



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

**Joint Governance Committee Meeting
January 29, 2026 at 12:00 p.m.
ECIDA Offices
95 Perry Street, 4th Floor Conference Room
Buffalo, New York 14203**

Agenda

1. Approval of Minutes – March 19, 2025
2. Review “ECIDA 2025 Mission Statement & Performance Measurements - Results”
3. Review of “ECIDA 2026 Mission Statement & Performance Measurements – Goals”
4. Discuss Next Steps
5. Adjourn

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

DATE: March 19, 2025 at the Erie County Industrial Development Agency, 95 Perry Street, 4th Floor Conference Room, Buffalo, New York 14203

PRESENT: Thomas Baines, Zachary Evans, Tyra Johnson, Hon. Brian Kulpa, Brenda McDuffie, and Kenneth Schoetz

EXCUSED: Hon. John J. Gilmour, David J. State and Hon. Christopher Scanlon

OTHERS PRESENT: John Cappellino, President & CEO; Mollie Profic, Chief Financial Officer; Beth O'Keefe, Vice President of Operations; Atiqa Abidi, Accounting Manager; Carrie Ann Hocieniec, Operations Assistant/Assistant Secretary; Brian Krygier, Director of Information Technology; Lori Szewczyk, Director of Grants; Michelle Moore, Compliance Associate and Robert G. Murray, Esq., General Counsel/Harris Beach Murtha

GUESTS: Yessica Vasquez on behalf of the City of Buffalo

There being a quorum present at 12:09 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 Chair McDuffie.

MINUTES

The January 29, 2025, minutes of the joint meeting of the Governance Committee of the ECIDA, RDC and ILDC were presented. Upon motion made by Mr. Kulpa and seconded by Mr. Schoetz, the approval of the January 29, 2025 meeting minutes was unanimously carried.

At this point in time, Mr. Evans joined the meeting.

2024 PAAA ANNUAL REPORT

Ms. Profic reviewed the report. General discussion ensued. Mr. Schoetz moved, and Ms. Johnson seconded, to recommend approval of the 2024 PAAA Annual Report to the Board. Ms. McDuffie called for the vote and the motion was unanimously approved.

RESULTS OF ECIDA'S 2024 PERFORMANCE MEASURES & ECIDA'S MISSION STATEMENT & 2025 PERFORMANCE MEASURES

Ms. O'Keefe reviewed ECIDA's Mission Statement and the 2024 & 2025 Performance Measures. General discussion ensued. Mr. Evans and Ms. McDuffie thanked ECIDA staff for all their outstanding

work. Upon motion to approve the ECIDA's Mission Statement and the 2024 & 2025 Performance Measures made by Mr. Evans and seconded by Mr. Schoetz, Ms. McDuffie called for the vote, and the motion was unanimously approved.

2024 BOARD OF DIRECTORS EVALUATION/SURVEY

Ms. Moore reviewed the Board of Directors 2024 self-evaluation and survey. General discussion ensured. Upon motion to approve the ECIDA's Board of Directors 2024 Self-Evaluation/Survey made by Mr. Baines and seconded by Mr. Johnson, Ms. McDuffie called for the vote, and the motion was unanimously approved.

GOVERNANCE COMMITTEE 2024 SELF-EVALUATION

Ms. Moore reviewed the 2024 Governance Committee self-evaluation. Upon motion to approve the Governance Committees 2024 Self-Evaluation made by Mr. Evans and seconded by Mr. Schoetz, Ms. McDuffie called for the vote, and the motion was unanimously approved.

ECIDA/RDC/ILDC POLICIES

Ms. Profic reviewed the following ECIDA/RDC/ILDC policies proposed to be amended:

- a. Airborne Infectious Disease Policy
- b. Freedom of Information Law (FOIL)
- c. Property Disposition Guidelines
- d. Records Retention and Disposition Policy
- e. Sexual Harassment Policy

Upon motion made by Ms. Johnson and seconded by Mr. Baines, the Committee unanimously resolved to amend and adopt all of the policies as identified in a-e, above. Ms. McDuffie called for the vote, and the motion was unanimously approved.

PARIS REPORT UPDATE

Ms. Profic reviewed the PARIS Report with the Committee. Ms. McDuffie directed that the report be received and filed.

BOARD MEMBER PAAA TRAINING UPDATE

Ms. Moore discussed required PAAA training obligations.

There being no further business to discuss, Ms. McDuffie adjourned the meeting at 12:38 p.m.

