



**Meeting Agenda – Governance & Nominating Committee**  
 Genesee County Economic Development Center  
 Tuesday, February 5, 2019, 11:30am  
 Location: GCEDC Conference Room

Page #s	Topic	Discussion Leader	Desired Outcome
	<b>1. Call to Order</b> 1a. Enter Public Session	C. Yunker	
	<b>2. Chairman's Report &amp; Activities</b> 2a. Agenda Additions / Other Business	C. Yunker	
2-3	2b. Minutes: September 4, 2018		Vote
	<b>3. Discussions / Official Recommendations to the Board:</b>		
4	3a. Board Self Evaluation Process / Questionnaire	L. Farrell	Discussion
5	3b. Committee Self Evaluation Process / Questionnaire	L. Farrell	Discussion
6-9	3c. Authority Self Evaluation of Prior Year Performance	M. Masse	Disc / Vote
10-12	3d. Mission Statement & Measurement Report	M. Masse	Disc / Vote
	3e. GGLDC Board Member Appointment	C. Yunker	Discussion
	4. Adjournment	C. Yunker	Vote



**Tuesday, September 4, 2018**  
**Governance & Nominating Committee Meeting**  
**GCEDC Conference Room**  
**11:30 a.m.**

**MINUTES**

**ATTENDANCE**

Committee Members: P. Battaglia, P. Zelif, C. Yunker  
 GCEDC/GGLDC Board Members:  
 Staff: S. Hyde, L. Farrell, M. Masse, E. Richardson, J. Krencik  
 Guests:  
 Absent: A. Young

**1. CALL TO ORDER / ENTER PUBLIC SESSION**

P. Zelif called the meeting to order at 11:34 a.m. in the Andrews Conference Room.

**2. CHAIRMAN'S REPORT & ACTIVITIES**

**2a. Agenda Additions / Other Business –**

**2b. Minutes: May 3, 2018**

**P. Zelif made a motion to approve the May 3, 2018 meeting minutes as presented; the motion was seconded by P. Battaglia. Roll call resulted as follows:**

P. Zelif -	Yes
A. Young-	Absent
C. Yunker -	Yes
P. Battaglia -	Yes

**The item was approved as presented.**

**3. DISCUSSIONS / OFFICIAL RECOMMENDATIONS TO THE BOARD**

**3a. Procurement Policies and Procedures –** L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

**3b. Investment Policy-** L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

**3c. Disposition of property Guidelines –** L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

**3d. Governance & Nominating Committee Charter –** L. Farrell shared that this charter is required to be reviewed annually. There are no changes being recommended.

DRAFT

**P. Zelif made a motion to recommend to the full board items 3a – 3d; the motion was seconded by P. Battaglia. Roll call resulted as follows:**

- P. Zelif - Yes
- A. Young- Absent
- C. Yunker - Yes
- P. Battaglia - Yes

**The item was approved as presented.**

**3e. Code of Ethics** – L. Farrell shared that the Committee requested this policy be reviewed annually. No changes are being recommended. The Committee is comfortable with the policy in place.

**3f. Whistle Blower Policy** – L. Farrell shared that there is one change suggested for this policy. It is recommended to change the policy to state that reports of any violation of the Code of Ethics policy be reported to the Audit & Finance Committee Chair (not the President & CEO).

C. Yunker thought that the suggested change reflects what other organizations have in their policies.

**P. Battaglia made a motion to recommend approval of the Whistle Blower Policy as presented; the motion was seconded by P. Zelif. Roll call resulted as follows:**

- P. Zelif - Yes
- A. Young- Absent
- C. Yunker - Yes
- P. Battaglia - Yes

**The item was approved as presented.**

**3g. GGLDC Board Member Appointment** – P. Battaglia suggested waiting until next month to see if P. Zelif’s conflict resolves. At that point, the GCEDC would appoint P. Zelif to the GGLDC Board and then when T. Felton’s term ends, a fifth GCEDC Board member would be appointed to the GGLDC. This would bring the GGLDC Board back to being made up of a majority of GCEDC Board members.

**4. ADJOURNMENT**

As there was no further business, P. Zelif made a motion to adjourn at 11:45 a.m., seconded by P. Battaglia, and passed unanimously.

