



Meeting Agenda – Governance & Nominating Committee
 Genesee County Economic Development Center
 Thursday, March 2, 2023, 3:00pm
 Location: 99 MedTech Drive, Innovation Zone

Page #s	Topic	Discussion Leader	Desired Outcome
	1. Call to Order – Enter Public Session	C. Yunker	
	2. Chairman’s Report & Activities 2a. Agenda Additions / Other Business	C. Yunker	
2-3	2b. Minutes: July 7, 2022		Vote
	3. Discussions / Official Recommendations to the Board:		
	3a. Board Self-Evaluation Process/Questionnaire	L. Farrell	Discussion
4-7	3b. Authority Self-Evaluation of Prior Year Performance	L. Farrell / M. Masse	Disc / Vote
8-11	3c. Mission Statement & Measurement Report	L. Farrell / M. Masse	Disc / Vote
12	3d. GGLDC Board Member Terms Ending	L. Farrell	Discussion
	4. Adjournment	C. Yunker	Vote



GCEDC Governance & Nominating Committee Meeting
Thursday, July 7, 2022
Location: 99 MedTech Drive, Innovation Zone
3:00 p.m.

MINUTES

ATTENDANCE

Committee Members: P. Zelif, C. Yunker, T. Bender
Staff: S. Hyde, L. Farrell, M. Masse, P. Kennett, L. Casey, J. Krencik
Guests: G. Torrey (GGLDC Board Member)
Absent: M. Gray

1. CALL TO ORDER / ENTER PUBLIC SESSION

C. Yunker called the meeting to order at 3:02 p.m. in the Innovation Zone.

2. CHAIRMAN'S REPORT & ACTIVITIES

2a. Agenda Additions / Deletions / Other Business – Nothing at this time.

2b. Minutes: May 31, 2022

P. Zelif made a motion to approve the May 31, 2022 meeting minutes as presented; the motion was seconded by T. Bender. Roll call resulted as follows:

P. Zelif - Yes
M. Gray- Absent
C. Yunker - Yes
T. Bender - Yes

The item was approved as presented.

3. DISCUSSIONS / OFFICIAL RECOMMENDATIONS TO THE BOARD

3a. Pricing Policy – PILOT Transfer – M. Masse presented the current pricing policy to the Committee that states any transfer and/or reassignment of an existing PILOT is subject to an origination fee. With some of the recent projects we have seen there is the possibility of a company transferring a facility immediately after construction, which would trigger a second origination fee. M. Masse asked the Committee if they would like to modify the policy.

Executive Session

T. Bender made a motion to enter executive session under the Public Officers Law, Article 7, Open Meetings Law Section 105, at 3:10 p.m., for the following reasons:

2b

2

DRAFT

1. The medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation.

The motion was seconded by P. Zeliff and approved by all members present.

Re-Enter Public Session

T. Bender made a motion to enter back into public session at 3:28 p.m., seconded by P. Zeliff and approved by all.

3a. Pricing Policy – PILOT Transfer (Continued) – C. Yunker stated that there are no changes being recommended at this time after a discussion took place in executive session.

3b. Local Labor Monitoring Fee - Loewke Brill Consulting Group assists IDA's with local labor inspection and monitoring services to ensure that any project that builds a facility with a capital investment greater than \$5 million and any solar project in excess of 5 MW is complying with the Local Labor Policy.

The local labor monitoring fee has been brought forward again for review and discussion. The Governance & Nominating Committee is tasked with deciding whether the company or the GCEDC should be responsible for these fees.

Currently, the GCEDC pays for the set-up fee, monthly inspections and reporting not to exceed the construction timeline listed in the application. These monitoring fees are paid out of the project origination fee. The company is responsible for any fees that exceed the timeline listed in the application. The company is also responsible for any waiver requests that get submitted and sent to the Board for consideration.

Staff was previously asked to find out how Erie and Monroe County handle payment of these fees. Staff reported on their findings. Each IDA handles the payment of these fees differently. For one IDA, an estimate is provided upfront, and the fee is held in escrow to pay for these monitoring expenditures. Any funds that are not expended are refunded to the customer. While the other IDA pays for these fees out of the project's origination fee.

The Committee agreed that requiring companies to pay for Loewke Brill's services as part of the application process is the appropriate and cost-effective way to manage this process. An upfront estimate will be provided to the customer as part of the application and the fee will be held in escrow to pay for these monitoring expenditures. Any funds that are not expended will be refunded to the customer. The local labor policy and application will be modified and brought forward for review and approval at the next GCEDC Board meeting. The redlined versions of the application and policy do not need to go through the Governance and Nominating Committee for recommendation.

