, public policy, and sound management, it is imperative that directors define and understand the purpose of the authority and the public interests it serves, and reflect these concepts in a mission statement. A board
member cannot properly execute his or her fiduciary duty without first understanding the mission and interests served by the authority.

A mission statement should capture in a few clear and concise sentences the purpose of the public authority, its goals and its reason for existence. The mission statement should address the intent and purpose for which the public authority was created. It should express the philosophy and guiding principles of the public authority, and provide staff and the public with an understanding of the values and culture of the organization. It should describe generally the services the public authority provides, the community it serves, and the reasonable expectations of its stakeholders. The mission statement should also be specific enough to be able to assess the organization’s performance and to measure its success in achieving its intended public purpose.

When drafting an appropriate mission statement and evaluating its effectiveness, it may be helpful to answer the following questions:

- What is the public purpose for which the authority was created?
- How can we best achieve that purpose?
- How do we assess whether an action or decision before the board is consistent with this mission and the public interest?
- Who are the authority’s stakeholders?
- What are the authority’s goals?
- What are the values of the authority?

Once a public authority defines its mission and the interests and expectations of the community it serves, policies must be implemented to achieve those objectives. Performance measures are a means for the board and management to evaluate and monitor whether the authority’s policies and operating practices are in accordance with its mission. Performance measures need not be complex or detailed. Performance measures will also vary depending on the purpose, size, and resources of the authority. They should be designed to answer some fundamental questions:

- How do we know if we are performing our mission?
- How do we know if we are performing that mission well?
- How can we be more effective and efficient?
- How do we know if we are meeting the interests of those we serve?

An authority’s board must annually review the authority’s mission statement and performance results to ensure that its mission has not changed and that the authority’s performance goals continue to support its mission. Authorities are to annually report their performance results and revise their goals as necessary.

Implementation of Statutory Requirements: Authorities should complete the attached form and submit the entire document to the ABO via e-mail (info@abo.state.ny.us).
Authority Mission Statement and Performance Measurements

Name of Public Authority:

Public Authority's Mission Statement:

Date Adopted:

List of Performance Goals (If additional space is needed, please attach):

•
Additional questions:

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

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

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?
4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?
<table>
<thead>
<tr>
<th>IDA</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genesee County IDA</td>
<td>Pages 11-12</td>
</tr>
<tr>
<td>Monroe County IDA</td>
<td>Pages 13-14</td>
</tr>
<tr>
<td>City of Albany IDA</td>
<td>Page 15</td>
</tr>
<tr>
<td>City of Syracuse IDA</td>
<td>Pages 16-17</td>
</tr>
<tr>
<td>Town of Amherst IDA</td>
<td>Pages 18-20</td>
</tr>
</tbody>
</table>
New York State Local Public Authority Mission Statement and Measurement Report

Local Public Authority Name: Genesee County Industrial Development Agency d/b/a Genesee County Economic Development Center (GCEDC)

Fiscal Year: January 1, 2019 – December 31, 2019

Enabling Legislation (enables Local Public Authority Mission Statement): Industrial development agencies ("IDAs") are formed under Article 18-A of New York State General Municipal Law, as public benefit corporations. IDAs were created to actively promote, encourage, attract and develop job and recreational opportunities and economically-sound commerce and industry in cities, towns, villages and counties throughout New York State (the "State"). IDAs are empowered to provide financial assistance to private entities through tax incentives in order to promote the economic welfare, prosperity and recreational opportunities for residents of a municipality ("Benefited Municipality").

Mission Statement: GCEDC’s mission is to be the driving force in fostering community economic success by providing comprehensive support, technical assistance and access to financial resources to businesses thereby enabling growth, expansion and retention of our existing business base and to market our community as "business friendly" facilitating new business attraction in order to build a sustainable long-term economy.

