



**Meeting Agenda – Governance & Nominating Committee**  
 Genesee County Economic Development Center  
 Thursday, February 3, 2022, 3:00pm  
 Location: Electronically

Page #s	Topic	Discussion Leader	Desired Outcome
	<b>1. Call to Order – Enter Public Session</b>  Because of the Novel Coronavirus (COVID-19) Emergency and State and Federal bans on large meetings or gatherings and pursuant to Governor Cuomo's Executive Order 220.1 issued on March 12, 2020 suspending the Open Meetings Law, this Meeting is being held electronically via conference call instead of a public meeting open for the public to attend in person.	C. Yunker	
	1a. Executive Session: Nothing at this time.		
	<b>2. Chairman's Report &amp; Activities</b> 2a. Agenda Additions / Other Business	C. Yunker	
2-3	2b. Minutes: September 9, 2021		Vote
	<b>3. Discussions / Official Recommendations to the Board:</b>		
4	3a. Board Self-Evaluation Process/Questionnaire	L. Farrell	Discussion
5-9	3b. Authority Self-Evaluation of Prior Year Performance	L. Farrell / M. Masse	Disc / Vote
10-12	3c. Mission Statement & Measurement Report	L. Farrell / M. Masse	Disc / Vote
	4. Adjournment	C. Yunker	Vote



GCEDC Governance & Nominating Committee Meeting  
Thursday, September 9, 2021  
Location: Innovation Zone  
3:00 p.m.

**MINUTES**

**ATTENDANCE**

Committee Members: C. Yunker, P. Zelif, M. Gray  
Staff: S. Hyde, L. Farrell, M. Masse, P. Kennett, L. Casey, J. Krencik, C. Suozzi  
Guests:  
Absent: T. Bender

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

C. Yunker called the meeting to order at 3:05 p.m. in the Innovation Zone.

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

**2a. Agenda Additions / Deletions / Other Business** – Nothing at this time.

**2b. Minutes: July 1, 2021**

**P. Zelif made a motion to approve the July 1, 2021 meeting minutes as presented; the motion was seconded by M. Gray. Roll call resulted as follows:**

P. Zelif - Yes  
M. Gray- Yes  
C. Yunker - Yes  
T. Bender - Absent

**The item was approved as presented.**

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

**3a. GGLDC Board Member Appointment** – C. Yunker stated that there is a vacancy on the GGLDC Board due to Phil Call's resignation. C. Yunker recommended that Jonathan Tretter, Director and CPA at Freed Maxick, is appointed to the GGLDC Board to replace Phil Call.

**P. Zelif made a motion to recommend to the full Board the appointment of Jonathan Tretter to the GGLDC Board to replace P. Call as an independent member; the motion was seconded by M. Gray. Roll call resulted as follows:**

P. Zelif - Yes  
M. Gray- Yes  
C. Yunker - Yes  
T. Bender - Absent

The item was approved as presented.

**3b. Travel & Discretionary Funds Policy** – The Travel & Discretionary Funds Policy was brought forward at the July 1, 2021, Governance meeting, but no action was taken. The Committee asked that the desired policy changes be brought back to the Committee for consideration at a subsequent meeting.

L. Farrell stated that the policy has been redlined to denote the recommended changes. Section 4C - Appropriate Expenditure Guidance as it relates to Food and Beverage and Special Events / Employee Recognition has been amended. Currently, per policy, the Agency's food and beverage purchases are limited to business travel and during the conduct of Agency Board and Committee meetings. The recommended changes will allow the Agency to provide food & beverages to board members, officers, employees, guests, or visitors to support the mission of the Agency in addition to travel and meetings. Authorized officials must continue to exercise prudent business judgement when reviewing and approving expenditures for food and beverages.

**P. Zeliff made a motion to recommend to the full Board the amended Travel & Discretionary Funds Policy as presented; the motion was seconded by M. Gray. Roll call resulted as follows:**

- P. Zeliff - Yes
- M. Gray- Yes
- C. Yunker - Yes
- T. Bender - Absent

The item was approved as presented.