P. Zeliff -	Yes
M. Gray-	Absent
C. Yunker -	Yes
T. Bender -	Yes

4. ADJOURNMENT

As there was no further business, P. Zeliff made a motion to adjourn at 3:36 p.m., seconded by T. Bender, and passed unanimously.

Authority Self-Evaluation of Prior Year Performance

Local Public Authority Name: Genesee County Industrial Development Agency d/b/a Genesee County Economic Development Center (GCEDC)

2021 Measurements and results:

1. Secure capital / business investment commitments of \$35 million (not including any project over \$50 million in capital investment).
 - A. **2022 result was \$33 million (the total for the year is \$97 million if the over \$50 million in capital investments, RRH and YMCA Healthy Living Campus, are included).**
2. Secure pledges to create 90 jobs.
 - A. **2022 result was 16 pledged jobs to be created (the total for the year was 117 if the over \$50 million in capital investments, RRH and YMCA Healthy Living Campus, are included).**
3. Achieve the GCEDC 2022 budget from a bottom-line financial operation performance (EBITDA) standpoint.
 - A. **The GCEDC will exceed the 2022 budget from a bottom-line standpoint. For the Operating Fund, Project Origination Fee Revenue collected exceeded the budgeted amount. The GCEDC collected \$405K in Project Origination Fee Revenue as compared to the \$375K budgeted for 2022. Several operating expenditure line items will come in significantly under budget as well.**
4. Continue an active outreach campaign. Continue engagements with state, federal, regional, local and educational partners focused on advancing the GCEDC's development strategy enabling local/regional economic growth and quality job opportunities for our residents and children.
 - A. **The GCEDC continued its efforts in 2022 to provide enhanced communications and outreach with federal, state and local government officials and staff on various economic development issues. This has been accomplished through direct communications with these officials, but also through our activities with and appointments to various civic, government and private sector entities which allows for constant interaction with our federal, state and local government representatives and staff.**

1. Federal:

- Provided guidance on market conditions and needs during the development of the CHIPS and Science Act with Senate Majority Leader Schumer's regional and economic development policy staff, as well as Rep. Morelle's regional and economic development policy staff. This added a critical focus on the supporting shovel-readiness for strategic sites, including STAMP, and connections with potential industry supporters.
- Made requests to our congressional delegation to make outreach to key federal agencies regarding support at STAMP, including federal reviews and approvals of required site and infrastructure development.

2. State/Regional:

- Coordinated state and local support enabling Plug Power's investments into a green hydrogen project and construction of a campus-wide substation at STAMP.
- Continued to explore funding opportunities at STAMP through discussions with the Governor's office, including Empire State Development, and members from the Rochester and Finger Lakes delegation to the New York State Legislature following the

approval and deployment of grants for infrastructure to support active and future projects at STAMP.

- Continued to financially support the economic development initiatives of the Greater Rochester Enterprise (GRE) and Invest Buffalo Niagara (IBN). These investments include a seat on the board of directors of both organizations and active support for sales and marketing outreach.
- The GCEDC's CEO serves on Finger Lakes Regional Economic Development Council (FLREDC). Several members of the GCEDC staff also serve on workgroups for the FLREDC.
- Members of the GCEDC staff also serve on Invest Buffalo Niagara's Industrial Real Estate Strategy Taskforce, including site readiness and marketing workgroups.

3. Local (County, City and Town):

- Continued to increase outreach and dialogue with local municipalities. In 2022, these conversations also included a successful partnership with the towns of Elba and Oakfield, and Genesee County, to negotiate financial agreements that are estimated to generate \$87 million in revenue from the Hecate Energy Cider Solar project. Municipalities where projects under consideration of the GCEDC board are contacted before and after board actions, and before and after public hearings, including project applications, public hearing minutes, and project summaries.
- The GCEDC has engaged with towns, villages, and the city of Batavia to identify areas that have zoning, utilities and local support for housing developments in conjunction with the GCEDC's targeted housing development initiative. This includes the development of an 8-acre area in the City of Batavia for future housing development.
- In addition to project communications, the GCEDC engages with municipalities and local government officials through participation in local board meetings and discussions on potential projects, long-term developments, and properties and buildings that can be marketed for investment.
- The GCEDC staff also participates on many community boards relevant to economic development, business, and community development across the County.