2019 Measurements:

2. Secure pledges to create 90 jobs.
3. Achieve the GCEDC 2019 budget from a bottom-line financial operation performance (EBITDA) standpoint.
4. Continue an active outreach campaign. Continue engagements with state, federal, regional, local and educational partners focused on advancing the GCEDC's development strategy enabling local/regional economic growth and quality job opportunities for our residents and children.
5. Continue site development activities at the tech and industrial parks which facilitates achievement of our jobs and investment goals.
6. Continue active participation with the City of Batavia, Batavia Development Corp., County, School district, Finger Lakes REDC, New York State and related community partners with respect to revitalization activities and projects in the City of Batavia to include development and Implementation of the Batavia DRI Strategic Investment Plan. This will include the importance of the development and support of Placemaking activities.
7. Continue active sales and marketing efforts focused on company attractions, expansions and retentions to achieve our investment and jobs goals and continued focus on economic expansion.
8. Continue workforce development activities with our education partners focused on worker pipeline enhancement enabling growth by our existing base of businesses and supporting company attractions to the community/region.
9. Commence strategic planning and related advocacy/communications activities regarding the need for additional investment to implement STAMP Phase II site and infrastructure development helping to make the 1,250-acre site globally competitive by better aligning infrastructure readiness timelines with market needs (market-ready/shovel-ready).
Authority Stakeholder(s): Genesee County Legislature

Authority Beneficiaries: The residents and taxing jurisdictions of Genesee County

Authority Customers: The Business Community of Genesee County

Authority self-evaluation of prior year performance (based upon established measurements): To Be provided by March 31, 2020 related to 2019 performance.

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 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 final, written policy; however, the Board follows the prudent and reasonable past practice of appointing 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 input, guidance, oversight, mission authorization, policy setting and validation of the authority’s mission, measurements and results. The role of management is to collaborate with the Board in strategy development / strategy authorization 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 response to each of these questions?
   
   Board of Directors Response: Yes
Mission Statement and Performance Measurements

Name of Public Authority:
Monroe County Industrial Development Corporation

Public Authority’s Mission Statement:
The mission of the Monroe County Industrial Development Corporation is to provide resources to qualified for-profit businesses and not-for-profit organizations that result in the retention and creation of jobs and employment opportunities in Monroe County.

Re-adopted March 26, 2019
Monroe County Industrial Development Corporation
2018 Performance Measurements

Effectiveness:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Year 2017</th>
<th>Year 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Projects</td>
<td>79</td>
<td>100</td>
</tr>
<tr>
<td>Total Company Investment</td>
<td>$1.120 Billion</td>
<td>$81.232 Million</td>
</tr>
<tr>
<td>Total MCIDC Assistance*</td>
<td>$670,000</td>
<td>$849,000</td>
</tr>
<tr>
<td>Total New Jobs Projected</td>
<td>154</td>
<td>181</td>
</tr>
</tbody>
</table>

*excludes conduit financing projects

Accountability, Integrity, Transparency:

<table>
<thead>
<tr>
<th>2018 Measure</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Board of Director Reporting and Disclosures</td>
<td>Completed</td>
</tr>
<tr>
<td>Board Acknowledgment of Fiduciary Duty</td>
<td>Completed</td>
</tr>
<tr>
<td>Board Member Training</td>
<td>Completed</td>
</tr>
<tr>
<td>Filing of Required Reports</td>
<td>All required reports were filed on time</td>
</tr>
<tr>
<td>Board Meetings</td>
<td>Meeting dates posted to website in January, agendas posted on website prior to meetings, draft minutes posted on website within 2 weeks of meetings, final minutes posted on website within one week of approval</td>
</tr>
<tr>
<td>Public Hearing Notices</td>
<td>1 public hearing held during 2018, notice published with required notice and posted on website</td>
</tr>
</tbody>
</table>
Mission Statement and Performance Measurements

Name of Public Authority: City of Albany Industrial Development Agency (the “Agency”).

Agency’s Mission Statement:

Assist in the enhancement and diversity of the economy of the City of Albany (the “City”) by acting in support of projects in the City that create and/or retain jobs and/or promote private sector investment utilizing the statutory powers of the Agency as set forth under the provisions of the laws of the State of New York.

Date Adopted: December 16, 2010.

Agency Stakeholders:

Agency Stakeholders include the following: (A) The Mayor of the City of Albany, (B) The members of the Albany Common Council, (C) The residents of the City of Albany, (D) The businesses located or intending to locate in the City of Albany, (E) The City of Albany School District, (F) the State of New York, and (G) local trade unions.

At a minimum, Agency Stakeholders expect the Agency’s members to carry out the business of the Agency in a manner that accomplishes its mission while strengthening the local economy.