Dated: March 19, 2025

Elizabeth A. O'Keefe, Secretary

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

2025 Mission Statement and Performance Measurements with Results

Approval Date of Goals: March 26, 2025

Approval Date of Results: Anticipated March 25, 2026

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:

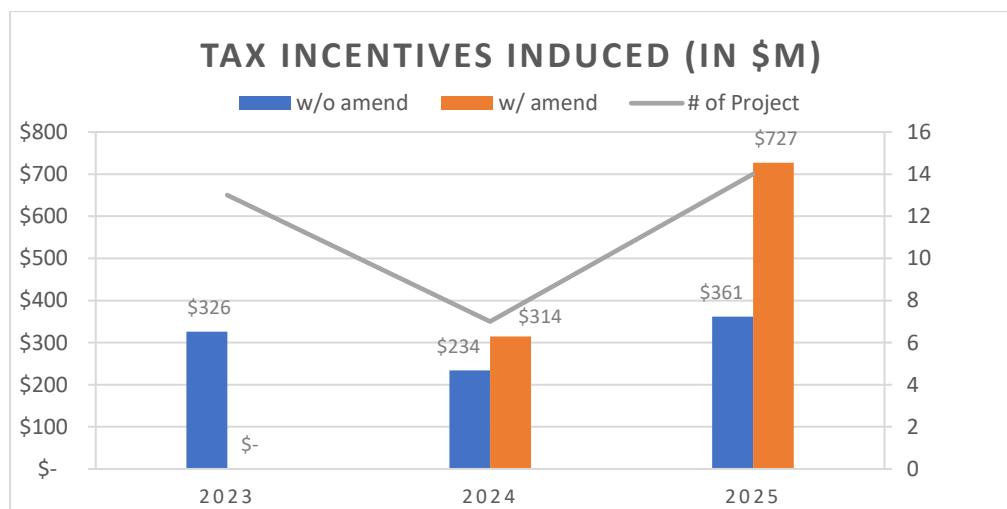
Goal 1: To promote private investment & innovation:

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: \$ 300 - \$ 325 M in private investment from approved tax incentives.

Results: Private investment totaled \$727.9M for the 14 tax incentive projects approved by the ECIDA Board of Directors. This included 4 amendatory and 1 adaptive reuse project.



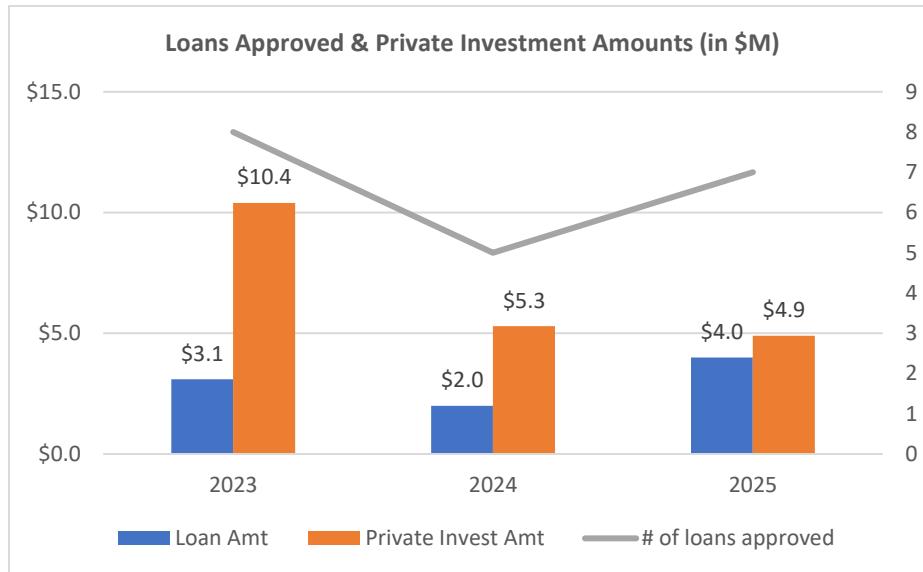
Objective 1B: RDC: Provide “gap financing” to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment.

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

Metric: 8 - 10 business loans totaling \$ 3 M with private investment = \$6 M.

Results: RDC approved 7 Loans from the Legacy Fund for \$4.0M that has encouraged \$4.9M of private investment. Overall, demand for loans was lighter than expected during 2025. Economic uncertainty remained high due to higher interest rates coupled with inflation that remained stubbornly high, tariff uncertainty, and lower bank loan approval rates contributed to lower loan activity. During the second half of 2025, the

RDC did experience increased loan inquiries and lending activity as a result of increased targeted outreach efforts, and as tariff certainty with many trading partners was established allowing businesses to better determine costs and the Fed Reserve to reduce interest rates.