4. Educational Institutions:

- Our workforce partners included K-12 Schools, GV BOCES/BEA, GLOW WIB and Genesee County Career Center, Genesee Community College, and regional institutions. All are critical partners to our economic development initiatives, especially our efforts to bring new businesses to our shovel-ready parks and enable the growth of existing businesses.
- Superintendents, teachers, counselors, and students across the Genesee Valley BOCES. (GV BOCES) districts have been working with the GCEDC to increase STEM programming in the classroom and gaining awareness of skill-based career choices.
- Building on the launch of The GLOW With Your Hands program, the GCEDC and partners continued online GLOW With Your Hands Virtual website available to all Genesee County high school students in addition to an in-person GLOW With Your Hands program.
- 11th and 12th grade Electro-mechanical, or "Mechatronics" has been an asset. The youth apprenticeship and pre-apprenticeship bootcamp have given students connections to local companies. Both programs have leveraged the \$800,000 of new equipment sponsored by GCEDC/GGLDC for the mechatronics lab at GV BOCES
- This workforce development effort is intended to provide employers with a skilled workforce, as well as build a worker pipeline for the future companies attracted to our region, including businesses we are recruiting to bring to the STAMP Campus.

5. Continue site development activities at the tech and industrial parks which facilitates achievement of our jobs and investment goals.
 - A. **2022 results for the STAMP site are that the power line reroute, and the 345 kV to 115 kV substation have begun construction. The onsite water line, hold and haul tank, and the onsite construction storage yard have completed construction as well. The NYSDEC has issued the SPDEA permit for the WWTF and the final design and bidding package will be completed in 2023. The STAMP site is now at a market ready status for the large-scale infrastructure needed for mega sized projects.**

6. Continue active participation with the City of Batavia, Batavia Development Corp., County, School district, Finger Lakes REDC, New York State and related community partners with respect to revitalization activities and projects in the City of Batavia to include development and implementation of the Batavia DRI Strategic Investment Plan. This will include the importance of the development and support of Placemaking.
 - A. **The GCEDC built on placemaking initiatives including engagement with local stakeholders and project managers for strategic Downtown Revitalization Initiative projects at the Healthy Living Campus, Ellicott Station, Ellicott Place and others. The GCEDC provided active guidance in the redevelopment of BOA sites at the City Center/mall and Creek Park, as well as the deployment of the DRI's Building Improvement Fund.**

7. Continue active sales and marketing efforts focused on company attractions, expansions and retentions to achieve our investment and jobs goals and continued focus on economic expansion.
 - A. **In 2022, the GCEDC had 12 wins, 117 jobs committed, and \$97 million in capital investment committed. The results exceeded the GCEDC's goals. The GCEDC had 7 company attraction projects which included J & R Fancher Properties, LLC mixed use project at BETP. There were two expansion projects which were J Rental in Apple Tree Acres and Rochester Regional Health building adjacent to the Gateway II Corporate Park. The selling activity continued to be robust, and the sales funnel remains very active. The GCEDC sales and business development team responded to 111 leads in 2022. Eleven of those leads converted to projects and were approved for incentives/funding support from either the boards of GCEDC/GGLDC/GCFC and/or New York State.**

8. Continue workforce development activities with our education partners focused on worker pipeline enhancement enabling growth by our existing base of businesses and supporting company attractions to the community/region.
 - A. **Throughout 2022 our efforts have focused on both Higher Education and especially K-12 with the goal to influence students' interest in STEM careers and career paths in the skilled trades.**
 - Managed the "Genesee --> F.A.S.T." (Food Processing, Advanced Manufacturing, Skilled Trades & Technicians) Workforce Development team in the region.
 - Continued to fine tune workforce programs. Coach's Corner column with the Batavia Daily News & The Batavian. Articles were published three times throughout 2022. Also, "Coach Swazz" appeared on the Batavia Daily News online streaming of High School Sectional Football game in September. The goal is to reach parents/students on careers in their backyard.
 - The GCEDC's VP of Business and Workforce Development presented at 2022 NYATEP & NYSEDC Partners of Workforce & Economic Development Fall Conference on "How to become a Workforce Champion". Over 400 professionals attended the virtual webinar with over 20 in the actual break out room.
 - As Co-Chairman of "GLOW with Hands", the GCEDC's VP of Business and Workforce Development was instrumental in the coordination of the event to include 3 regional

IDA's and workforce support teams, 30 school districts. As the sponsorship committee leader, the GCEDC's VP of Business and Workforce Development led the way to raise over \$150k in the first four years. This year (2022), we were successful with 1000 students and 64 vendors in attendance.