**Confidential Evaluation of Board Performance**

Criteria	Response				Comments:
	Agree	Somewhat Agree	Somewhat Disagree	Disagree	
1 Board members have a shared understanding of the mission and purpose of the authority.					
2 The policies, practices and decisions of the Board are always consistent with this mission.					
3 Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.					
4 The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.					
5 The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.					
6 The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.					
7 Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.					
8 Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.					
9 The Board meets to review and approval all documents and reports prior to public release and is confident that the information being presented is accurate and complete.					
10 The Board knows that statutory obligations of the Authority and if the Authority is In compliance with state law.					
11 Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.					
12 Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.					
13 Individual Board members feel empowered to delay votes, defer agenda items, or table actions they feel additional information or discussion is required.					
14 The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.					
15 The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.					
16 Board members demonstrate leadership and vision and work respectfully with each other.					
<b>Additional Comments:</b>					
<b>Date Completed:</b>		<b>Entity: GCEDC / GGLDC / GCFC</b>			
		<b>(circle one)</b>			

**Governance Committee Self-Evaluation**

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Comments:
Do Committee members understand the Committee's charter, duties & responsibilities as exhibited by its formal agendas, actions and reports?					
Do Committee members feel that the duties and responsibilities in the Committee's charter have been fulfilled?					
Is the Committee comprised of members who are independent as defined by the NYS Authorities Budget Office and who bring a body of expertise, knowledge, and experience necessary to understand and fulfill the goals and duties of the Committee?					
Does the Committee require a member to recuse him / herself if an appearance of a financial or other conflict might appear to influence a vote of the committee member or the committee as a whole?					
Does the Committee require a member to acknowledge a financial conflict of interest, as defined in Board policy, with any project or action that has come before the Committee during the tenure of the Committee member?					
Does the Committee receive advance copies of agendas and supporting material necessary for it to make an informed determination or recommendation to the Board.					
Does the Committee acknowledge and encourage open discussion by its members and staff during committee meetings?					
Does the Committee present a self-evaluation to the Board annually, including an examination of the Committee Charter?					
<b>Additional Comments:</b>					
<b>Date Completed:</b>			<b>Entity (Circle One):</b> GCEDC / GGLDC / GCFC		



## Authority Self-Evaluation of Prior Year Performance

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

### **2018 Measurements and results:**

1. Secure capital / business investment commitments of \$40 million.
  - A. **2018 result was \$34 million.**
2. Secure pledges to create 125 jobs.
  - A. **2018 result was 99 pledged jobs to be created.**
3. Achieve the GCEDC 2018 budget from a bottom line financial operation performance (EBITDA) standpoint.
  - A. **The GCEDC will exceed the 2018 budget from a bottom line standpoint. For the Operating Fund, the GCEDC budgeted for a net loss of \$378,000 and at November 30 the GCEDC shows a net loss of \$347,000. Origination Fee Revenue collected was less than anticipated, however, many of the expenditure line items are projected to come in under budget which balances out the shortfall in revenue. For the STAMP Fund, the GCEDC has budgeted for the Empire State Development grant being received and then being expended. There are some STAMP expenses that are being funded by the County money (\$4M – Empire Pipeline – long-term debt to the GCEDC) which means that these expenditures are recorded with no corresponding revenue.**
4. Continue enhancing GCEDC's municipal outreach program. Continue engagements with regional stakeholders focused on visits with municipalities and school districts.
  - A. **The GCEDC continued its efforts in 2018 to enhance communications and outreach with federal, state and local government officials and staff on various economic development issues. This has been accomplished through direct communications with these officials, but also through our activities with and appointments to various civic, government and private sector entities which allows for constant interaction with our federal, state and local government representatives and staff.**

#### **1.Federal:**

- **Made requests to our congressional delegation to make outreach to key federal agencies regarding support at STAMP.**

#### **2.State/Regional:**

- **Continued to explore funding opportunities at STAMP through discussions with the Governor's office, including Empire State Development, and members from the Rochester and Finger Lakes delegation to the New York State Legislature, including the Assembly Majority Leader and was able to secure an additional \$8 million in funding.**
- **Continued to financially support the economic development initiatives of the Greater Rochester Enterprise (GRE) and Invest Buffalo Niagara (IBN). These investments include a seat on the board of directors of both organizations.**
- **Steve Hyde was appointed to the Finger Lakes Regional Economic Development Council (FLREDC). Several members of the GCEDC staff also serve on workgroups for the FLREDC.**
- **Steve Hyde was named Co-Chair of the Batavia Downtown Revitalization Initiative (DRI).**

#### **3.Local (County, City and Town):**

- **Continued to increase outreach and dialogue with local municipalities.**

- The GCEDC is constantly communicating with our local government officials, including providing notices about projects in advance of board meetings; attending local board meetings; economic development and long-term infrastructure planning; PILOT Increment Financing (PIF) models; advertising existing structures; hosting business outreach events; and, serving on various committees.
- The GCEDC staff also participates on many community boards relevant to economic development, business, and community development across the County.

