

## 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.**