

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

2018 Mission Statement and Performance Measurements

Approval Date: March 21, 2018

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 "2017 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 – creating a successful business climate that improves the quality of life for the residents of the region.

Performance Goals, Measures & Results:

Goal: To promote private investment and innovation:

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| <i>Objective A:</i> Encourage private sector investment by providing incentives and other economic development services to spur eligible development projects. |
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| Measurement: Value of new private investments from tax incentives. |
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| Metric*: \$200 million in new private investment. |
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| <i>Objective B:</i> Provide "gap financing" to spur the creation of new businesses and private-sector investment in working capital, machinery and equipment. |
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| Measurement: Number and amount of business loans approved. |
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| Metric*: \$4.25 million in new business loans. |
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Objective C: Assist non-profit and other eligible borrowers obtain low-interest, tax-exempt financing from commercial banks.

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

Metric*: \$60 million in tax-exempt bond financing.

Objective D: Encourage private sector investment in innovation.

Measurement: Number of events involved in with groups that provide support to innovative businesses.

Metric*: 3 event sponsorships and/or speaking engagements.

Goal: To support business formation, job growth, and economic expansion, concentrating on underserved markets:

Objective A: 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*: \$80 million in adaptive re-use projects.

Objective B: To support the creation and growth of small and minority & women-owned businesses.

Measurement: Number and amount of micro-loans, minority/women-owned business loans and minority/women-owned business tax incentives.

Metric*: \$200,000 in minority/women business enterprise loans.

Objective C: To support the creation of new jobs at all salary levels.

Measurement: Number of net new full and part-time jobs created and their average salary as a result of ECIDA financial support.

Metric*: \$42,000 average salary for new jobs created.

Objective D: 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.

Objective E: 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 or in the process of redevelopment.

Metric*: 100 acres of land.

Goal: Encourage international trade:

Objective A: Promote & support the use of Erie County's foreign trade zone 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.

Metric*: \$50 million of goods moving through FTZ #23.

* Metrics are based on the ECIDA's actual performance for up to a 3-year rolling average period (2015 to 2017), where applicable.