List of Performance Measurements:

A. Number of firms assisted (with cash, loans, technical assistance, problem-solving) by the Agency.

B. Number of jobs created with help from Agency assistance.

C. Number of jobs retained with help from Agency assistance.

D. Capital investment made in the City (both total and private funds leveraged with public assistance).

E. Number and dimension of efforts to support local efforts that support continued job growth and economic gains for the City.

F. Number and dimension of efforts to support regional efforts that support continued job growth and economic gains in the region.
Mission

It is the mission of SIDA to enhance the City of Syracuse’s economic development capabilities by promoting, attracting, encouraging and developing recreation and economically sound commerce and industry to: advance the job opportunities, health, general prosperity and economic welfare of the people of the City of Syracuse; improve their recreation opportunities, prosperity and standard of living; and, prevent unemployment and economic deterioration.

SIDA will achieve this mission by providing a variety of financial incentives to projects, including exemptions from property, sales, use and mortgage recording taxes, grants, and bond financing. SIDA conveys benefits in a strategic, consistent and transparent manner based on the City of Syracuse’s collective economic development priorities.

Purpose

The Syracuse Industrial Development Agency (“the Agency”) is a public benefit corporation of the State of New York pursuant to Article 18-A of the General Municipal Law. Industrial Development Agencies are authorized to advance the job opportunities, health, general prosperity and economic welfare of the people of the State of New York and improve their recreation opportunities, prosperity and standard of living. Agencies promote, develop, encourage, and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing of Industrial, manufacturing, warehousing, commercial, research, recreational, education, cultural, railroad, and horse racing facilities.

Statutory Basis

§ 926. City of Syracuse Industrial Development Agency

(a) For the benefit of the city of Syracuse and the inhabitants thereof, an industrial development agency, to be known as the CITY OF SYRACUSE INDUSTRIAL DEVELOPMENT AGENCY, is hereby established for the accomplishment of any or all of the purposes specified in title one of article eighteen-A of this chapter. It shall constitute a body corporate and politic, and be perpetual in duration. It shall consist of five members who shall be appointed by the mayor of the city of Syracuse and its chairman shall be designated by such mayor. It shall have the powers and duties now or hereafter conferred by title one of article eighteen-A of this chapter upon industrial development agencies. It shall organize in a manner prescribed by and be subject to the provisions of title one of article eighteen-A of this chapter. The agency, its members, officers and employees, and its operations and activities shall in all respects be governed by the provisions of title one of article eighteen-A of this chapter.

(b) The city shall have the power to make, or contract to make grants or loans, including but not limited to grants or loans of money, to the agency in such amounts, upon such terms and conditions and for such period or periods of time as in the judgment of the city and the agency are necessary or appropriate for the accomplishment of any of the purposes of the agency.
Appendix B—Performance and Measurement Goals

A. Effectiveness

<table>
<thead>
<tr>
<th>Measure</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects Induced</td>
<td>14</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>$213,190,126.00</td>
</tr>
<tr>
<td>Projected New Jobs (FTE)</td>
<td>314</td>
</tr>
<tr>
<td>Existing/Retained Jobs (FTE)</td>
<td>1509</td>
</tr>
</tbody>
</table>

B. Efficiency

<table>
<thead>
<tr>
<th>Measure</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Income</td>
<td>$5,576,342.00</td>
</tr>
<tr>
<td>Other Income</td>
<td>$519,864.00</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>$11,101,851.00</td>
</tr>
<tr>
<td>Excess of Income over Operating Expense</td>
<td>($5,005,645.00)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$3,679,952.00</td>
</tr>
<tr>
<td>Auditors Opinion</td>
<td>Clean</td>
</tr>
</tbody>
</table>

C. Transparency & Accountability

<table>
<thead>
<tr>
<th>Measure</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Acknowledgment of Fiduciary Responsibility</td>
<td>Completed</td>
</tr>
<tr>
<td>Board Member Training</td>
<td>Completed</td>
</tr>
<tr>
<td>Board Meetings</td>
<td>12</td>
</tr>
<tr>
<td>Public Hearings</td>
<td>10</td>
</tr>
</tbody>
</table>

Additional questions:

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

2. Who has the power to appoint the management of the public authority? Bylaws — Section 6 — Additional Personnel: The Agency, with the consent of the Mayor, may appoint an Administrative or Executive Director to supervise the administration of the business and affairs of the Agency, subject to the direction of the Agency. The Agency may, from time to time, employ such other personnel as it deems necessary to execute its powers, duties, and functions as prescribed by the New York State industrial Development Agency Act (General Municipal Law, Article 18-A), as amended, and all other laws of the State of New York applicable thereto.

