

## ORANGE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

### **2018 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 2018, the OCIDA assisted in the retention of 225 jobs in Orange County. The granting of incentives to English Dana Enterprises, Inc. (120) and King Zak Industries, Inc. (76) resulted in the retention of 196 jobs in the distribution field. Hampton Park, LLC, an equipment maintenance and repair construction company, was able to retain 29 job with the granting of incentives.

2. Create 250 jobs

In 2018, the OCIDA laid the groundwork for the creation of 221 new permanent jobs in Orange County through financial incentives. The IDA saw an increase in tourism-related projects that were expected to create 147 new jobs, including Church Hill Properties of Highland Falls New York, LLC (113), Banta Hospitality, LLC (15), and Airport Properties VIII, LLC (19) all hotel operations. Kraftify, a craft brewery, is expected to create 13 new jobs. Distribution facilities English Dana Enterprises, Inc. (30) and King Zak Industries, Inc. (25) are expected to create 55 new jobs. Hampton Park, LLC is expected to create 6 new jobs in its new facility. 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 2018, it retains its focus on quality projects with better paying jobs and benefits for employees by leveraging benefits to encourage employers to pay no less than \$15/hour for entry level positions, and to include medical and retirement benefits where possible. The IDA expects to continue and refine this focus in 2019.

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

In 2018, 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 job and since 2015, The Accelerator has supported over 24 startups and helped those startups to create over 100 jobs.

In 2018, The Accelerator revamped its cluster initiatives to reflect developing industries in the County: Fashion Design & Production, Technology, Artisan Food Manufacturing, Medical Devices, Software, and Personal Care Products. The Accelerator Management worked with industry leaders to assist smaller, independent companies enhance their business supply chains and bridge networking gaps. This initiative was further encouraged through a series of SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, conferences and workshops, such as the MWBE and Procurement Certification Workshops, Hudson Valley Leadership Conference, Emerging Leaders Youth Conference, Business Essentials Boot Camp, and multiple small business development workshops. SWOT analyses were performed with community and business leaders in several Orange County towns/villages to both evaluate local industry clusters and work towards instituting a satellite Accelerator to support those sectors. The second annual Hudson Valley Women's Leadership Conference, Leading the Change, brought together leaders and business owners to promote and support women in business. The Accelerator featured 30+ regional business resources during the opening expo section encouraging attendee networking. The conference's keynote speaker and panelists discussed bias in the workforce, growth methods, business tips, and shared professional experiences. In 2018, The Accelerator partnered with the Orange County Youth Bureau and BOCES to host the inaugural Emerging Youth Leadership Conference created to strengthen the school to college/work pipeline and eliminate youth flight and brain drain. All public and private schools were welcome to participate by sending students, grades 10-12, to experience this interactive conference. Students spent the day attending workshops covering such topics as: The Best Version of You, Professional Communication, and Resources and Resumes. The conference wrapped up with students experiencing a 7 minute mock interview from local community leaders.

With the continued support of TSEC, The Accelerator's Non-Profit partner, The Accelerator launched new satellite facility in Middletown. This facility houses 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, investment into and redevelopment of the City, and help bring back jobs that have left the area in the past few decades.

In 2018, the sewing and fashion manufacturing initiative continued to grow. Accelerator Management worked with a local landlord to open two new Accelerator buildings in the third quarter of 2018. The landlord's family once ran successful Newburgh, NY based clothing factories during the 1900s manufacturing boom. Wishing to revive the facility for a positive purpose, they partnered with The Accelerator to upfit the building for up and coming fashion-based companies. These facilities currently house 3 companies with the intention of additional growth in 2019.

Partnering with the Town of Warwick, local legislators, agricultural consultants, farms and business owners, The Accelerator has started to develop a plan for the next Accelerator campus with a Cannabidiol-based (CBD) cluster. The location, an abandoned Warwick State prison, will house a CBD oil refinery facility and PODS for companies manufacturing CBD products and will redevelop and repurpose the former prison campus. Touro College of Osteopathic Medicine and The Center for Discovery (located in Sullivan County) will

work as the R&D components of this initiative. It is anticipated this facility will open in 2019.

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 eleven New York State Incubators.

#### 4. Advocate for economic development in Orange County.

In 2018, 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 support of OCIDA Agents and the Accelerator Without Walls (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. In the first quarter of 2018, the IDA 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 2019.

AWOW will continue to bring onsite services to the support of existing, established manufacturing companies located in Orange County, NY, at no charge. This support leverages 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 of the county.

Additional questions regarding 2018 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.