**3c. Audit & Finance Self – Evaluation Report** – The Governance Committee reviewed the Audit and Finance Self – Evaluation Report that was provided with meeting materials. M. Gray, Chair of the Audit & Finance Committee, stated that he concurs with the memo.

**3d. Pricing Policy – PILOT Assignment** – There is language within the Pricing Policy that allows the GCEDC to charge a fee for the transfer of a PILOT. Staff seeks guidance as to when the fee should be charged and how the fee should be calculated. After some discussion related to how the fee should be calculated, the Committee agreed to table this agenda item. The Committee would like staff to bring the Pricing Policy – Pilot Assignment discussion directly to the full Board at a future meeting for discussion and vote. M. Masse stated that he would provide an example of the calculated fee using the standard PILOT schedule at the next Board meeting.

**P. Zeliff made a motion to recommend to the full Board that the agenda item “Pricing Policy – PILOT Assignment” is removed from September’s Board agenda; the motion was seconded by M. Gray. Roll call resulted as follows:**

- P. Zeliff - Yes
- M. Gray- Yes
- C. Yunker - Yes
- T. Bender - Absent

The item was approved as presented.

**4. ADJOURNMENT**

As there was no further business, M. Gray made a motion to adjourn at 3:17 p.m., seconded by P. Zeliff, and passed unanimously.

2b

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**Confidential Evaluation of Board Performance**

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Comments:
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>			



## 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)

### 2021 Measurements and results:

1. Secure capital / business investment commitments of \$35 million (not including any project over \$50 million in capital investment).
  - A. **2021 result was \$58 million (the total for the year is \$343 million if the over \$50 million in capital investment, Plug Power, is included).**
2. Secure pledges to create 90 jobs.
  - A. **2021 result was 103 pledged jobs to be created (the total for the year was 171 if the over \$50 million in capital investment, Plug Power, is included).**
3. Achieve the GCEDC 2021 budget from a bottom-line financial operation performance (EBITDA) standpoint.
  - A. **The GCEDC will exceed the 2021 budget from a bottom-line standpoint. For the Operating Fund, Project Origination Fee Revenue collected far exceeded the budgeted amount. The GCEDC collected over \$3.5M in Project Participation Fee Revenue as compared to the \$375K budgeted for 2021. Several operating expenditure line items will come in significantly under budget as well. Reduced travel and conference activity led to significant reductions in those expenditure areas for the year.**
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.
  - A. **The GCEDC continued its efforts in 2021 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:

- Worked directly with Sen. Schumer's regional and economic development policy staff, as well as Rep. Morelle's regional and economic development policy staff, during the development of legislation to support semiconductor and advanced manufacturing in the U.S. This added a critical focus on the supporting shovel-readiness for strategic sites, including STAMP, and connections with potential industry supporters.
- Made requests to our congressional delegation to make outreach to key federal agencies regarding support at STAMP, including federal reviews and approvals of required site and infrastructure development.
- Maintained an active conversation with congressional delegation regarding local business conditions and needs related to sustainability and continued business and municipal support during the COVID-19 pandemic.

#### 2. State/Regional:

- Coordinated state and local support enabling Plug Power's investments into a green hydrogen project and construction of a campus-wide substation at STAMP.

- 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 following the approval and deployment of an \$8 million grant for Phase II infrastructure design at STAMP.
- 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 and active support for sales and marketing outreach.
- 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.
- Members of the GCEDC staff also serve on Invest Buffalo Niagara's Industrial Real Estate Strategy Taskforce, including site readiness and marketing workgroups.
- The GCEDC and participants of the Economic Recovery Task Force provided guidance on a regional economic recovery strategy and the needs of local businesses and communities. Incorporating business attraction, housing, and shovel-ready site development are regional strategies aligned with Genesee County's economic development model.