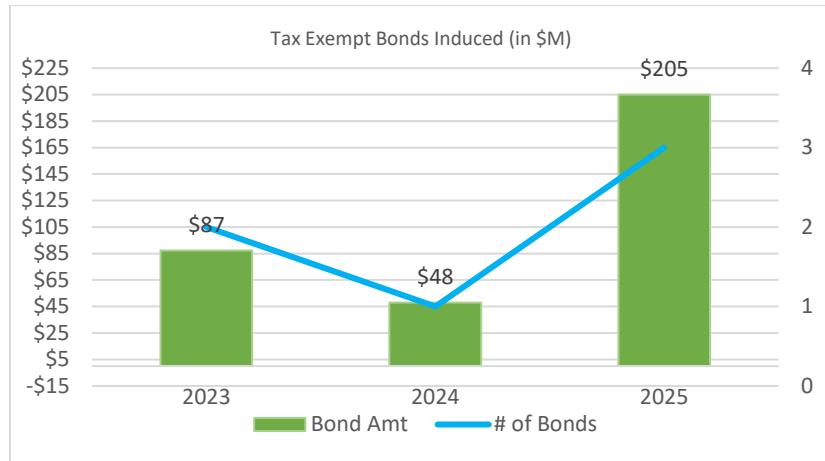


Objective 1C: ECIDA & ILDC: Assist non-profit and other eligible borrowers to obtain low-interest, tax-exempt bond financing.

Measurement: Value of private investments from low-interest financing provided to non-profit organizations and qualified private activity bond projects. Continue to monitor NYS Housing and Community Renewal regulations for affordable housing projects that utilize 4% state and federal Low Income Housing Tax Credits (LIHTC) restricting bond activity to only new construction and its impact on this objective.

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

Results: Three tax exempt bonds totaling \$205 M were approved:
\$55 M Canisus University – ILDC
\$65 M D'Youville University (tax exempt portion) – ILDC
\$85 M Buffalo Public School System – ECIDA

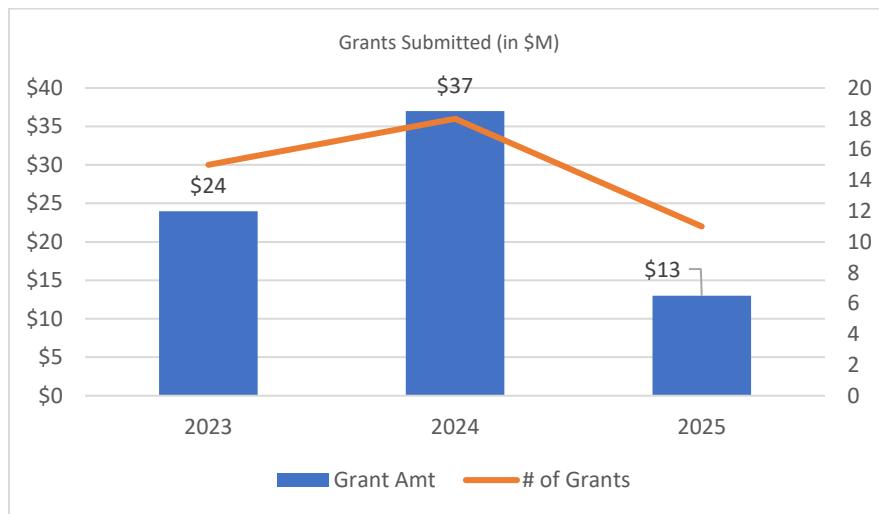


Objective 1D: ECIDA & ILDC: Pursue state, federal and private (grant) funding opportunities to support priority projects and leverage private investment. Administer projects that have received grant funding.

