

ORANGE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

2016 CORPORATE MISSION AND GOALS MEASUREMENT REPORT

Name of Corporation: The Orange County Industrial Development Agency (OCIDA)

Corporation's Mission Statement:

“The mission of the Orange County Industrial Development Agency is to promote economic growth through a program of incentives-based allocations that assist in the construction, equipping and maintenance of specific types of projects and facilities. The IDA works to advance the health, prosperity and economic welfare of our County's citizens by retaining and creating jobs and attracting new businesses.”

List of Performance Goals and Measurement of Progress in Meeting Goals.

1. Retain 250 jobs

In 2016, the OCIDA assisted in the retention of 134 jobs in Orange County. The majority of these jobs (50) were in the medical field with the awarding of benefits to Middletown Medical. The other projects that were provided with IDA benefits that added to the number of retained jobs were Leentjes Amusement Corp (48), Allstate Fabrication (10), Windsor Hospitality, LLC (15), Tuxedo Hudson Co., (5) and Sentinel Realty (6).

2. Create 250 jobs

In 2016, the OCIDA laid the groundwork for the creation of 1551 new permanent jobs in Orange County through financial incentives. The County attracted Merlin Entertainment Group to construct its Legoland theme park in the Town of Goshen. If that project is approved by the Town of Goshen it is expected to create 1300 permanent jobs. The IDA also saw an increase in tourism-related projects that were expected to create 76 new jobs, including Leentjes Amusement Group (12), Windsor Hospitality, LLC (43) and Clear Key, LLC (21). In addition, the IDA offered incentives to Middletown Medical, to upgrade and expand its facilities and medical services to Orange County residents that would create 50 new permanent jobs. The other 125 prospective jobs were derived from 3 other attractions or expansions in the County including Allstate Fabrication (6), Tuxedo Hudson Co. (59) and Sentinel Realty (60). In addition to these permanent jobs, it was expected that hundreds more temporary construction jobs would be created by the various projects supported by OCIDA.

3. Increase the visibility and viability of The Accelerator.

In 2016, The Accelerator's shift in emphasis to existing small businesses in the manufacturing field that were looking to “scale up” their operations, which began in 2015, really took off. Offering production assistance, access to machinery, training and

education, The Accelerator aims to help companies increase their production and create manufacturing jobs. With a focus on outsourced industries making a return to the U.S., the new mission has concentrated on five specific industries: Cut & Sew, Bottling, Artisan Manufacturing, Artisan Food Production, and Advanced Manufacturing (Technology). The initial industry to find a production line at the Accelerator was Cut & Sew. Using the momentum of this rebranding, the Accelerator's management partnered with local agencies to host an "Evolution of Fashion" event highlighting the Cut & Sew industry's history in Orange County and the technology-driven future of the industry.

The Accelerator continued its efforts for growth and partnership this year by bringing light to regional needs in Bottling, Food Safety, and the Technology Sector. Initiative awareness was encouraged through a series of conferences, workshops, advertising, and expansion efforts. With the support of TSEC, The Accelerator Non-Profit partner, The Accelerator opened a second facility to house its rapidly growing bottling clientele. A well-attended Ribbon Cutting was hosted announcing this expansion. "Farm to Factory", a food safety Conference, brought together regional food and beverage purveyors to discuss the needs and concerns facing this sector. With a better understand of these needs, The Accelerator opened a Food Quality and Safety testing lab. The lab will allow businesses to test local and forgo the expense of sending items out of state. The "Manufacturing Technology" Conference honored those who manufacture technology regionally, discussed the issues of domestic advanced manufacturing, and educated on the future of bio technology. Currently, The Accelerator is working with the City of Middletown in efforts to locate a medical and technology sector in the city. This will encourage business growth, city regentrification, and bring back jobs that have left the area in the past few decades.

As part of its membership benefits, The Accelerator provides assistance in business planning, access to investors and consultants, access to equipment and below market rate office space thanks in part to a NYSTAR Business Incubator grant. The Accelerator is a certified New York State Business Incubator, a distinction awarded to only ten New York State Incubators.

4. Advocate for economic development in Orange County.

In 2016, the OCIDA continued its mission to attract and support businesses in Orange County. In conjunction with the Orange County Partnership, the OCIDA aggressively marketed the economic, educational and life-style advantages that Orange County offers to business owners and their employees. In conjunction with the Orange County Chamber of Commerce and the AWOW program, the OCIDA supported programs and services that served the needs of existing businesses in the County to demonstrate its commitment to keep businesses in the County.

AWOW, Accelerator Without Walls, will continue to bring the onsite services of The Accelerator to the support of existing, established manufacturing companies located in Orange County, NY, at no charge. This support will leverage a team of scientists, engineers and business experts to assist clients in areas such as, but not limited to: production and development support, rehabilitation, stress solutions, efficiency evaluation, investment readiness, promotional assistance, and market research. The initiative to leverage connections and partnerships between new and existing Orange

County businesses will continue to enhance the mission of the OCIDA and benefit the business atmosphere and camaraderie of the county.

Additional questions regarding 2016 measurement of OCIDA progress against mission and performance goals:

1. Have the Board Members acknowledged that they have read and understood the mission of the corporation?

YES

2. Who has the power to appoint the management of the corporation?

The OCIDA Board appoints its management.

3. If the Board appoints management, do you have a policy you follow when appointing the management of the corporation?

The Board seeks the best qualified individuals by conducting a search for such individuals after advertising the available positions in appropriate and cost-effective ways.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

The Board of the OCIDA sets policies and overall strategy for the organization, appoints and oversees management and financial operations and controls – all in support of its mission and goals. The management of OCIDA promotes and administers its services, operations, finances, contracts and projects in support of its mission and goals and in accordance with the strategy, direction and policies established by the Board.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Yes, the Board has read and understood the responses to each of these questions and has approved them for filing with the ABO.