#### 4. Educational Institutions:

- Our K-12 and collegiate educational institutions in the region are critical partners to our economic development initiatives, especially our efforts to bring new businesses to our shovel-ready parks.
  - Superintendents, teachers, counselors and students across the Genesee Valley Educational Partnership (GVEP) districts have been working with the GCEDC to increase STEM programming in the classroom and gaining awareness of skill based career choices.
  - The signing of the STEM 2 STAMP MOU to increase STEM training helps students understand the regional job prospects in STEM career fields.
  - Regional community colleges and four-year universities have also signed on to the STEM 2 STAMP pledge to find ways to advance technical STEM training programs within their respective institutions.
  - This workforce development effort is intended to provide employers with a skilled workforce, as well as build a worker pipeline for the future companies attracted to our region, including businesses we are recruiting to bring to the STAMP Campus.
5. Continue site development activities at the tech and industrial parks supporting goals investment and jobs goals.
- A. **2018 results are that the Phase I infrastructure is currently under construction at the STAMP site. Phase I and II of the water project is substantially complete. The main entrance road has been constructed with the turn lane to be completed in 2019 and the main entrance sign has been installed. The GCEDC has also completed an analysis of the new pivot strategy related to onsite wastewater treatment and discharge along with the associated cost savings. The Systems Impact Study (SIS) was also completed on the 345 kV lines as well as 30% design and engineering on the 345 kV to 115 kV substation.**
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.
- A. **The GCEDC was active on placemaking activities in 2018. Steve Hyde (appointed co-chair) and a couple of GCEDC board members were on the Local Planning Committee for the Batavia DRI. The GCEDC was very active in supporting regional initiatives and helping to lead several downtown redevelopment efforts.**
7. Continue active sales and marketing efforts focused on company attractions, expansions and retentions to achieve our investment and jobs goals.
- A. **In 2018, the GCEDC had 16 wins, 99 jobs committed, and \$34 million in capital investment committed. These projects will have a combined economic impact of \$61 million to the state and region. The results exceeded the GCEDC's goals. We had five company attraction projects that included L & M Specialty Fabrication, LLC, Gateway GS, LLC, Freightliner and Western Star of Batavia, LLC, ADVJ Realty, and J Rental. A total of four expansion projects included Triple-O Mechanical, Xylem Dewatering Solutions, Inc., Six Flags**

Darien Lake, LLC, and Amada Tool America. Overall, 21 companies met with our agency and toured our industry specific shovel-ready parks in 2018. The "Attraction Strategy" was executed in various ways including attendance at site location/industry conferences, attendance at commercial realtor events, and relationship building with regional economic development partners and Empire State Development. Full support was given on all marketing efforts throughout the year with an emphasis placed on Twitter and LinkedIn content exposure. We have over 1,300 followers on Twitter and 4,000 followers on LinkedIn. Also, the new mobile friendly website with a cohesive brand strategy and updated marketing content has been well received. We are beginning 2019 with a healthy sales funnel with several exciting prospects.

8. Continue workforce development initiatives and programming with our education partners focused on worker pipeline enhancement enabling growth from our existing businesses and supporting company attractions.
  - A. **Worker pipeline and workforce availability is becoming a critical item given the continued growth in the US economy and the local unemployment rate. The GCEDC's approach has focused on both the long-term and short-term opportunities. Throughout 2018 the GCEDC has focused on both Higher Education, and especially K-12, with the goal to influence students' interest in STEM careers and career paths in the skilled trades. The GCEDC's involvement in higher education efforts have focused around enhancing Mechatronics curriculum and programming across our regional community college network (GCC, MCC, ECC) in hopes of helping address existing shortages of "technicians" at regional food and advanced manufacturers as well as future needs as tenants at STAMP develop. A few of the major initiatives that we've driven and supported include:**
    - Presentations to more than 100 high school seniors at Batavia high regarding opportunities in STEM and skilled trades careers.
    - Enablement of a STEM and skilled trades career learning ecosystem with regional schools and businesses engaging to enhance middle school through high school student awareness in the types of STEM and skilled trades jobs available in the region now and in the future. Worked with GVEP to secure partial state funding via a Co-ser model for regional schools. Working with GLOW region BEA's to sign up school districts to launch system in 2019. Fourteen of twenty-two GVEP school districts in the region have agreed to participate.
    - Worked with City Church and the Teen City Center in Batavia and area recruiters to discuss job opportunities in manufacturing that has led to Genesee County manufacturers hiring area residents.
    - Worked with GCC to expand Mechatronics programming that now has been approved for GCC credit.
    - Worked with ECC to sign the STEM 2 STAMP MOU supporting "technician" curriculum development and expansion.
    - Worked with MCC on advocacy and messaging around their "technician" and "mechatronics" program expansion.
9. Commence strategic planning and related activities regarding STAMP Track II infrastructure expansion and funding requirements.
  - A. **The GCEDC has been approved for an additional \$8M for STAMP Track 2 infrastructure design, engineering and permitting focused on bringing the main manufacturing portion of the STAMP campus to a Market Ready state that will significantly reduce the timelines as it relates to large infrastructure deployment.**