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

4. Briefly describe the role of the Board and the role of management in the implementation of the mission. The role of the Board is to make reasonable inquiry of management and others with knowledge and expertise to ensure the Agency is carrying out its mission. The role of management is to facilitate the delivery of assistance to qualified projects that advance the mission of the Agency.

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

Date Revised: March 25, 2013   Reviewed: March 19, 2019
Authority Mission Statement and Performance Measurements-2018 Report

Name of Public Authority: Town of Amherst Industrial Development Agency (AIDA)

Mission Statement: To promote economic diversity and quality employment opportunities, and to broaden the tax base of the Town of Amherst in order to reduce the tax burden on homeowners, while helping to maintain and enhance a high-quality living environment.

Date Reaffirmed: March 29, 2019

List of Performance Goals:

Goal #1: Increase private investment and employment opportunities

Measured by: (1) Value of new private investments from tax incentives for new and existing Town of Amherst companies; (2) New and retained employment opportunities for new and existing Town of Amherst companies

In 2018, 71 active AIDA projects produced a total of 13,215 new and retained jobs. On a “cost” per job basis, $744 in tax incentives was provided for every job retained or created. These projects totaled $9,836,947 in total exemptions in 2018.

A full accounting of the entire AIDA Portfolio is attached at the end of this report.

The projects listed below were approved and/or had active investment in 2018.

Lease Transaction

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Approved</th>
<th>Investment</th>
<th>2018 Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2500 Kensington, LLC/Shatkin FIRST</td>
<td>4/17</td>
<td>$5,509,279</td>
<td>Investment Underway</td>
</tr>
<tr>
<td>Strategic Financial Solutions</td>
<td>12/18</td>
<td>$1,150,000</td>
<td>Project Complete</td>
</tr>
<tr>
<td>Bureau Veritas Building Expansion</td>
<td>8/17</td>
<td>$6,975,000</td>
<td>Construction Begun</td>
</tr>
<tr>
<td>Cubic Transportation Systems</td>
<td>12/18</td>
<td>$1,150,000</td>
<td>Investment Underway</td>
</tr>
<tr>
<td>Northtown Center Tourism Hotel</td>
<td>7/18</td>
<td>$14,375,537</td>
<td>Construction Underway</td>
</tr>
</tbody>
</table>

Installment Sales

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Approved</th>
<th>Investment</th>
<th>2018 Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureau Veritas Consumer</td>
<td>8/17</td>
<td>$2,140,000</td>
<td>Investment Underway</td>
</tr>
<tr>
<td>BlackRock – Tech.</td>
<td>8/14</td>
<td>$32,800,000</td>
<td>Annual Investment</td>
</tr>
<tr>
<td>M &amp; T Bank Data Ctr. – Tech.</td>
<td>7/11</td>
<td>$85,000,000</td>
<td>Annual Investment</td>
</tr>
<tr>
<td>Ingram Micro, Inc.</td>
<td>7/13</td>
<td>$11,000,000</td>
<td>Project Complete</td>
</tr>
</tbody>
</table>

2nd Mortgage Transaction

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Approved</th>
<th>Investment</th>
<th>2018 Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iskalo 5000 Main LLC</td>
<td>2/18</td>
<td>$820,000</td>
<td>Closed</td>
</tr>
<tr>
<td>Iskalo 5010 Main LLC</td>
<td>5/18</td>
<td>$1,180,000</td>
<td>Closed</td>
</tr>
<tr>
<td>RHDK Enterprises</td>
<td>5/18</td>
<td>$1,432,000</td>
<td>Closed</td>
</tr>
</tbody>
</table>
Mortgage Refinancing

