

## 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)

### 2020 Measurements and results:

1. Secure capital / business investment commitments of \$32 million.
  - A. **2020 result was \$83 million.**
2. Secure pledges to create 90 jobs.
  - A. **2020 result was 78 pledged jobs to be created.**
3. Achieve the GCEDC 2020 budget from a bottom line financial operation performance (EBITDA) standpoint.
  - A. **The GCEDC will exceed the 2020 budget from a bottom-line standpoint. For the Operating Fund, Project Origination Fee Revenue collected was almost double the amount budgeted for and many of the operating expenditure line items are projected to come in significantly under budget. The GCEDC collected \$737K in Project Origination Fee Revenue as compared to the \$375K budgeted for 2020. 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 2020 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 during the development of legislation to support semiconductor 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 safe re-opening during the COVID-19 pandemic.**

#### 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 following the approval and deployment of a \$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.
- 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 2020, these conversations also included outreach on state and federal economic recovery programs and state guidance on safety practices for businesses and offices.
- 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 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. Building on the launch of The GLOW With Your Hands program, the GCEDC and partners developed and launched an online GLOW With Your Hands Virtual website available to all Genesee County high school students.
- 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 secured funding in 2019 for a new summer training program in CNC and mechatronics careers that will start in 2021, and prepared pre-apprenticeship programs connecting students at the Genesee Valley BOCES with local employers.
- 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. **2020 results are that the Pembroke line of the water project is almost complete. Pursuant to the development of the STAMP site, the USFW has issued its compatibility determination on the ROW request and the draft SPDES permit from the NYSDEC is in process. Design and engineering for the large-scale capacity water and electric will be completed by early February 2021 that will service the STAMP site as well as the on-site power line reroute design and engineering has been completed with construction to begin in 2021.**
  
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**
  - B. **The GCEDC directly assisted with business support and promotions related to the COVID economic recovery with the Genesee County, City of Batavia, Batavia Development Corporation, Genesee County Chamber of Commerce for main street businesses in Batavia and Genesee County.**
  
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 2020, the GCEDC had 18 wins, 78 jobs committed, and \$83 million in capital investment committed. The results exceeded the GCEDC's goals. We had 9 company attraction projects that included 6 commercial solar projects, Ellicott Place, and Fraser-Branche. There was one expansion project Six Flags Darien Lake, LLC. 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 92 leads in 2020. Twenty-four of those leads converted to projects and 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 8 active projects in the sales funnel. One major sales highlight in 2020 to note, was up selling 22 acres of land to HP Hood (\$1.1 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 2020 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:**

**Establishing the "Genesee --> F.A.S.T." (Food Processing, Advanced Manufacturing, Skilled Trades & Technicians) Workforce Development Program by leading multiple workforce teams in the region.**

Coach Swazz's "Coach's Corner" was established by the team and secured a monthly column with the Batavia Daily News and the Batavian. The goal is to reach parents/students on careers in their backyard.

In leading the Workforce Training Center in Downtown Batavia initiative, we were successful in securing \$734,000 via OCR grants from HP Hood and Upstate Niagara's 2020 project investments.

Chris, Co-Chairman of "GLOW with Hands", was instrumental in the coordination of the event to include 3 other regional IDA's and workforce support teams, 25 school districts. As the sponsorship leader, we raised \$70k + for the first two years. In Year 1, 1000 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. I 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.

#### GV BOCES Involvement:

- Chris is Advisor of WNY Tech Academy, Computer Graphics, Mechatronics, Metal Trades, & Building Trades
  - Led the setup of a Pre-Apprenticeship bootcamp program for youth ages 16-24 with 4 companies planned to participate in 2020 but postponed the event due to Covid-19.
  - 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 2020, the programs first year, 37 students (37% of students enrolled in Mechatronics and Metal Trades) signed to participate
  - New Mechatronics Lab – Chris secured sponsorship totaling \$20k with Liberty Pumps, National Grid and GGLDC to assist GV BOCES in securing over \$100k+ of new equipment for the lab.
  - Metal Trades – Videos and Youth and Pre-apprenticeship programs, Chris secured a welding simulator sponsorship (\$30k) with Graham Manufacturing.
  - Chris is an active executive board member of the Business Education Alliance, He established the Genesee County Premier Workforce Membership Program in 2020 with roll out planned for 2021. 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.
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 is near completion on the 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.**

## **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, 2021 – December 31, 2021

**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.

### **2021 Measurements:**

1. Secure capital / business investment commitments of \$35 million (not including any project over \$50 million in capital investment).
2. Secure pledges to create 90 jobs.
3. Achieve the GCEDC 2021 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, 2022 related to 2021 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