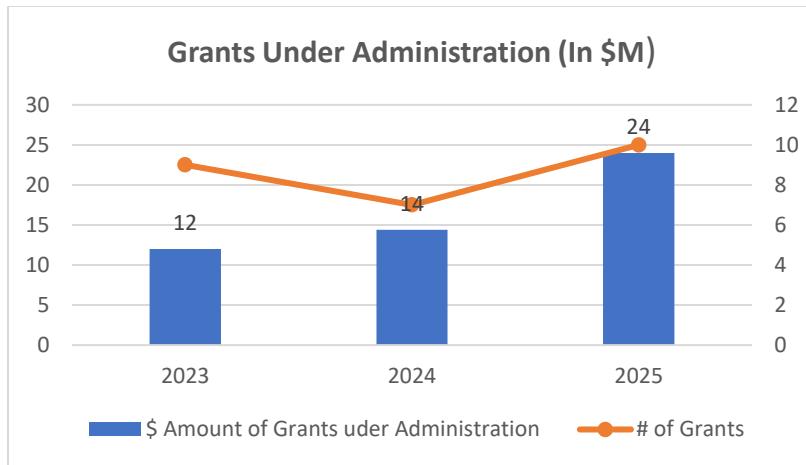
Measurement: Number and \$ amount of grant applications submitted. Number and \$ amount of grant funds under administration.

Metric: 5-7 grants submitted for \$6M - \$7M. 7-10 grants totaling \$15M under administration.

Results: Eleven (11) grant applications have been submitted for a total of \$13.8M. Seven (7) have been awarded for a total of \$7.4 M, one (1) denied totaling \$309 K and the remaining five (5) totaling \$6.2 M are pending.



There are 10 active grants totaling \$24.8 M under administration.



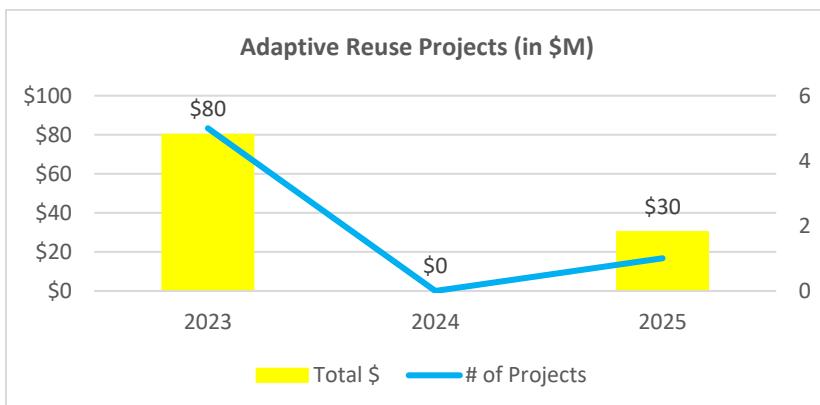
Goal 2: To support business formation, job growth, and economic expansion targeting economically challenged and disadvantaged communities:

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: 3 - 4 adaptive reuse projects approved totaling \$50 - \$75 M.

Results: 1 adaptive reuse project was approved totaling \$30.2 M. This project is the 1st project approved under the 2024 Adaptive Reuse Policy amendment that now requires projects contain a certain # of affordable / workforce housing units. The approved project will create 64 apartment units of which 10 units (15%) will be available at 80% AMI (or below).



Objective 2B: ECIDA ILDC & RDC: Support the creation and growth of small business, as well as minority-owned, women-owned and service-disabled veteran owned businesses (collectively MWBE/SDVOB).

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

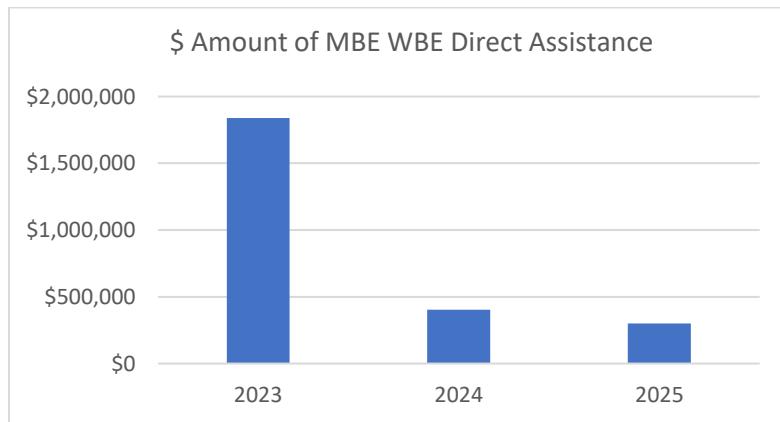
Metric: Direct assistance: \$400,000 direct assistance to 5 – 7 MWBE/SDVOBs.