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Date</th>
<th>Amount</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniland Partnership</td>
<td>2/18</td>
<td>$401,278</td>
<td>Closed</td>
</tr>
<tr>
<td>Iskalo Office Holdings</td>
<td>8/18</td>
<td>$1,059,333</td>
<td>Closed</td>
</tr>
<tr>
<td>Prime Wine Corp.</td>
<td>12/18</td>
<td>$69,220</td>
<td>Closed</td>
</tr>
</tbody>
</table>

Lease or Project Modifications

<table>
<thead>
<tr>
<th>Entity</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1097 Group LLC</td>
<td>5/18</td>
<td>1350 Eggert Road – Partial Release of Premises</td>
</tr>
<tr>
<td>3500 Sheridan Drive LLC</td>
<td>10/18</td>
<td>Assignment of Sublease</td>
</tr>
<tr>
<td>45 Bryant Woods LLC</td>
<td>11/18</td>
<td>Merger of Company</td>
</tr>
</tbody>
</table>

Goal #2: Support Projects that increase taxable assessment and generate new property taxes

The AIDA conveyed title on three properties in 2018 with a combined taxable assessment over $6.8 million. Now fully taxed, these projects will pay an estimated $185,030 in Town, County and School taxes based on 2018 tax rates. We know from previous analysis, that AIDA assisted properties continue to increase in value after a PILOT expires. A listing of these three properties is at the end of this report.

In addition to these taxes, the AIDA currently has 75 properties under PILOT, which generated nearly $6 million in tax payments broken down as follows:

- Town: $785,002
- County: $848,445
- Village: $11,431
- Special Districts: $669,808
- School Districts: $3,598,022
- TOTAL: $5,912,708

Goal #3: Implement Agency Policy and Practices that improve operations and advance its Mission

Measured by: Number and value of improvements to advance operation and Mission of the AIDA.

1. **Shared Services Agreement** – Modified the existing agreement between the AIDA and ADC that would allow retention of funds in the ADC, pending reimbursement of expenses performed by the AIDA and its staff.

Goal #4: Support implementation of economic development initiatives that maintain and enhance a high quality living environment in the Town of Amherst, Village of Williamsville and the Region

Measured by: (1) Number of meaningful collaborative efforts with Town of Amherst, Village of Williamsville and Region on development initiatives.

1. **Boulevard Mall/Opportunity Zone (OZ)** - Amherst’s OZ is a large triangular geography encompassing approximately 900 acres that begins at the nexus of Niagara Falls Boulevard and the I-290 and spreads South and East until the North side of Sheridan Drive. Planning work commenced in 2018 including developing a scope for Generic Environmental Impact Statement for this entire area that would pre-permit a mix of uses and intensity of development and define a list of financial incentives that spurs
the kind of change envisioned in the comprehensive plan and zoning changes under consideration. This area as well as Niagara Falls Boulevard North of the OZ, was the focus of a Congress for New Urbanism Event supported by the Agency.

2. **Downtown Revitalization Grant** - The AIDA collaborated with the Town on seeking a $10 million State grant for infrastructure in Eggertsville, specifically the area from the Boulevard Mall to Kenmore Avenue. A menu of funding within the grant request ranged from sewer upgrades including green infrastructure, to sidewalk and streetscape improvements, including the reintroduction of streets into the current shopping plazas. A video was developed to strengthen the application.

3. **Amherst Central Park/Local Waterfront Revitalization Plan** – The AIDA is on the steering committee that overseeing a state land use process centered on protecting and defining land use on waterfront property. Included in the study area are lands along Tonawanda Creek, the Erie Canal, Audubon and Northtown Center, and the former Westwood Country Club. The committee completed a series of tours and finalized a public participation plan and a summary of findings.

4. **Countywide Eligibility Policy** – The AIDA, in conjunction with the other five (5) IDAs in Erie County, developed a working draft that reflects changes required by NYS Statute. This effort is expected to result in a final document in 2019.

5. **Amherst Rezoning Project** – The AIDA is on the Technical Advisory Committee modernizing the zoning of commercial centers and nodes through the Town of Amherst. After a reset of the project, work is expected to be completed in 2019.

6. **Adaptive Reuse Policy Review** – The AIDA participated on a steering committee that reviewed the Erie County IDAs Adaptive Reuse Policy, which will impact that section of the Countywide Policy. The focus expanded to housing as a component or stand-alone of a redevelopment project in 2018.

