

## **ORANGE COUNTY INDUSTRIAL DEVELOPMENT AGENCY**

### **2019 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 2019, the OCIDA assisted in the retention of 51 jobs in Orange County. The granted incentives to McNeilly Wood Products, Inc., a pallet manufacturing, reconditioning and disposal company, has sustained job creation and growth since it first relocated to Orange County from New Jersey in 1993.

2. Create 250 jobs

In 2019, the OCIDA laid the groundwork for the creation of 178 new permanent jobs in Orange County through financial incentives. The IDA continued to see steady growth in tourism-related projects that are expected to create 112 new jobs, including SDC Hudson Valley Realty (40) and South Gate Flats, LTD (72) both hotel operations. Manufacturing and Distribution facilities, McNeilly Wood Products, Inc. (20) and 360 Middletown Holdings, LLC (46) are expected to create 66 new jobs. 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 2019, it maintains 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 when possible. The IDA will continue to support this initiative in 2020.

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

In 2019, 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 29 startups and helped those startups to create over 145 jobs.

In 2019, The Accelerator refined its cluster initiatives to reflect developing industries in the County: Fashion Design & Production, Technology, Medical Devices, Software, Personal Care Products, and Hemp based product manufacturing. 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) analyses, conferences and workshops, such as the Women Empowering Women Round Table, Emerging Leaders Youth Conference, 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 groundwork was laid for the third Hudson Valley Women's Leadership Conference, Career Reinvention, anticipated for the second quarter of 2020. In 2019, The Accelerator partnered with the Orange County Youth Bureau and BOCES to host the second annual 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 an 8-minute mock interview from local community leaders.

Partnering with the Town of Warwick, local legislators, agricultural consultants, farms and business owners, The Accelerator began construction on 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. Construction began in third quarter 2019 and steady progress continues. It is highly anticipated that this new Warwick Accelerator Campus will encourage business growth, investment into and redevelopment of the surrounding area, and help bring high quality jobs to the area. Touro College of Osteopathic Medicine and The Center for Discovery (located in Sullivan County) will work as the R&D components of this initiative.

The Accelerator's Middletown campus focuses on medical device manufacturing, software, programming, and personal care products. With the continued support of TSEC, The Accelerator's Non-Profit partner, a medical-grade cleanroom was installed at Middletown Campus in 2019. The creation of this SMARTT Lab facility will help to support the research and development of the new CBD / Hemp cluster, the growing Orange County Medical corridor, and the onsite bio-medical, technology and health and beauty care companies.

In 2019, the sewing and fashion manufacturing initiative continued to develop. This cluster is now located in multiple buildings in both New Windsor and Newburgh and houses 10 companies. With the support of the Workforce Development Institute, The Accelerator was able to install a laser cutter in the fourth quarter of 2018. This equipment has helped to improve both the quality and manufacturing speed of many onsite companies. Accelerator Management traveled to Italy in the third quarter to evaluate Italian manufacturing and make international connections. The Accelerator wants to ease the transition for international companies that would like to do business in the United States. This trip served as a steppingstone for that process.

Partnering with the Village of Highland Fall, West Point, local legislators, the Orange County Citizens Foundation, and business owners, Accelerator Management laid the initial groundwork for the next satellite location with an Artificial Intelligence (AI) cluster. This new initiative is a public-private partnership facilitating AI, Machine Learning, Data Science Industries to create high-tech jobs in the Greater West Point-Highland Falls Community. Unique to the OCIDA, this cluster will facilitate community and downtown revitalization through STEM Engagement. It is currently anticipated this facility will open in 2020.

As part of its membership benefits, The Accelerator provides assistance in business planning, marketing, access to investors and consultants, access to equipment and below market rate office space.

4. Advocate for economic development in Orange County.

In 2019, 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 second quarter of 2019, the IDA launched a website to advertise the benefits of the county, spotlight industry growth and success and educated the general public on the mission of the IDA.

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 2019 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.