Purchases: *Meet 100% of the following:*

- 1) *RFPs and/or bids – RFPs and/or bids issued to contain a score category (with a score value = 10%), whereby the MWBE/SDVOB utilization and/or D&I initiatives = 30% of contract total.*
- 2) *Tracking / Reporting of \$ value of purchases to monitor adherence to 30% MWBE/SDVOB utilization for ECIDA purchases (including but not limited to: office supplies, catering and equipment leasing) as well as for Land Development services: Professional & Construction*

Results: ECIDA Direct Assistance – A total of \$299,500 in direct assistance as follows:

- \$270,000 in loans were approved for 4 MWBE businesses
- \$ 2,000 Buffalo MWBE Conference sponsorship @ 500 Pearl
- \$ 2,500 SBA sponsorship: Straight Talk (tech assistance MWBEs)
- \$ 25,000 Direct grant assistance to NAACP Buffalo Chapter (via Urban League) for ULI Jefferson Avenue revitalization study



ECIDA Purchases Tracking/Reporting/Vendor Operational Purchases:

Purchases of \$48,000 (25% MWBE) were made from known M/WBEs out of total purchases of \$190,000. Note: total purchases major categories: IT services/hardware, printing/marketing, & office supplies/equipment). A breakout of the \$48,000 in purchases included:

\$24,000 (9.7%) from WBE
\$23,000 (9.3%) from MBE
\$ 1,000 (0.4%) from MWBE

This represents an increase in annual spend of \$5,000 (WBEs) and \$17,000 (MBE). Agency purchases included three new M/WBE vendors.

ILDC Purchases RFPs and Bids Land Development Services: In 2025, two (2) New Construction RFPs (Angola Agri-Park & Buffalo Southern Railroad Track Repair) totaling \$3.3 M were issued. Both RFPs (100%) contained a 10% scoring category related to MWBE/SDVOB utilization and D&I initiatives.

ILDC Tracking/Reporting Land Development Services: In 2025, two (2) construction contracts were awarded, totaling nearly \$3.3 M:

- Angola Agri-Park – A \$1,515,000 contract was awarded that included a 30% MWBE utilization goal. Of that amount, \$422,021 has been paid to certified MWBE subcontractors, representing 28.3% MWBE utilization.
- Buffalo Southern Railroad Track Repair – A \$1,784,969 contract was awarded that included a reduced 22% MWBE Utilization goal (13% MBE and 9% WBE). A reduced goal was accepted by the NYSDOT (funding source) due to an inability to obtain MBE/WBE rail contractors able to meet the original goals due to 1) the specialized nature of the work and 2) limited availability of qualified MWBE/SDVOB firms. The contract was awarded in December 2025 and work is scheduled to begin Spring 2026. Utilization performance results will be tracked once work commences.

ILDC Professional Services: In addition, a total of \$593,050 has been paid to Professional Services contractors. Of this amount, \$267,504 (45.11%) was paid to certified MWBE and SDVOB firms. These payments are tracked continuously to monitor utilization and maintain compliance with reporting requirements.

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: Staff attended 3 on topic related training events:

- NYSEDC Conference sessions: 1) Office of Strategic Workforce Dev with focus on growing NYS MWBEs and 2) Programs to promote affordable housing in under-represented communities (Feb '25)*
- NYSEDC Basic Eco Dev – DEI session (June '25)*
- NYS Unlawful Harassment Training including definition of / rights related to protected classes ECIDA Staff training (Oct '25)

*one or more staff member attendance

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

Measurement: Implementation of ECIDA Economic Inclusion PILOT

Metric: 1 – 2 projects opt into the EIP program.

Results: 3 projects opted into the EIP program. These projects will have PILOTS that depend upon meeting goals including % MWBE goals for construction, minority & woman job retention and/or job creation as well as Economic Inclusion Policy (EIP) goals.*

* EIP Policy Goals focus on procurement, DEI practices, DEI training and mentorship

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

Measurement: 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 \$ 50K - \$55K

Results: The average salary for the 3,673 FT Jobs (2,111 retained, 562 new) = \$71,549 The average salary for the 59 PT Jobs (43 retained, 6 new) = \$30,562 The total annual payroll amount = \$178 M.