Continue GV BOCES Involvement:

- Advisor of WNY Tech Academy, Computer Graphics, Mechatronics, Metal Trades, & Building Trades
- Led the setup of a Pre-Apprenticeship bootcamp program for youth ages 18-24 with 7 companies planned to participate in 2022 with 4 students.
- Youth Apprenticeship Program – Led the charge to coordinate the program along with Finger Lakes Youth Apprenticeship www.fingerlakesyouthapprenticeship.com team. The program established 11th grade CTE students to job shadow and in 12th grade a paid internship at local manufacturing companies. In 2022, the programs 33 students in Mechatronics to participate and 31 students were accepted in the program with 7 participating companies.
- As an active executive board member of the Business Education Alliance, Chris was instrumental in Year 2 of the Genesee County Premier Workforce Membership Program. The program is an up-selling technique to dramatically increase the membership dues to strategic organizations. The highlights of the program include an easy one payment sponsorship for all workforce related events including participating in a Senior Job Fair, Lunch N Learn, GLOW with Your Hands Gold Level Sponsorship and Video recording. Eight companies were secured raising \$37,500 in total.
- The "Cornell in High School" first year had 12 students graduate the 3-day bootcamp. We recruited students from a combination of GV BOCES Culinary program and local and regional schools. I was successful in securing a \$10k grant from WDI to support the overall cost of the program.

9. Commence strategic planning and related advocacy/communications activities regarding the need for additional investment to implement STAMP Phase II site and infrastructure development helping to make the 1,250-acre site globally competitive by better aligning infrastructure readiness timelines with market needs (market ready/shovel-ready).

The GCEDC has utilized the additional \$8M for STAMP Track 2 infrastructure and has completed the design, engineering and permitting that was needed to bring the main manufacturing portion of the STAMP campus to a Market Ready state that has significantly reduced the timelines as it relates to large infrastructure deployment. We are currently pursuing a FAST NY grant application to secure funds to begin construction of some of that large scale capacity infrastructure.

Local Public Authority Name: Genesee County Industrial Development Agency d/b/a Genesee County Economic Development Center (GCEDC)

Fiscal Year: January 1, 2023 – December 31, 2023

Enabling Legislation (enables Local Public Authority Mission Statement): Industrial development agencies (“IDAs”) are formed under Article 18-A of New York State General Municipal Law, as public benefit corporations. IDAs were created to actively promote, encourage, attract and develop job and recreational opportunities and economically-sound commerce and industry in cities, towns, villages and counties throughout New York State (the “State”). IDAs are empowered to provide financial assistance to private entities through tax incentives in order to promote the economic welfare, prosperity and recreational opportunities for residents of a municipality (“Benefited Municipality”).

Mission Statement: The GCEDC is the primary economic development agency in Genesee County, NY. The GCEDC’s mission is to facilitate local economic growth and development which fosters investment and job creation for the benefit of our residents and children. We do this by offering financial assistance, real estate solutions, workforce development programming and placemaking options in order to build back local and regional manufacturing and by supporting the continued growth and success of our local businesses all across Genesee County.

2023 Measurements:

1. Secure capital / business investment commitments of \$47 million (not including any project over \$50 million in capital investment).
2. Secure pledges to create 93 jobs.
3. Achieve the GCEDC 2023 budget from a bottom-line financial operation performance standpoint.
4. Continue an active outreach campaign. Continue engagements with state, federal, regional, local, and educational partners focused on advancing the GCEDC’s development strategy enabling local/regional economic growth and quality job opportunities for our residents and children.
5. Continue site development activities at the tech and industrial parks which facilitates achievement of our jobs and investment goals. Initiate environmental scan for potential next generation shovel ready park development.
6. Continue active participation with the City of Batavia, Batavia Development Corp., County, School district, Finger Lakes REDC, New York State and related community partners with respect to revitalization activities and projects in the City of Batavia to include development and implementation of the Batavia DRI Strategic Investment Plan. This will include the importance of the development and support of Placemaking activities.
7. Continue active sales and marketing efforts focused on company attractions, expansions, and retentions to achieve our investment and jobs goals and continued focus on economic expansion.
8. Continue workforce development activities with our education partners focused on worker pipeline enhancement enabling growth by our existing base of businesses and supporting company attractions to the community/region.