7. **Amherst-Buffalo Transit Study** - The AIDA sits on the advisory committee for this effort. The preferred option details an underground route from the South Campus Station emerging on Niagara Falls Boulevard and traveling above ground to Maple Road, SUNY Amherst and terminating at the I-990. Visuals and public outreach meetings by the NFTA occurred. An Environmental Review has begun and is expected to be completed in 2019.

### PROPERTIES OUT OF AIDA AND ON TAX ROLLS IN 2018

<table>
<thead>
<tr>
<th>Address</th>
<th>Current Assessed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3650 Millersport Hwy</td>
<td>$4,380,000</td>
</tr>
<tr>
<td>168 Creekside</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>59 John Glenn</td>
<td>$1,030,000</td>
</tr>
<tr>
<td></td>
<td>$6,810,000</td>
</tr>
</tbody>
</table>
**Erie County Industrial Development Agency (ECIDA)**
Buffalo & Erie County Industrial Land Development Corp. (ILDC)
Buffalo & Erie County Regional Development Corporation (RDC)

**2019-2020 Mission Statement and Performance Measurements**

**Approval Date:** March 27, 2019 March 25, 2020

**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’s official annual report, which outlines detailed project information and accomplishments is called “2018 Year in Review”, and is posted on the ECIDA’s website at [http://www.ecidany.com](http://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, and international trade—creating 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 and 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 million in private investment from approved tax incentive projects.

Result:

**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 business loans approved.

Metric*: $4-$4.25 million in new business loans.

Result: (note: when listing results, include a subcategory identifying any innovation loans).

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

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

Metric*: $25-$30 million in new tax-exempt bond financing or refinancing.

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

Measurement: Number of grant applications submitted, on behalf of ECIDA and ILDC.

Metric*: 8-10 grants applications submitted

Result: -
Goal 2: To support business formation, job growth, and economic expansion, concentrating on underserved targeting economically challenged and disadvantaged markets:

Objective 2A: **ECIDA & ILDC:** To support the re-investment in vacant, abandoned and underutilized buildings, primarily in the urban core, through the ECIDA’s adaptive reuse tax incentive program and other financial support.

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

**Metric**: $50-$70 million in adaptive re-use projects.

**Results:**

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

**Measurement:** Number and amount of micro-loans, **MWBE minority/women-owned business loans** and, **MWBE minority/women-owned business tax incentives and other MWBE support provided**.

**Metric**: $250,000 in micro-loans and/or loans to minority/women-owned business enterprises closed.

**Results:** (note: when listing results, include sponsorships, programs funded to assist MWBEs).

Objective 2C: **ECIDA:** To support the creation and retention of new jobs at all salary levels.

**Measurement:** Total number of new full and part-time jobs created and their average salary as a result of ECIDA financial support, and average $ of jobs to be retained & created for the following categories: management, professional, administrative, production, independent contractor and other.

**Metric**: $40,000-$45,000 average salary for new jobs created.

**Results:**
Objective 2D: **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**: 400 sales contacts.

**Results:**

---

Objective 2E: **ILDC:** To 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**: 400-150 acres of land.

**Results:**
Goal 3: 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 Foreign Trade Zone (FTZ) #23 and # of FTZ activated sites.

Metric*: $60-$75 million of goods moving through FTZ #23.

Results: (note: due to FTZ report timing – include prior year’s results)
Goal 4: Ensure compliance with ABO and with ECIDA Policies & Procedures:

Objective 4A: 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 4B: 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 4C: 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:

*Metrics are based on the ECIDA's actual performance for up to a 3-year rolling average period (2016 to 2018), where applicable. Identify specific calculations for determining each metric – such as: 3 year rolling average for period 20xx – 20yy with any adjustments noted.
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)

2020 Mission Statement and Performance Measurements

Approval Date: March 25, 2020

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’s official annual report, which outlines detailed project information and accomplishments is called “2019 Year in Review”, and is posted on the ECIDA’s website at http://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, 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 and innovation:**