2025 Full-Time			
Category	# of Jobs	Average Salary w/ Fringe	Average Salary w/o Fringe
Management	224	\$118,794	\$ 96,625
Professional	773	\$ 98,356	\$ 74,940
Administrative	125	\$ 90,232	\$ 71,285
Production	1532	\$ 77,540	\$ 60,971
Independent Contractor	3	\$ 91,769	\$ 63,000
Other	16	\$ 63,078	\$ 35,294
Totals	2673		

2025 Part-Time			
Category	# of Jobs	Average Salary w/ Fringe	Average Salary w/o Fringe
Management	0	\$0	\$0
Professional	0	\$0	\$0
Administrative	0	\$0	\$0
Production	58	\$30,087	\$30,011
Independent Contractor	0	\$ 0	\$ 0
Other	1	\$42,350	\$35,000
Totals	59		

*average salary metric is based on historical data with consideration given to market adjustments (i.e. inflation, cost of living) and comparisons to County/ City of Buffalo living wage data. (note: include avg salaries in job categories and the total payroll amount).

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: 290 business outreach contacts, 2,000,000 marketing impressions through paid advertising.

Results: **245** Business outreach contacts included: 105 Business Development, 73 Professional Partners and 67 Events (networking & presentations).

Marketing & Communications activity included targeted paid advertising campaigns on business radio and in print, totaling approximately 4.1 million impressions. Radio advertising and WBEN Facebook/Meta post engagement were the main drivers in exceeding the 2025 goals for impressions. Direct mailings of the ECIDA holiday calendar and Year in Review reached approximately 1,300 business contacts. ECIDA social

media Facebook/Meta posts resulted in approximately 10,126 impressions on 50 organic and shared posts.

NOTE: Efforts made to outreach to small and medium-sized businesses specifically included staff attendance and/or presentations at:

Chamber of Commerce events: Amherst, Buffalo Niagara Partnership. Cheektowaga, West Seneca and Lancaster

Small business focused events: Sumitomo Job Fair, Black Business Expo, Women Mentoring Monday, Black Business Training (@Beverly Gray), Manufacturing Awards (BNMA), MWBE Conference (LeChase Const), SBA Straight Talk, Construction Exchange of Buffalo & WNY.

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: 486 acres of land are under management of the ECIDA, through its development arm the ILDC. Properties under development:

- 1) 240 acres at Renaissance Commerce Park
- 2) 240 acres at the Erie County Agribusiness Park.
- 3) 6 acres at 3445 River Road.

The ILDC's Business and Property Development team assist companies seeking to identify suitable commercial real estate options specific to the Renaissance Commerce Park and Erie County Agribusiness Park. Business and developer interest in the parks remains high. At 3445 River Road, a 5-year long-term lease agreement in place with MN8 Group for development of a Battery Storage Facility.

2025 Site Redevelopment Activities Highlights

Site	Activities	2025 Highlights
Renaissance Commerce Park		<ul style="list-style-type: none"> Completed design and engineering for Odell St. and Ridge Rd. extensions project Contracted with Pinto Construction Services for the construction of the project – starts in spring 2026 Completed the design and engineering for the WYE Yard Rail Relocation Project Executed the Rail Relocation Agreement with Tecumseh and Genesee & Wyoming Inc Preparing to go out to bid for project in early 2026 ESD board approved \$6.5 million funds for project Executed extension of the Purchase Sale Agreement with Tecumseh for additional parcels on the south end of the property (WYE Yard) Executed a purchase sale agreement with developer J.G. Petrucci for the construction of a light manufacturing facility on parcels #2 and #3 Worked with Sen. Sean Ryan, Assemblymember Jon Rivera and Governor Hochul on successfully extending the brownfield tax credits for Gen. 1 parcels on Renaissance Commerce Park
Erie County Agri-business Park		<ul style="list-style-type: none"> Awarded \$11.5 million FAST NY grant from Empire State Development for infrastructure project on the site – ESD board voted to approve funding in November Progressing with the development of all five tasks/components of the project with our partners at Erie County DSM, National Grid, and National Fuel Awarded first phase of access road construction project to Anastasi Trucking Inc. Completed first phase of access road construction project Signed agreement with WSD to pursue a jurisdictional determination from Army Corp. of Engineers
3445 River Road		<ul style="list-style-type: none"> Received Second lease payment (\$30,000) from MN8 for battery storage project

Goal 3: To encourage international trade:

