

## 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 Origination 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.**