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

- Continued to increase outreach and dialogue with local municipalities. In 2021, these conversations also included outreach on state and federal economic recovery programs and state guidance on safety practices for businesses and offices. Additionally, communications throughout the process of project approval have been enhanced.
- Engaged with Genesee County, the Genesee County Planning Department and other agencies in the development of a new comprehensive plan to support the next generation of community growth alongside increased manufacturing and agricultural industries.
- The GCEDC has engaged with towns, villages, and the city of Batavia to identify areas that have zoning, utilities and local support for housing developments in conjunction with the GCEDC's targeted housing development initiative.
- 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 and enable the growth of existing businesses.
- Superintendents, teachers, counselors and students across the Genesee Valley BOCES (GV BOCES) districts have been working with the GCEDC to increase STEM programming in the classroom and gaining awareness of skill-based career choices. Building on the launch of The GLOW With Your Hands program, the GCEDC and partners continued online GLOW With Your Hands Virtual website available to all Genesee County high school students in addition to an in-person GLOW With Your Hands program.
- 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. The GCEDC, Genesee Community College, and other partners staged a pilot program for a mechatronics pre-apprenticeship bootcamp that trained six students for placements at local companies. This program leveraged the \$800,000 of new equipment procured for the mechatronics lab at GV BOCES
  - 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 which facilitates achievement of our jobs and investment goals.
    - A. **2021 results are that the Pembroke line of the water project was completed. Pursuant to the development of the STAMP site, the USFW has issued the approved ROW and NYSDEC has issued the draft SPDES permit. Design and engineering for the large-scale capacity water and electric have been completed. The power line reroute, and the 345 kV to 115 kV substation will begin construction in spring 2022. The STAMP site is now at a market ready status for the large-scale infrastructure needed for mega sized projects.**
  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.
    - A. **The GCEDC built on placemaking initiatives including engagement with local stakeholders and project managers for strategic Downtown Revitalization Initiative projects at the Healthy Living Campus, Ellicott Station, Ellicott Place and others. The GCEDC provided active guidance in the redevelopment of BOA sites at the City Center/mall and Creek Park, as well as the deployment of the DRI's Building Improvement Fund**
  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.
    - A. **In 2021, the GCEDC had 8 wins, 171 jobs committed, and \$344 million in capital investment committed. The results exceeded the GCEDC's goals. We had 5 company attraction projects which included the first tenant at the STAMP site, Plug Power as well as Ellicott Station in the City of Batavia. There were two expansion projects which were Liberty Pumps and DePaul Special Housing. The selling activity continued to be robust, and the sales funnel remains very active despite Covid-19. The GCEDC sales and business development team responded to 106 leads in 2021. Twenty-three of those leads converted to projects and were approved for incentives/funding support from either the boards of GCEDC/GGLDC/GCFC and/or New York State. STAMP sales activity was extremely active despite Covid-19 with more than 12 active projects in the sales funnel in 2021. One major sales highlight in 2021 to note, was selling and additional 30 developable acres of land to HP Hood (\$1.5 million).**
  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.
 

**The worker pipeline and workforce availability were impacted by Covid-19. GCEDC's approach was to stay the course on both the long-term and short-term opportunities. Throughout 2021 our efforts have 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.**



Impactful leadership by Chris Suozzi and John Jakubowski on workforce development along with Jim Krencik's support to include:

Facilitate the "Genesee --> F.A.S.T." (Food Processing, Advanced Manufacturing, Skilled Trades & Technicians) Workforce Development team in the region.

GCEDC developed Coach's Corner column with the Batavia Daily News & The Batavian. Articles were published three times throughout 2021. Also, Coach Swazz appeared on the Batavia Daily News online streaming of High School Sectional Football game. The goal is to reach parents/students on careers in their backyard. Also, attended after hours events to include Batavia Police Night Out at St. Anthony's and Batavia's Warm the Night/Job Fair.