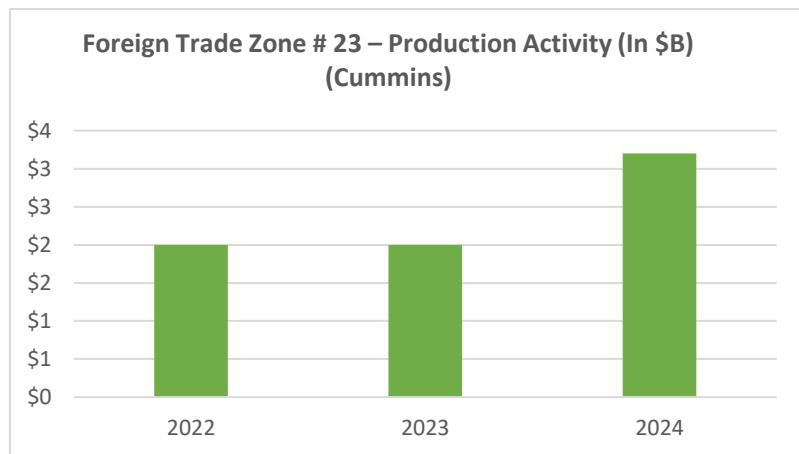
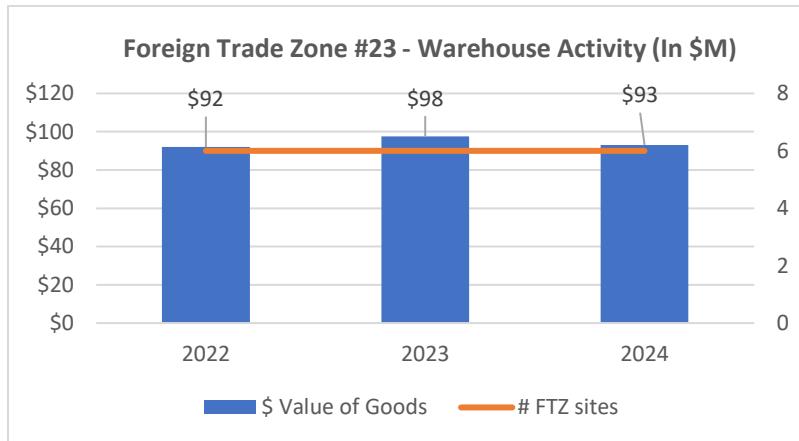
Objective 3A: ECIDA: Promote & support the use of Erie County's foreign trade zone (FTZ) to assist businesses in remaining globally competitive by reducing, eliminating, or deferring import duties.

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

Metric: A total of 6 FTZ sites with goods valued at *\$100 M* moving through the zone.

Results: For year-end 2024, a total of 6 active FTZ (warehouse) sites moved goods valued at *\$93.9 M* through FTZ #23. This represents a *\$3.7 M* decrease from the prior year. Most FTZ activity was driven by W.S. Services (Sucro Sourcing), Starline USA and Speed Global. FTZ #23 collected duties of *\$6.1 M* - down *\$5.6M* from 2023. Both decreases were largely due to the US renegotiating trade policies with all trading partners causing difficulty for businesses to project costs due to increased and changing tariffs and policies on most imported goods. The net effect was less goods being imported.

FTZ#23 is also used by Cummins Inc – a production site that is separately accounted for by the FTZ Board . In 2024, Cummins goods valued at \$3.2 B (a \$700 M increase from 2023) moved through the FTZ. Cummins collected \$1.2 M in tariffs in 2024.



*(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: Convene CEDS Implementation Committee (public & private partners) annually (in Q4) to share and collect data/information regarding the progress of regional goals and accomplishments in economic and community development. Prepare an annual CEDS Performance Report as an addendum to the 2022-2026 CEDS for submission to the EDA.

revised 01/26/2026

Results: Collect 2025 data from partners and stakeholders in Q1 2026 to prepare CEDS Performance Report – anticipated completion is Q2 2026.

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 & other programs funded by Community Development Block Grant funds

Metric: Administer the underwriting process leading to the approval of 6-8 loans for \$200,000, which represents the 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: ILDC provided loan underwriting services that resulted in the County's Microloan Committee's approval of four (4) micro enterprise loans totaling \$105,500 with \$45,000 in private investment. The ILDC received 5 applications from Erie County for review / underwriting in 2025. Application volume was down in 2025 due to the economic uncertainty both locally and nationally but has picked up during the summer months.

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 Department of Public Advocacy payments through the Erie County Commissioner of Real Property Services

Metric: 100% compliance

Results: In 2025, three (3) projects were selected for the Pay Equity audit, and those audits are currently in progress. 100% compliance with unpaid real property taxes tax policies and investment confirmations. Compliance with employment retention and creation will be assessed in Quarter 1, pending the receipt and analysis of annual surveys.

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: Pending the receipt and analysis of annual surveys.

