

## **ORANGE COUNTY INDUSTRIAL DEVELOPMENT AGENCY**

### **2017 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 100 jobs

In 2017, the OCIDA assisted in the retention of 260 jobs in Orange County. All of these jobs were in the technology field with the awarding of additional and extended benefits to IBM for their operations in the Town of Warwick.

2. Create 250 jobs

In 2017, the OCIDA laid the groundwork for the creation of 86 new permanent jobs in Orange County through financial incentives. The County attracted 18 Route 17K, LLC, a steel fabricator who proposed to build a 66,000 square foot building and employ up to 30 full time workers. The IDA also saw an increase in tourism-related projects that were expected to create 56 new jobs, including Orange Tower Drive, LLC (28) and Med Parc, LLC (28), both hotel operations. 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. While the IDA fell short of its job-creation goal in 2017, it has changed its focus on quality projects with better paying jobs and benefits for employees. The IDA expects to continue this focus in 2018.

3. Increase the visibility and viability of the The Accelerator.

In 2017, The Accelerator continued to offer production assistance, access to machinery, training and education. The Accelerator aims to help companies increase their production and create manufacturing jobs and since 2015, The Accelerator has supported over 20 startups, and helped those startups to create over 80 jobs.

Working beyond its essential mission in 2017, The Accelerator expanded its reach with a regional effort of collaboration and sector unity. The Hudson Valley has an abundance of thriving businesses supported by the five specific mission industries of The Accelerator: Cut & Sew, Bottling, Artisan Manufacturing, Artisan Food Production and Advanced Manufacturing (Technology). The Accelerator Management worked with industry sector leaders to leverage industry connections to assist smaller, independent companies enhance their business supply chains and bridge networking gaps. This initiative was further encouraged through a series of SWOT analysis conferences and workshops, such as the MWBE and Procurement Certification Workshops, Hudson Valley Leadership Conference, Bottling Conference, Business Essentials Boot Camp and Hudson Valley Film Conference. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses were performed with community and business leaders of several Orange County towns/villages to both evaluate local industry clusters and work towards instituting a satellite Accelerator to support those sectors. The first annual Hudson Valley Leadership Conference brought together leaders and business owners to evaluate the Changing Face of Leadership in the workforce and discuss what can be done regionally to support this evolution. It is anticipated that a leadership conference will be held yearly, concentrating on current issues in the workforce with the intention of educating and strengthening Hudson Valley leaders and laying the baseline for continued industry growth.

With the continued support of TSEC, The Accelerator's Non-Profit partner, The Accelerator started construction on a satellite facility to house its rapidly growing clientele in Middletown. This facility will house bio-medical, technology and health and beauty care based early stage companies. It is highly anticipated that this new Middletown Accelerator Campus will encourage business growth, city re-gentrification and help bring back jobs that have left the area in the past few decades. The Grand Opening will take place the first quarter of 2018.

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 2017, the OCIDA continued its mission to attract and support businesses in Orange County. In conjunction with the Agents of the IDA, 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 keeping businesses in the County. Later in the year, the IDA developed and launched a marketing campaign to advertise the benefits of the county, spotlight industry growth and success and educated the general public on the mission of the IDA. With the assistance of its marketing team, Focus Media, additional untapped outlets are being researched and the IDA anticipates continued media outreach through web, radio and print in 2018.

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 including, 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 2017 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.