



Meeting Agenda – Governance & Nominating Committee
 Genesee County Economic Development Center
 Thursday, February 4, 2021, 2:30pm
 Location: Electronically

Page #s	Topic	Discussion Leader	Desired Outcome
	1. Call to Order – Enter Public Session 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.		
	2. Chairman's Report & Activities 2a. Agenda Additions / Other Business	C. Yunker	
2-6	2b. Minutes: June 4, 2020		Vote
	3. Discussions / Official Recommendations to the Board:		
7	3a. Board Self-Evaluation Process/Questionnaire	L. Farrell	Discussion
8-11	3b. Authority Self-Evaluation of Prior Year Performance	L. Farrell / M. Masse	Disc / Vote
12-14	3c. Mission Statement & Measurement Report	L. Farrell / M. Masse	Disc / Vote
	4. Adjournment	C. Yunker	Vote

**GCEDC Governance & Nominating Committee Meeting
Thursday, June 4, 2020
Location: Electronically
3:00 p.m.**

MINUTES

ATTENDANCE

Committee Members: P. Battaglia, P. Zelif, C. Yunker, A. Young
Staff: S. Hyde, L. Farrell, M. Masse, P. Kennett, L. Casey, J. Krencik,
Guests: S. Noble-Moag (GGLDC Board Member), G. Torrey (GGLDC Board Member),
D. Cunningham (GGLDC Board Member)
Absent:

1. CALL TO ORDER / ENTER PUBLIC SESSION

C. Yunker called the meeting to order at 3:01 p.m. via conference call / video conference.

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 202.1 issued on March 12, 2020 suspending the Open Meetings Law, this Meeting is being held electronically via conference call / video conference instead of a public meeting open for the public to attend in person.

1a. Executive Session:

A. Young made a motion to enter executive session at 3:01 p.m. under the Public Officers Law, Article 7, Open Meetings Law Section 105 for the following reasons, seconded by P. Battaglia and approved by all members present:

“The medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.”

At 3:08, all staff members left the conference call / video conference.

At 3:29, all staff members rejoined the conference call / video conference.

1b. Re-Enter Public Session – P. Battaglia made a motion to enter back into public session at 3:30 p.m., seconded by A. Young and approved by all members present.

2. CHAIRMAN'S REPORT & ACTIVITIES

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

2b. Minutes: May 7, 2020

P. Battaglia made a motion to approve the May 7, 2020 meeting minutes as presented; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zelif - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

3. DISCUSSIONS / OFFICIAL RECOMMENDATIONS TO THE BOARD

3a. GGLDC Board Member Appointment – C. Yunker’s term on the GCEDC Board and GGLDC Board ends 6/30/20. C. Yunker requested reappointment from County Legislature. The County’s Ways & Means Committee has approved this appointment, but full Legislature approval is still needed. The Legislature has not acted on that request to date.

P. Battaglia made a motion to recommend to the full Board the reappointment of C. Yunker to the GGLDC Board, contingent upon the Legislature’s reappointment; the motion was seconded by P. Zelif. Roll call resulted as follows:

P. Zelif - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

3b. Officer Appointments – The current slate of officers is set to expire on June 30th. It is suggested to approve the below listed slate of officers:

Chair - P. Zelif
Vice-Chair - M. Gray
Secretary - P. Kennett
Treasurer - L. Farrell
President/CEO - S. Hyde

The appointed officers shall hold office for one year or until their successors are appointed.

A. Young made a motion to recommend approval to the full Board the appointment of P. Zelif as Chair; the motion was seconded by P. Battaglia. Roll call resulted as follows:

P. Zelif - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

P. Zelif made a motion to recommend approval to the full Board the appointment of M. Gray as Vice Chair; the motion was seconded by P. Battaglia. Roll call resulted as follows:

P. Zelif - Yes

A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

P. Battaglia made a motion to recommend approval to the full Board the appointment of P. Kennett as Secretary; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

P. Zeliff made a motion to recommend approval to the full Board the appointment of L. Farrell as Treasurer; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

P. Battaglia made a motion to recommend approval to the full Board the appointment of S. Hyde as President & CEO; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

3c. Local Labor Reporting Results – L. Farrell provided the Committee with a 2019 Local Labor Utilization Summary report. Based on the reporting reviewed by the GCEDC, HP Hood (the only project required to report in 2019), has met the requirement of 90% local labor.