Authority Stakeholder(s): Genesee County Legislature

Authority Beneficiaries: The residents and taxing jurisdictions of Genesee County

Authority Customers: The Business Community of Genesee County

Authority self-evaluation of prior year performance (based upon established measurements): To Be provided by March 31, 2023 related to 2022 performance.

Governance Certification:

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

Board of Directors Response: Yes

2. Who has the power to appoint management of the public authority?

Board of Directors Response: The Board of Directors

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

Board of Directors Response: The Board has not adopted a final, written policy; however, the Board follows the prudent and reasonable past practice of appointing responsible individuals.

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

Board of Directors Response: The role of the Board regarding the implementation of the public authority's mission is to provide strategic input, guidance, oversight, mission authorization, policy setting and validation of the authority's mission, measurements and results. The role of management is to collaborate with the Board in strategy development / strategy authorization and to implement established programs, processes, activities and policies to achieve the public authority's mission.

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

Board of Directors Response: Yes

2022 Projects

Type of Project	Number of Projects (wins)	Total Jobs Committed	Total Jobs Retained	Total Capital Investment Committed	Inform Analytics Economic Impact (in millions)
Sale Leaseback Transactions	8	16	13	\$ 32,197,447	\$ -
Revolving Loan Fund Transactions	-	-	-	\$ -	\$ -
Grants	-	-	-	\$ -	\$ -
Consulting	1	31	-	\$ 22,490,000	\$ -
Bonds	1	70	-	\$ 42,034,807	\$ -
Land Sales	2	-	-	\$ 371,500	\$ -
Land Acquisitions	-	-	-	\$ -	\$ -
TOTAL CLOSED PROJECTS	12	117	13	97,093,754	\$ -
Less duplicate projects	(1)				
Revised closed projects	11				
Per activity tracking report	22	85	26	\$ 995,910,578	
Per sales funnel report	-	-	-	\$ -	
Per sales funnel report	20	212	-	\$ 819,800,000	
Totals	64	414	39	\$ 1,912,804,332	

Total 2022 Actual Results as Compared to 2022 Agency Goals (Over / (Under))

	Number of Projects (wins)	Total Jobs Committed	Total Jobs Retained	Total Capital Investment Committed
2022 Agency Goals				
Core Projects	N/A	90	N/A	\$ 35,000,000
Major Projects	N/A	-	N/A	\$ -
Mega Projects	N/A	-	N/A	\$ -
Total	N/A	90	N/A	\$ 35,000,000
2022 Results				
Core Projects	12	117	13	\$ 97,093,754
Major Projects	-	-	-	\$ -
Mega Projects	-	-	-	\$ -
Total 2022 Results	12	117	13	\$ 97,093,754
OVER / (UNDER)	N/A	27	N/A	\$ 62,093,754

Total 2022 project fee revenue compared to 2022 budget (cash and accrual)

12/28/2022

	CASH			ACCRUAL		
	Actual	Budget	Over (under)	Actual	Budget	Over (under)
Origination fee	\$ 404,968	\$ 375,000	\$ 29,968	\$ 404,968	\$ 375,000	\$ 29,968
Land sales	67,500	-	67,500	67,500	-	67,500
Operating budget shortfall	279,650	447,063	(168,012)	-	-	-
Total needed for 2022	\$ 752,118	\$ 822,662	\$ (70,544)	\$ 472,468	\$ 375,000	\$ 97,468

	GCEDC	Other	Commercial realtors	GRE	IBN	TOTAL
Leads	28	11	9	40	23	111
Opportunities (receive an application)	10	-	1	-	-	11
Site visits virtual	18	4	2	2	1	27
Site visits physical	16	2	1	1	1	21

This is the cash collected from termed out prior year origination fees (HP Hood - \$279,650)
This is the projected loss on the Board approved budget for 2022.

