

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)

2017 Measurements and results:

1. Secure capital / business investment commitments of \$39 million.
 - A. **2017 result was \$240 million.**
2. Secure pledges to create 122 jobs.
 - A. **2017 result was 288 pledged job creations.**
3. Achieve the GCEDC 2017 budget from a bottom line financial operation performance (EBITDA) standpoint.
 - A. **The GCEDC will exceed the 2017 budget from a bottom line standpoint. Project Origination Fee Revenue significantly exceeded budgeted amounts for 2017. The GCEDC recognized \$1.67M in revenue from the HP Hood project that closed in June. Another \$362K in revenue was recognized from the Empire Pipeline project that received final approval from a regulatory agency to move forward in October. Project-based grant revenues that do not have a corresponding expenditure to offset also drive year-end Net Revenue. These project-based grant revenues are not available to the organization to cover operational expenses. Detailed financial statements focusing on budget vs. actual comparisons and variations are reviewed with the Audit & Finance Committee on a monthly basis. Explanations are provided for any line items that are significantly over budget.**
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 2017 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.**
- **Advocated to our congressional delegation about preserving key economic development tools and incentives in the recently passed Tax Cut & Jobs Reform Act, including maintaining the historic tax credit.**
- **Monitored developments related to the Solar Tariff proposal.**

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.**
- **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).
- Steve Hyde is also serving as Chairman of the New York State Economic Development Council (NYSEDC) which is the statewide organization comprised of various economic development agencies that advocate on issues to improve the state's business climate.

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 to STAMP pledge 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 to 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. **2017 results are that the Phase I infrastructure is currently under construction at the STAMP site. Phase I of the water project is about 50% complete, with Phase II set to go out to bid shortly after the first of the year. The main entrance road has been constructed with the turn lane to be completed in 2018. The LeRoy Food and Technology Park was rezoned and had SEQR completed with the on-site infrastructure to begin construction in 2018. The main entrance sign for the STAMP site will be constructed early in 2018.**
6. Continue active sales and marketing efforts focused on company attractions, expansions and retentions to achieve our investment and jobs goals.

- A. In 2017, the GCEDC had 16 wins, 288 jobs committed, and over \$240 million in capital investment committed. These projects will have a combined economic impact of \$915 million to the state and region. The results exceeded the GCEDC's goals. We had five company attraction projects that included HP Hood, Batavia Brewery (Eli Fish), Resurgence Brewing, Mercy Flight and Tencar, Inc. A total of six expansion projects included O-AT-KA Milk Products (two projects), Manning Squires and Hennig, Junior's Maple, Sandvoss and Genesee Valley Transportation Rail. Overall, 20 companies met with our agency and toured our industry specific shovel-ready parks in 2017. 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 1,100 followers on Twitter and 4,000 followers on LinkedIn. Also, we launched a new mobile friendly website with a cohesive brand strategy and updated marketing content. We are beginning 2018 with a healthy sales funnel with several exciting prospects.
7. 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. The middle skills gap is known to current industry leaders and will hinder our efforts to attract manufacturers to our shovel-ready parks. Today's leaders agree that our thinking of education and workforce must change today to prepare our students for real jobs tomorrow. The GCEDC designed a framework strategy "STEM 2 STAMP" to help our K-12 and collegiate regional partners focus on programming that will align students to real world jobs and opportunities.
 - B. Successful Memorandums of Understanding (MOU's) were signed with Rochester Institute of Technology (RIT), Genesee Community College (GCC), and Monroe Community College (MCC) along with most of the secondary school superintendents in the Genesee Valley Education Partnership (GVEP) region committing to the STEM 2 STAMP concept. Several meetings were held throughout the year with our partners to design stackable training with an emphasis on STEM, mechatronics and skilled trades programs. Specific programs included the Batavia School District 4th grade STEAM program, high school teachers Semiconductor Training at RIT, soft skills certification for High School Seniors attending Leroy and Byron Bergen, and Western New York Tech Academy (P-Tech) career readiness. Siemens sponsored an environmental event at John Kennedy school and is assessing the feasibility of introducing a solar program at Batavia High School. Other connections for students, teachers and industry continue to be made by the Business Education Alliance (BEA). Support and participations with the WNY and Finger Lake's STEM Hubs and Finger Lakes Advanced Manufacturing Enterprise (FAME) workforce readiness continued throughout the year. Workforce development is a process not an event.
 8. Commence strategic planning and related activities regarding STAMP Track II infrastructure expansion and funding requirements.
 - A. Considerable effort was expended during 2017 to "characterize and communicate" the need to move STAMP into Phase II site and infrastructure development. In essence, Phase I site development largely designs, permits and constructs infrastructure which supports making 100 to 150 acres of the campus market-ready / shovel-ready for a large-scale project (up to .6M ft² / 1,000 jobs). Phase II site and infrastructure development focuses on the necessary investment, design, permitting and construction to expand the entire 1,250-acre campus to market-ready / shovel-ready status. That would ready the site for the largest of global advanced manufacturing projects (as much as 5M ft² / 10,000 jobs) requiring upwards of 500MW electric and 8 to 12 MGD water and sewer. Currently, the site has been validated by market participants as having strong potential, but timelines to design, permit and construct

the necessary site infrastructure are beyond the timelines required to construct large advanced manufacturing projects. Engineering estimates suggest an investment of \$40M is needed to undertake the design and permitting of the remainder of the site which would collapse timelines by as much as 24 months bringing the site infrastructure readiness timeline into much better alignment with the market opportunities currently being seen.

- B. We have been actively “characterizing and communicating” the STAMP Phase II site development needs through our STAMP Implementation Team which is part of the Finger Lakes REDC. A series of presentations and meetings occurred throughout 2017 with the Governor’s Office, ESDC Commissioner Howard Zemsky and Sr. ESDC officials, the Finger Lakes REDC and the Finger Lakes REDC Next Gen Manufacturing & Technology work team along with select NYS Senate and Assembly members. Given past experience, securing funding of this magnitude (\$40M) outside landing a “bird in the hand project” can certainly be protracted (2 to 3 years) and is impacted by state political and fiscal considerations. We succeeded during 2017 in raising awareness with state leadership of the need for additional funding to move STAMP’s development into Phase II to better align the development timelines for the site with existing large scale advanced manufacturing project timeline requirements. In addition, we made progress relative to Phase II site development activities by leveraging some of our Phase I investment funds to advance Phase II engineering studies and design elements for the longest critical path items related to large scale electric capacity, water/sewer planning and analysis, as well as specific on-site constructability and readiness activities.