3d. Procurement Policies and Procedures – L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

P. Zeliff made a motion to recommend to the full Board the approval of the Procurement Policies and Procedures as presented; the motion was seconded by P. Battaglia. Roll call resulted as follows:

P. Zeliff - Yes
A. Young- Yes
C. Yunker - Yes
P. Battaglia - Yes

The item was approved as presented.

3e. Investment Policy– L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

P. Zeliff made a motion to recommend to the full Board the approval of the Investment Policy as presented; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff -	Yes
A. Young-	Yes
C. Yunker -	Yes
P. Battaglia -	Yes

The item was approved as presented.

3f. Disposition of Property Guidelines – L. Farrell shared that this policy is required to be reviewed annually. There are no changes being recommended.

P. Battaglia made a motion to recommend to the full Board the approval of the Disposition of Property Guidelines as presented; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff -	Yes
A. Young-	Yes
C. Yunker -	Yes
P. Battaglia -	Yes

The item was approved as presented.

3g Governance & Nominating Committee Charter – L. Farrell shared that this charter is required to be reviewed annually.

P. Zeliff made a motion to approve the Governance & Nominating Committee Charter as presented; the motion was seconded by A. Young. Roll call resulted as follows:

P. Zeliff -	Yes
A. Young-	Yes
C. Yunker -	Yes
P. Battaglia -	Yes

The item was approved as presented.

3h. Code of Ethics – L. Farrell shared that the Committee requested this policy be reviewed annually. No changes are being recommended.

3i. Committee Self – Evaluation – After reviewing the Governance & Nominating Committee Charter, C. Yunker stated that the Committee feels that it is meeting its obligations to the Board and County. Candid discussions, informed by the staff, occur by the Committee. The Committee successfully carries out its duties outlined by the Charter.

4. ADJOURNMENT

As there was no further business, P. Zelif made a motion to adjourn at 3:48 p.m., seconded by A. Young, and passed unanimously.

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.					
Additional Comments:					
Date Completed:		Entity: GCEDC / GGLDC / GCFC			
		(circle one)			

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 slightly higher than budgeted and many of the operating expenditure line items are projected to come in under budget. Captured in the Real Estate Development Fund, the GCEDC closed on a land sale to Wendt's Propane which brought in additional revenue that was not anticipated in the budget.**
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. 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. 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, jobs committed, and \$83 million in capital investment committed. These projects will have a combined economic impact of \$ million to the state and region. 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 8th grade to 12th 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). 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 team. The program established 11th grade CTE students to job shadow and in 12th 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.

As of 12/31/20 Final year end numbers

Calculation using historic core project data: Source = GCEDC 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 Returned	Capital Investment
2007	44	0	534	\$ 44,690,000
2008	150	18	545	\$ 60,000,000
2009	40	5	119	\$ 52,200,000
2010	36	23	475	\$ 21,600,000
2011	120	28	671	\$ 17,800,000
2012	241	37	526	\$ 18,400,000
2013	270	28	1,295	\$ 29,940,000
2014	91	17	594	\$ 37,401,000
2015	158	18	822	\$ 32,950,000
2016	28	16	553	\$ 21,500,000
2017	40	14	771	\$ 18,100,000
2018	99	16	620	\$ 33,800,000
2019	150	22	836	\$ 39,000,000
2020	78	18	7	\$ 83,000,000

UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m not included
 No core projects in excess of \$10 m capex or \$50 m capex
 UMMC \$18m and Krieger \$12m not included
 No core projects in excess of \$10 m capex or \$50 m capex
 Alpina - \$17.5 m capex, Oatka - \$16 m capex not included
 Muller Quaker Dairy, LLC - \$206 m capex
 No major or mega projects
 Yancey's Fancy \$20.7 million capex
 Oatka \$20.99 million capex
 Bonduelle and HP Hood removed

