

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

***2016 Mission Statement and Performance Measurements***

***Date Approved: 3/30/2016***

**Performance Goals, Measures & Results:**

***Goal: To promote private investment and innovation:***

***Objective A:*** 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 million in new private investment.

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

**Measurement:** Number and amount of business loans approved.

**Metric\*:** \$3.5 million in new business loans.

***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\*:** \$40 million in tax-exempt bond financing.

***Objective D:*** Encourage private sector investment in innovation.

**Measurement:** Number and amount of venture capital investments that support innovative businesses.

**Metric\*:** \$75,000 in venture loan or venture equity investments.

**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 re-use tax incentive program and other financial support.

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

**Metric\*:** \$90 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\*:** \$300,000 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\*:** \$40,000 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 unique sales calls and appointments.

**Metric\*:** 400 unique sales calls and 200 appointments.

**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\*:** \$40 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 (2013 to 2015).