Objective 5C: ECIDA, RDC & ILDC: Compliance with ABO's deadlines and 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 3/31/26 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: As of 12/31/2025, there were two vacancies on the ECIDA & RDC Board. In total, 15 of the 19 ECIDA & RDC Board Members and 5 of the 7 ILDC Board Members have completed their board member training. In 2025, there were eight (8) new board members. Board members have 12 months from the date of their appointment to complete the required training. Lastly, the Agency is on track to meet filing requirements of the ABO's 3/31/26 reporting deadline.

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:

Objective 5F: RDC: Ensure proper controls and safeguards over the administration of the 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, 2024, a level B risk rating was assigned to the CARES ACT RLF. The RLF earned 26 out of a possible 30 points. Maximum points were earned for the overall RLF management, while areas such as loan write-off ratio (written off loans divided by total inactive loans) and the capital base index (current loan funds divided by original loan funds) were scored lower. The B rating was mainly due to one loan written off, several loans paying off early, and most loans paying a very low loan interest rate of 1%. The risk rating for the year end December 31, 2025 is expected to be known mid-2026.

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)**

2026 Mission Statement and Performance Measurements

Approval Date of Goals: March 25, 2026

Approval Date of Results: Anticipated March 24, 2027

Purpose:

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

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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: **\$ 325 - \$ 350 M** in private investment from approved tax incentives.

Results:

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

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

Metric: 8 - 10 business loans totaling **\$ 3.5 M** with private investment = **\$ 7 M**.

Results:

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

Measurement: Value of private investments from low-interest financing provided to non-profit organizations and qualified private activity bond projects

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

Results:

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: 5-7 grants submitted for \$6M - \$7M. 7-10 grants totaling \$15M under administration.

Results:

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

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

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

Metric: **2 – 3 adaptive reuse projects approved totaling \$45 - \$60 M.**

Results:

Objective 2B: ECIDA ILDC & RDC: Support the creation and growth of small business, as well as minority-owned, women-owned and service-disabled veteran owned businesses (collectively MWBE/SDVOB).

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

Metric: Direct assistance: \$400,000 direct assistance to 5 – 7 MWBE/SDVOBs.

Purchases: Meet 100% of the following:

- 1) *RFPs and/or bids – RFPs and/or bids issued to contain a score category (with a score value = 10%), whereby the MWBE/SDVOB utilization and/or D&I initiatives = 20% of contract total.*
- 2) *Tracking / Reporting of \$ value of purchases to monitor adherence to 30% MWBE/SDVOB utilization for ECIDA purchases (including but not limited to: office supplies, catering and equipment leasing) as well as for Land Development services: Professional & Construction*

Results:

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

Measurement: Provide training opportunities ~~re: Racial Equity~~ omit

Metric: Provide two or more continued educational / training opportunities for staff ~~on DEI~~ to meet the objective.

Results:

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

Measurement: Implementation of ECIDA Economic Inclusion PILOT

Metric: 1 – 2 eligible projects (project includes property tax benefit, location reasonably accessible to minority workforce) opt into the program.

Results:

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

Measurement: 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 **FT** jobs at \$ 50K - \$55K

Results:

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: 290 business outreach contacts, 2,000,000 marketing impressions through paid advertising.

Results:

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:

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: **FTZ warehouse with goods valued at \$100 M moving through the zone.**
FTZ production with goods values at \$3 B moving through the zone.

Results:

*(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: **Outreach to public and private partners annually in Q1 of the following year to collect data/information regarding the progress of regional goals and accomplishments in economic and community development.**
Develop an annual CEDS Performance Report as an addendum to the 2022-2026 CEDS for submission to the EDA.

Results:

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

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

Metric: Provide underwriting assistance for 2-4 Erie County Microenterprise loan requests totaling \$130,000. In 2026, ECIDA staff will provide training as needed to Erie County personnel who will assume all loan underwriting services no later than end of year 2026. The ECIDA will continue to service, support and market the lending program to the eligible consortium communities.

Results:

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

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

Measurement: 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 Department of Public Advocacy payments through the Erie County Commissioner of Real Property Services

Metric: 100% compliance

Results:

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:

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

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

Metric: 100% compliance

Results:

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

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

Metric: 100% compliance

Results:

Objective 5E: 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:

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

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

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

Results:

Governance Certification

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

Board of Directors response: Yes

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

Board of Directors response: The Board of Directors

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

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

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

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

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

Board of Directors response: Yes