<table>
<thead>
<tr>
<th>Objective 1A: ECIDA: Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement: Value of new private investments from tax incentives.</td>
</tr>
<tr>
<td>Metric*: $225-$250 million in private investment from approved tax incentive projects. (2019)</td>
</tr>
<tr>
<td>Result:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement: Number of loans, $ amount of loans and amount of private investment for loans approved.</td>
</tr>
<tr>
<td>Result: (note: when listing results, include a subcategory identifying any innovation loans).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 1C: ECIDA &amp; ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement: Value of private investments from low-interest financing provided to non-profit organizations.</td>
</tr>
<tr>
<td>Result:</td>
</tr>
<tr>
<td>Objective 1D:</td>
</tr>
<tr>
<td>Measurement:</td>
</tr>
<tr>
<td>Metric*:</td>
</tr>
<tr>
<td>Result:</td>
</tr>
</tbody>
</table>
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged markets:

<table>
<thead>
<tr>
<th>Objective 2A:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECIDA &amp; ILDC</strong>: Support the re-investment in vacant, abandoned and underutilized buildings, primarily in the urban core.</td>
</tr>
<tr>
<td><strong>Measurement</strong>: Number and investment value of adaptive re-use building projects.</td>
</tr>
<tr>
<td><strong>Metric</strong>: $50-$70 million in adaptive re-use projects. (2019)</td>
</tr>
<tr>
<td><strong>Results</strong>:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2B:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECIDA &amp; RDC</strong>: Support the creation and growth of small business and minority &amp; women-owned businesses (MWBE).</td>
</tr>
<tr>
<td><strong>Measurement</strong>: Number and amount of business loans, MWBE business loans, MWBE business tax incentives and other MWBE support provided.</td>
</tr>
<tr>
<td><strong>Metric</strong>: $250,000 in micro-loans and/or loans to minority/women-owned business enterprises closed. (2019)</td>
</tr>
<tr>
<td><strong>Results</strong>: (note: when listing results, include sponsorships, programs funded to assist MWBEs).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2C:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECIDA</strong>: Support the creation and retention of jobs at all salary levels.</td>
</tr>
<tr>
<td><strong>Measurement</strong>: total # and average $ of jobs to be retained &amp; created for the following categories: management, professional, administrative, production, independent contractor and other.</td>
</tr>
<tr>
<td><strong>Metric</strong>: $40,000-$45,000 average salary for new jobs created. (2019)</td>
</tr>
<tr>
<td><strong>Results</strong>:</td>
</tr>
<tr>
<td>Objective 2D:</td>
</tr>
<tr>
<td>Measurement:</td>
</tr>
<tr>
<td>Metric*:</td>
</tr>
<tr>
<td>Results:</td>
</tr>
</tbody>
</table>

| Objective 2E: | 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*: | 100-150 acres of land.(2019) |
| Results: |
Goal 3: 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*: | $60-$75 million of goods moving through FTZ #23. (2019) |
| Results: | (note: due to FTZ report timing – include prior year’s results) |
Goal 4: Ensure compliance with ABO and with ECIDA Policies & Procedures:

<table>
<thead>
<tr>
<th>Objective 4A: ECIDA</th>
<th>Client compliance with material terms including local labor, employment retention &amp; creation, investment, pay equity and unpaid real property tax policies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement:</td>
<td>Analysis of quarterly employment &amp; 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.</td>
</tr>
<tr>
<td>Metric:</td>
<td>100% compliance</td>
</tr>
<tr>
<td>Results:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 4B: ECIDA, RDC &amp; ILDC</th>
<th>Compliance with ABO’s deadlines and regulatory requirements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement:</td>
<td>Timely and accurate filing of the annual PARIS reports, budget and financial audits.</td>
</tr>
<tr>
<td>Metric:</td>
<td>100% compliance</td>
</tr>
<tr>
<td>Results:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 4C: ECIDA, RDC &amp; ILDC</th>
<th>Board Member compliance with ABO regulatory requirements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurement:</td>
<td>Board completion of the annual Board of Directors Self Evaluation, execution of the Acknowledgement of Fiduciary Duties &amp; Responsibilities forms, and completion of the required ABO board member training.</td>
</tr>
<tr>
<td>Metric:</td>
<td>100% compliance</td>
</tr>
<tr>
<td>Results:</td>
<td></td>
</tr>
</tbody>
</table>

* Identify specific calculations for determining each metric – such as: 3 year rolling average for period 20xx – 20yy with any adjustments noted.
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