2018 Projects

Type of Project	Number of Projects (wins)	Total Jobs Committed	Total Jobs Retained	Total Capital Investment Committed	
Sale Leaseback Transactions	9	74	484	\$ 31,148,696	
Revolving Loan Fund Transactions	1	3	2	\$ 355,000	
Grants	2	-	-	\$ -	
Consulting	4	22	105	\$ 2,229,000	
Bonds	-	-	-	\$ -	
Land Sales	-	-	-	\$ -	
Land Acquisitions	-	-	-	\$ -	
<b>TOTAL CLOSED PROJECTS</b>	<b>16</b>	<b>99</b>	<b>591</b>	<b>\$ 33,732,696</b>	
Per activity tracking report	**Projects Approved - Not Yet Closed	10	81	29	\$ 30,148,000
Per sales funnel report	Projects going to next Board meeting, or have initial resolution approval	2	41	-	\$ 10,200,000
Per sales funnel report	Highly likely category	24	54	-	\$ 93,743,000
	<b>Totals</b>	<b>52</b>	<b>275</b>	<b>620</b>	<b>\$ 167,823,696</b>

Total 2018 Actual Results as Compared to 2018 Agency Goals (Over / (Under))

	Number of Projects (wins)	Total Jobs Committed	Total Jobs Retained	Total Capital Investment Committed
2018 Agency Goals				
Core Projects	N/A	125	N/A	\$ 40,000,000
Major Projects	N/A	-	N/A	\$ -
Mega Projects	N/A	-	N/A	\$ -
<b>Total</b>	<b>N/A</b>	<b>125</b>	<b>N/A</b>	<b>\$ 40,000,000</b>
2018 Results				
Core Projects	16	99	591	\$ 33,732,696
Major Projects	-	-	-	\$ -
Mega Projects	-	-	-	\$ -
<b>Total 2018 Results</b>	<b>16</b>	<b>99</b>	<b>591</b>	<b>\$ 33,732,696</b>
<b>OVER / (UNDER)</b>	<b>N/A</b>	<b>(26)</b>	<b>N/A</b>	<b>\$ (6,267,304)</b>

Total 2018 project fee revenue compared to 2018 budget (cash and accrual)

12/31/2018

	CASH			ACCRUAL		
	Actual	Budget	Over (under)	Actual	Budget	Over (under)
Major accounts origination fee	\$ -	\$ 187,500	\$ (187,500)	\$ -	\$ 187,500	\$ (187,500)
Origination fee	212,128	187,500	24,628	212,128	187,500	24,628
Land sales	385,841	-	385,841	385,841	-	385,841
Budget shortfall	299,645	396,619	(96,974)	-	396,619	(396,619)
<b>Total needed for 2018</b>	<b>\$ 897,614</b>	<b>\$ 771,619</b>	<b>\$ 125,995</b>	<b>\$ 597,969</b>	<b>\$ 771,619</b>	<b>\$ (173,650)</b>

## 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:**

1. Secure capital / business investment commitments of \$32 million.
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

As of 12/31/18 Final year end numbers

Calculation using historic core project data: Source = GCEDC Activity Tracking Database (does not include major projects over \$10 m or mega projects over \$50 m)

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment
2007	44	6	534	\$ 14,690,000
2008	150	18	545	\$ 60,000,000
2009	40	5	119	\$ 52,200,000
2010	36	23	475	\$ 21,600,000
2011	120	28	671	\$ 17,800,000
2012	241	37	526	\$ 18,400,000
2013	270	28	1,295	\$ 29,940,000
2014	91	17	594	\$ 37,401,000
2015	158	18	822	\$ 32,950,000
2016	28	16	553	\$ 21,500,000
2017	40	14	771	\$ 18,100,000
2018	99	16	620	\$ 33,800,000

UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m not included  
 No core projects in excess of \$10 m capex or \$50 m capex  
 UMMC \$18m and Kreher \$12m not included  
 No core projects in excess of \$10 m capex or \$50 m capex  
 Alpina - \$17.5 m capex, Oatka - \$16 m capex not included  
 Muller Quaker Dairy, LLC - \$206 m capex  
 No major or mega projects  
 Yancey's Fancy \$20.7 million capex  
 Oatka \$20.99 million capex  
 Bonduelle and HP Hood removed

Calculation using historic major or mega project data: Source = GCEDC Activity Tracking Database (only includes major projects over \$10 m or mega projects over \$50 m)

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment
2007	138	4	69	\$ 169,010,000
2008	-	-	-	\$ -
2009	12	2	630	\$ 30,000,000
2010	-	-	-	\$ -
2011	52	2	315	\$ 33,500,000
2012	186	1	0	\$ 206,250,000
2013	-	-	-	\$ -
2014	50	1	108	\$ 20,671,000
2015	21	1	334	\$ 20,990,000
2016	41	2	0	\$ 63,360,000
2017	248	2	0	\$ 222,200,000
2018	0	0	0	\$ -

UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m  
 No core projects in excess of \$10 m capex or \$50 m capex  
 UMMC \$18m and Kreher \$12m  
 No core projects in excess of \$10 m capex or \$50 m capex  
 Alpina - \$17.5 m capex, Oatka - \$16 m capex  
 Muller Quaker Dairy, LLC - \$206 m capex  
 Yancey's Fancy  
 Oatka  
 Kreher's \$35.36m ESD STAMP grant \$28m  
 Bonduelle and HP Hood

Totals of core projects, major projects and mega projects by year

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment
2007	182	10	603	\$ 183,700,000
2008	150	18	545	\$ 60,000,000
2009	52	7	749	\$ 82,200,000
2010	36	23	475	\$ 21,600,000
2011	172	30	986	\$ 51,300,000
2012	427	38	526	\$ 224,650,000
2013	270	28	1,295	\$ 29,940,000
2014	141	18	702	\$ 58,072,000
2015	179	19	1,156	\$ 53,940,000
2016	69	18	553	\$ 84,860,000
2017	288	16	771	\$ 240,300,000
2018	99	16	620	\$ 33,800,000

Totals of all projects (adjusted to remove large attraction projects, or large non-recurring projects):

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment
2007	26	7	208	\$ 31,400,000
2008	150	18	545	\$ 60,000,000
2009	52	7	749	\$ 82,200,000
2010	36	23	475	\$ 21,600,000
2011	137	29	475	\$ 33,800,000
2012	241	37	1,301	\$ 18,400,000
2013	150	27	1,295	\$ 22,940,000
2014	141	18	702	\$ 58,072,000
2015	179	19	1,156	\$ 53,940,000
2016	19	17	553	\$ 19,800,000
2017	58	13	463	\$ 20,000,000
2018	99	16	620	\$ 33,800,000

(Removed Target, Empire Pipeline and Darien Lake)  
 (Removed Alpina)  
 (Removed Muller Quaker Dairy)  
 (Removed Dicks Sporting Goods, 120 jobs, \$7 million capex, ca  
 (Removed Kreher's and ESD STAMP grant)  
 (Removed HP Hood)

	Jobs Created	Capital Investment
8 year average	128	\$ 32,594,000
4 year average	89	\$ 31,885,000

Prior approved Board Goals Budgets:

Year	Job Creation	Capital Investment
2011	100	\$ 13,800,000
2012	126	\$ 18,690,000
2013	132	\$ 19,250,000
2014	200	\$ 32,000,000
2015	205	\$ 35,000,000
2016	360	\$ 140,000,000
2017	122	\$ 39,000,000
2018	125	\$ 40,000,000

Note: The Board chose to set a different goal than the calculated three year rolling average for 2011. This goal of 100 jobs created was higher than the calculated goal of 79 jobs. The Board feels that 100 jobs is a better goal because the 2009 and 2010 actual job creation numbers were very low due to the downturn in the economy.

2012 goals based on a 5% increase to 2011 actual core project job creation and capital investment numbers  
 Core projects only. Board also set a goal of one major project with a \$10 m capex and job creation goal of 5C

(210 from core projects and 150 from one mega project) (\$40m in core projects and \$100m from one mega I

2019 Staff Recommendation:	90	\$ 32,000,000
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