As of 12/31/22 Final year end numbers

Calculation using historic core project data: Source = GCEDC Activity Tracking Database (does not include major projects over \$10 m or mega projects over \$50 m)

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment	
2007	44	6	534	\$ 14,690,000	UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m not included
2008	150	18	545	\$ 60,000,000	No core projects in excess of \$10 m capex or \$50 m capex
2009	40	5	119	\$ 52,200,000	UMMC \$18m and Kreher \$12m not included
2010	36	23	475	\$ 21,600,000	No core projects in excess of \$10 m capex or \$50 m capex
2011	120	28	671	\$ 17,800,000	Alpina - \$17.5 m capex, Oatka - \$16 m capex not included
2012	241	37	526	\$ 18,400,000	Muller Quaker Dairy, LLC - \$206 m capex
2013	270	28	1,295	\$ 29,940,000	No major or mega projects
2014	91	17	594	\$ 37,401,000	Yancey's Fancy \$20.7 million capex
2015	158	18	822	\$ 32,950,000	Oatka \$20.99 million capex
2016	28	16	553	\$ 21,500,000	
2017	40	14	771	\$ 18,100,000	Bonduelle and HIP Hood removed
2018	99	16	620	\$ 33,800,000	
2019	150	22	836	\$ 39,000,000	
2020	78	18	7	\$ 83,000,000	
2021	53	5	75	\$ 21,677,000	
2022	16	9	13	\$ 32,565,000	

Calculation using historic major or mega project data: Source = GCEDC Activity Tracking Database (only includes major projects over \$10 m or mega projects over \$50 m)

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment	
2007	138	4	69	\$ 169,010,000	UMMC - \$16.71 m, Empire pipeline - \$29.1 m, Target - \$14.2 m, Darien Lake \$109 m
2008	-	-	-	\$ -	No core projects in excess of \$10 m capex or \$50 m capex
2009	12	2	630	\$ 30,000,000	UMMC \$18m and Kreher \$12m
2010	-	-	-	\$ -	No core projects in excess of \$10 m capex or \$50 m capex
2011	52	2	315	\$ 33,500,000	Alpina - \$17.5 m capex, Oatka - \$16 m capex
2012	186	1	0	\$ 206,250,000	Muller Quaker Dairy, LLC - \$206 m capex
2013	-	-	-	\$ -	
2014	50	1	108	\$ 20,671,000	Yancey's Fancy
2015	21	1	334	\$ 20,990,000	Oatka
2016	41	2	0	\$ 63,360,000	Kreher's \$35.36m ESD STAMP grant \$28m
2017	248	2	0	\$ 222,200,000	Bonduelle and HIP Hood
2018	0	0	0	\$ -	
2019	50	1	0	\$ 22,000,000	Upstate purchase of Alpina building
2020	0	0	0	\$ -	
2021	118	3	0	\$ 321,837,000	Plug Power, Illicott Station, and Liberty Pumps
2022	101	2	0	\$ 64,525,000	RRH and YMCA Healthy Living Campus

Totals of core projects, major projects and mega projects by year

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment	
2007	182	10	603	\$ 183,700,000	
2008	150	18	545	\$ 60,000,000	
2009	52	7	749	\$ 82,200,000	
2010	36	23	475	\$ 21,600,000	
2011	172	30	986	\$ 51,300,000	
2012	427	38	526	\$ 224,650,000	
2013	270	28	1,295	\$ 29,940,000	
2014	141	18	702	\$ 58,072,000	
2015	179	19	1,156	\$ 53,940,000	\$ 1,124,362,000 Total capex
2016	69	18	553	\$ 84,860,000	2,065 Total job commitment
2017	288	16	771	\$ 240,300,000	
2018	99	16	620	\$ 33,800,000	
2019	200	23	836	\$ 61,000,000	
2020	78	18	7	\$ 83,000,000	
2021	171	8	75	\$ 343,514,000	
2022	117	12	13	\$ 97,090,000	

Totals of all projects (adjusted to remove large attraction projects, or large non-recurring projects):

Year	Pledged Job Creation	Number of projects	Jobs Retained	Capital Investment	
2007	26	7	208	\$ 31,400,000	(Removed Target, Empire Pipeline and Darien Lake)
2008	150	18	545	\$ 60,000,000	
2009	52	7	749	\$ 82,200,000	
2010	36	23	475	\$ 21,600,000	
2011	137	29	475	\$ 33,800,000	(Removed Alpina)
2012	241	37	1301	\$ 18,400,000	(Removed Muller Quaker Dairy)
2013	150	27	1,295	\$ 22,940,000	(Removed Dicks Sporting Goods, 120 jobs, \$7 million capex, can no longer assist reta)
2014	141	18	702	\$ 58,072,000	
2015	179	19	1,156	\$ 53,940,000	
2016	19	17	553	\$ 19,800,000	(Removed Kreher's and ESD STAMP grant)
2017	58	13	463	\$ 20,000,000	(Removed HIP Hood)
2018	99	16	620	\$ 33,800,000	
2019	150	22	836	\$ 39,000,000	(Removed Upstate purchase of Alpina building)
2020	78	18	7	\$ 83,000,000	
2021	103	7	75	\$ 57,804,000	(Removed Plug Power)
2022	16	9	13	\$ 32,565,000	(Removed RRH and YMCA Healthy Living Campus)

