

ORANGE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

2020 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 200 jobs

In 2020, the OCIDA assisted in the retention of 64 jobs in Orange County. The granting of incentives to Danskammer Energy, LLC, a power plant, resulted in the retention of 42 high-paying jobs in the energy field. Orange Inn, LLC, a historic 18th century inn located in the County seat in the Village of Goshen, was able to retain 22 jobs with the granting of incentives intended for rehabilitation to the restaurant and the creation of a boutique hotel and event space.

2. Create 150 jobs

In 2020, the OCIDA laid the groundwork for the creation of 36 new permanent jobs in Orange County through financial incentives. Orange Inn, LLC, a historic 18th century inn located in the County seat in the Village of Goshen, is expected to create 36 jobs with the granting of incentives intended for rehabilitation to the restaurant and the creation of a boutique hotel and event space. This business intends to benefit from local tourism growth and the effect of the soon to open Legoland Theme Park, also located in Goshen. In addition to these permanent jobs, it was expected that temporary construction jobs would be created by the various projects supported by OCIDA. The COVID-19 pandemic played a large part in delaying construction on previously incentivized projects and delaying, if not ending, the potential of some new projects due to financial instability resulting from pandemic economic impacts. While the IDA fell short of its job-creation goal in 2020, it maintains a strong focus on incentivizing 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 expects to continue this focus in 2021.

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

In 2020, The Accelerator continued to offer production assistance, access to machinery, training support and education. The Accelerator has helped companies increase their production and create manufacturing jobs since 2015. As of December 2020, The Accelerator has supported over 33 startups and helped those startups to create over 155 jobs.

In 2020, The Accelerator cluster initiatives will reflect developing industries in the County: Fashion Design & Production, Technology, Medical Devices, Software, Personal Care Products, Artificial Intelligence and CBD/Hemp based product manufacturing. The Accelerator Management and consulting firm, Galileo Technology Group, works 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 small business development workshops, such as the virtual 2020 Women's Leadership Conference; Empowered by Change and a 13 part COVID-19 workshop series addressing loan, grants and pandemic business related topics. 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. To strengthen the school to college/work pipeline and eliminate youth flight and brain drain, The Accelerator partnered with the Orange County Youth Bureau and Ramapo Catskill Library System to create a youth leadership video library covering such topics as professionalism, resumes, social media conduct and local resources.

The construction of the Cannabidiol-based (CBD) campus was completed in the fourth quarter of 2020. The Accelerator/OCIDA partnered with the Town of Warwick, local legislators, politicians, agricultural consultants, farms and business owners to develop the concept of this cluster and create the support system needed for this industry to be successful in Orange County. 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. 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. It is anticipated that companies will start to occupy this Accelerator facility in the first quarter of 2021. There are currently 3 companies in talks to locate to the Warwick campus.

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 the 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. There are currently 9 companies located onsite at the Middletown campus.

In 2020, the sewing and fashion manufacturing initiative continued to develop and strengthen. This cluster is located in multiple buildings in both New Windsor and Newburgh. With the support of the Workforce Development Institute, The Accelerator was able to install a laser cutter and embroidery machine in 2018. This equipment has helped to improve both the quality and manufacturing speed of many onsite companies. Due to the COVID pandemic, several companies in the sewing cluster pivoted production to PPE, consisting of

masks, face shields and gowns, to sustain business and support NYS initiatives. To meet demand and support local businesses and the struggling medical corridor, Accelerator and AWOW companies worked together by sharing supply chain resources and supplies to expedite PPE production and get it into the hands of those in need. Ziel, a Newburgh based Accelerator company, was awarded NYS incentives to set up a N95 mask manufacturing line and meet the critical need for medical supplies. There are currently 8 companies located onsite at the New Windsor – Newburgh campus.

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 and 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. Due to COVID, the opening of this location was stalled, it is currently anticipated this facility will open in 2021.

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 March 2020, The Accelerator/Orange County Industrial Development Agency partnered with the Orange County Funding Corporation to launch an aggressive COVID-19 Economic Recovery Program to create economic stability and hope. Through the recovery program, these organizations helped businesses train, rehire and recruit employees; identify and solve supply chain and inventory shortfalls; clean and disinfect their facilities; and apply for federal, state, and local grant/loan applications. In conjunction with this hands-on assistance, the OCFC established a loan program to support small businesses impacted by the pandemic. Fifty-one loans, totaling approximately \$550,000, were authorized by the OCFC to agricultural, construction, food service, personal care, professional, retail, transportation, maintenance, health, day care and recreational businesses across the County of Orange. To further support the loan recipients, The Accelerator/OCIDA and OCFC launched the #OCOpenforBusiness Campaign. This social media campaign highlighted these local companies and encouraged the public to patronize these businesses, acknowledge them and spread the word of the assistance available through these organizations.

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.

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,

recruitment, stress solutions, efficiency evaluation, investment readiness, technology improvement/ installation, 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 2020 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.