The GCEDC was instrumental in the coordination of the "GLOW With Your Hands" event to include 3 regional IDA's and workforce support teams, 25 school districts. As the sponsorship committee leader, he led the way to raise over \$100k privately in the first three years. In Year 1, over 800 students from 8<sup>th</sup> grade to 12<sup>th</sup> grade attended, 60 vendors/booths and 100 volunteers assisted on event day. In Year 2 we had a pivot strategy due to Covid-19. He led the team with the creation of a virtual event that comprised of several videos and website-based program on 4 industry clusters and 34 careers located in the GLOW region ([www.glowwithyourhandsvirtual.com](http://www.glowwithyourhandsvirtual.com)). Since the launch on November 2, 2020, the site has over 2,500 hits. This year (2021), we were successful with nearly 600 students and 45 vendors in attendance.

The GCEDC was named the 2021 GLOW Workforce Development Board Business of the Year!

GV BOCES Involvement:

Advisor of WNY Tech Academy, Computer Graphics, Mechatronics, Metal Trades, & Building Trades

Led the setup of a Pre-Apprenticeship bootcamp program for youth ages 18-24 with 5 companies planned to participate in 2021 with 5 students (4 out of 5 students continued with their sponsoring company and one student continued his education at MCC in mechatronics).

Youth Apprenticeship Program – Led the charge to coordinate the program along with Finger Lakes Youth Apprenticeship [www.fingerlakesyouthapprenticeship.com](http://www.fingerlakesyouthapprenticeship.com) team. The program established 11<sup>th</sup> grade CTE students to job shadow and in 12<sup>th</sup> grade a paid internship at local manufacturing companies. In 2021, the programs first year, 37 students (37% of students enrolled in Mechatronics and Metal Trades) signed to participate and 19 students were accepted in the program with 7 participating companies.

New Mechatronics Equipment – Our team was successful in securing \$734,000 via OCR grants from HP Hood and Upstate Niagara's 2020 project investments to assist GV BOCES in purchasing electro-mechanical equipment in 2021.

Chris is an active executive board member of the Business Education Alliance and led to establish the Genesee County Premier Workforce Membership Program in 2020 with roll out planned for 2021 with the BEA Director. The program is an up-selling technique to dramatically increase the membership dues to strategic organizations. The highlights of the program include an easy one payment sponsorship for all workforce related events including participating in a Senior Job Fair, Lunch N Learn, GLOW with Your Hands Gold Level Sponsorship and Video recording. Seven companies were secured raising \$35,000 in total.

We started planning for the "Cornell in High School". The beta test program is scheduled for June 2022 with 40 career focused senior students from a combination of GV BOCES Culinary program and



**Batavia High School. We were successful in securing a \$10k grant from WDI to support the overall cost of the program.**

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).

**The GCEDC has utilized the additional \$8M for STAMP Track 2 infrastructure and has completed the design, engineering and permitting that was needed to bring the main manufacturing portion of the STAMP campus to a Market Ready state that has significantly reduced the timelines as it relates to large infrastructure deployment.**

**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, 2022 – December 31, 2022

**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.

**2022 Measurements:**

1. Secure capital / business investment commitments of \$45 million (not including any project over \$50 million in capital investment).
2. Secure pledges to create 90 jobs.
3. Achieve the GCEDC 2022 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.

**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, 2023 related to 2022 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



Calculation using historic core project data. Source = CCEJDC 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	Notes
2007	44	6	534 \$	14,690,000	UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darion Lake \$109 m not included
2008	150	18	545 \$	60,000,000	No core projects in excess of \$10 m capex or \$50 m capex
2009	40	5	119 \$	52,200,000	UMMC \$18m and Kreher \$12m not included
2010	36	23	475 \$	21,600,000	No core projects in excess of \$10 m capex or \$50 m capex
2011	120	28	671 \$	17,800,000	Alpha - \$17.5 m capex, Oakka - \$16 m capex not included
2012	241	37	526 \$	18,400,000	Muller Quaker Dairy, LLC - \$206 m capex
2013	270	28	1,295 \$	29,940,000	No major or mega projects
2014	91	17	594 \$	37,401,000	Yancey's Fancy \$20.7 million capex
2015	158	18	822 \$	32,950,000	Oakka \$20.99 million capex
2016	28	16	553 \$	21,500,000	
2017	40	14	771 \$	18,100,000	Bondulle and IIP Hood removed
2018	99	16	620 \$	33,800,000	
2019	150	22	836 \$	39,000,000	
2020	78	18	7 \$	83,000,000	
2021	51	8	75 \$	21,677,000	