Calculation using historic major or mega project data: Source = GCEDC Activity Tracking Database (only includes major projects over \$10 m or mega projects over \$50 m)

Year	Pledged Job Creation	Number of projects	Jobs Returned	Capital Investment
2007	138	4	69	\$ 169,010,000
2008	-	-	-	-
2009	12	2	630	\$ 30,000,000
2010	-	-	-	-
2011	52	2	315	\$ 33,500,000
2012	186	1	0	\$ 206,250,000
2013	-	-	-	-
2014	50	1	108	\$ 29,671,000
2015	21	1	334	\$ 20,990,000
2016	41	2	0	\$ 63,360,000
2017	248	2	0	\$ 222,200,000
2018	0	0	0	\$ -
2019	50	1	0	\$ 22,000,000
2020	0	0	0	\$ -

UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m
 No core projects in excess of \$10 m capex or \$50 m capex
 UMMC \$18m and Krieger \$12m
 No core projects in excess of \$10 m capex or \$50 m capex
 Alpina - \$17.5 m capex, Oatka - \$16 m capex
 Muller Quaker Dairy, LLC - \$206 m capex
 Yancey's Fancy
 Oatka
 Krieger's \$35.36m ESID STAMP grant \$28m
 Bonduelle and HP Hood
 Upstate purchase of Alpina building

\$ 1,124,362,000 Total capex
 2,065 Total job commitments

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

Year	Pledged Job Creation	Number of projects	Jobs Returned	Capital Investment
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
2016	69	18	553	\$ 84,860,000
2017	288	16	771	\$ 240,300,000
2018	99	16	620	\$ 33,800,000
2019	200	23	836	\$ 61,000,000
2020	78	18	7	\$ 83,000,000

Totals of all projects (adjusted to remove large attraction projects or large non-recurring projects):

Year	Pledged Job Creation	Number of projects	Jobs Returned	Capital Investment
2007	26	7	208	\$ 31,400,000
2008	150	18	545	\$ 60,000,000
2009	52	7	749	\$ 82,200,000
2010	36	23	475	\$ 21,600,000
2011	137	29	475	\$ 33,800,000
2012	241	37	1,301	\$ 18,400,000
2013	150	27	1,295	\$ 22,940,000
2014	141	18	702	\$ 58,072,000
2015	179	19	1,156	\$ 53,940,000
2016	19	17	553	\$ 19,800,000
2017	58	13	463	\$ 20,000,000
2018	99	16	620	\$ 33,800,000
2019	150	22	836	\$ 39,000,000
2020	78	18	7	\$ 83,000,000

(Removed Target, Empire Pipeline and Darien Lake)
 (Removed Alpina)
 (Removed Muller Quaker Dairy)
 (Removed Dieks Sporting Goods, 120 jobs, \$7 million capex, can
 (Removed Krieger's and ESID STAMP grant)
 (Removed HP Hood)
 (Removed Upstate purchase of Alpina building)

8 year average	109	Capital Investment	\$ 41,319,000
4 year average	96	Capital Investment	\$ 43,950,000

Prior approved Board Goals Budgets:

Year	Job Creation	Capital Investment
2011	100	\$ 13,800,000
2012	126	\$ 18,690,000
2013	132	\$ 19,250,000
2014	200	\$ 32,000,000
2015	205	\$ 35,000,000
2016	360	\$ 140,000,000
2017	122	\$ 39,000,000
2018	125	\$ 40,000,000
2019	90	\$ 32,000,000
2020	90	\$ 32,000,000

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 goals based on a 5% increase to 2011 actual core project job creation and capital investment numbers
 Core projects only. Board also set a goal of one major project with a \$10 m capx and job creation goal of 50.

(210 from core projects and 150 from one mega project) (\$40m in core projects and \$100m from one mega pro

2021 Staff Recommendation:	90	\$ 35,000,000
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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.
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.
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).

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