Calculation using historic major or mega project data. Source = CCEJDC 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	Notes
2007	138	4	60 \$	169,010,000	UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darion Lake \$109 m
2008	-	-	- \$	-	No core projects in excess of \$10 m capex or \$50 m capex
2009	12	2	630 \$	30,000,000	UMMC \$18m and Kreher \$12m
2010	-	-	- \$	-	No core projects in excess of \$10 m capex or \$50 m capex
2011	52	2	315 \$	33,500,000	Alpha - \$17.5 m capex, Oakka - \$16 m capex
2012	186	1	0 \$	206,250,000	Muller Quaker Dairy, LLC - \$206 m capex
2013	-	-	- \$	-	
2014	50	1	108 \$	20,671,000	Yancey's Fancy
2015	21	1	334 \$	20,990,000	Oakka
2016	41	2	0 \$	63,360,000	Kreher's \$35.36m ESID STAMP grant \$28m
2017	248	2	0 \$	222,200,000	Bondulle and IIP Hood
2018	0	0	0 \$	-	Upstate purchase of Alpha building
2019	50	1	0 \$	22,000,000	Plug Power, Hillcoft Station, and Liberty Pumps
2020	0	0	0 \$	-	
2021	118	3	0 \$	321,837,000	

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

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment	Notes
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	\$ 1,124,362,000 Total capex
2016	69	18	553 \$	84,860,000	2,065 Total job committme
2017	288	16	771 \$	240,300,000	
2018	90	16	620 \$	33,800,000	
2019	200	23	836 \$	61,000,000	
2020	78	18	7 \$	83,000,000	
2021	171	8	75 \$	343,514,000	

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	Notes
2007	26	7	208 \$	31,400,000	(Removed Target, Empire Pipeline and Darion Lake)
2008	150	18	545 \$	60,000,000	
2009	7	7	749 \$	82,200,000	
2010	36	23	475 \$	21,600,000	
2011	137	29	475 \$	33,800,000	(Removed Alpha)
2012	241	37	1,301 \$	18,400,000	(Removed Muller Quaker Dairy)
2013	150	27	1,295 \$	22,940,000	(Removed Dicks Sporting Goods, 120 jobs, \$7 million capex, cum)
2014	141	18	702 \$	58,072,000	
2015	179	19	1,156 \$	53,940,000	
2016	19	17	553 \$	19,800,000	(Removed Kreher's and ESID STAMP grant)
2017	58	13	463 \$	20,000,000	(Removed IIP Hood)
2018	99	16	620 \$	33,800,000	(Removed Upstate purchase of Alpha building)
2019	150	22	836 \$	39,000,000	
2020	78	18	7 \$	83,000,000	(Removed Plug Power)
2021	103	7	75 \$	57,804,000	

8 Year Average	Jobs Created	Capital Investment
103	\$ 45,677,000	
108	\$ 53,401,000	

Prior approved Board Goals Budgets:

Year	Job Creation	Capital Investment	Notes
2011	100	\$ 13,800,000	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	126	\$ 18,690,000	2012 goals based on a 5% increase to 2011 actual core project job creation and capital investment numbers
2013	132	\$ 19,250,000	Core projects only. Board also set a goal of one major project with a \$10 m capx and job creation goal of 50.
2014	200	\$ 32,000,000	
2015	205	\$ 35,000,000	
2016	360	\$ 140,000,000	(210 from core projects and 150 from one mega project) (\$40m in core projects and \$100m from one mega pr
2017	122	\$ 39,000,000	
2018	125	\$ 40,000,000	
2019	90	\$ 32,000,000	
2020	90	\$ 32,000,000	
2021	90	\$ 35,000,000	