	Jobs Created	Capital Investment
8 year average	88	\$ 42,488,625
4 year average	87	\$ 53,092,250

Prior approved Board Goals Budgets:

Year	Job Creation	Capital Investment	
2011	100	\$ 13,800,000	Note: The Board chose to set a different goal than the calculated three year rolling average for 2011. This goal of 100 jobs created was higher than the calculated goal of 79 jobs. The Board feels that 100 jobs is a better goal because the 2009 and 2010 actual job creation numbers were very low due to the downturn in the economy.
2012	126	\$ 18,690,000	2012 goals based on a 5% increase to 2011 actual core project job creation and capital investment numbers
2013	132	\$ 19,250,000	Core projects only. Board also set a goal of one major project with a \$10 m capx and job creation goal of 50.
2014	200	\$ 32,000,000	
2015	205	\$ 35,000,000	
2016	360	\$ 140,000,000	(210 from core projects and 150 from one mega project) (\$40m in core projects and \$100m from one mega project)
2017	122	\$ 39,000,000	
2018	125	\$ 40,000,000	
2019	90	\$ 32,000,000	
2020	90	\$ 32,000,000	
2021	90	\$ 35,000,000	
2022	90	\$ 45,000,000	
Recommended goals for 2023:			
2023	93	\$ 47,000,000	

GCEDC

GGLDC

Name	GCEDC										GGLDC						
	GCEDC Board Member	GCEDC STAMP Committee	GCFDC Employment & Comp Committee	GCEDC Governance & Nominating Committee	GCFDC Audit & Finance Committee (Bank Signers)	Housing Committee	GCEDC Officers	GCFDC Start Date	Term End Date	GCEDC Board Training	GGLDC Board Members	GGLDC Governance & Nominating Committee	GGLDC Audit & Finance Committee (Bank Signers)	GGLDC Officers	GGLDC Start Date	Term End Date	GGLDC Board Training
Chandy Kemp	1	1	1					11/10/2021	6/30/2024	1/12/2022							
Paul J. Battaglia	1		1		1	Chair		6/30/2013	6/30/2025	12/19/2014	1		1		3/6/2014	6/30/2025	12/19/2014
Todd Bender	1		Chair	1	1			8/9/2017	6/30/2023	9/22/2017	1		1		9/1/2017	6/30/2023	9/22/2017
Craig Yunker	1	1		Chair		1		7/1/2014	6/30/2026	11/7/2014	1	1			6/4/2015	6/30/2026	11/7/2014
Peter Zelif	1	Chair	1	1	1	1	Chairman	2/28/2014	6/30/2028	2/6/2013	1				2/7/2019	6/30/2022	2/6/2013
Matthew Gray	1			1	Chair	1	Vice Chair	7/1/2015	6/30/2027	3/23/2016							
Marianne Clattenburg	1	1						3/17/2021	12/31/2023	4/7/2021							
Thomas Felton											1		Vice Chairman	8/4/2011	6/30/2025	6/22/2012	
Jonathan Tretter											1			9/9/2021	6/30/2027	6/30/2027	
Sarah Noble-Moag											1	Chair	Secretary	8/12/2014	6/30/2026	11/7/2014	
Gregg Torrey											1	1	Treasurer	1/19/2017	6/30/2027	1/19/2017	
Don Cunningham											1	1	Chair	9/1/2017	6/30/2023	4/11/2018	
	7	4	4	4	4	4					9	4	4				
NEED	7	4	4	4	4	4					9	4	4				
4 People are required for a quorum in the GCEDC										5 people are required for a quorum in the GGLDC							
GCEDC Board Members are appointed by the County Legislature.										6 people are required if it involves capital improvements, sale, purchase, mortgage, or lease of property (Majority plus 1)							
The Audit & Finance Committee members, the President & CEO and the VP of Operations are authorized bank signers. All checks (line of credit withdrawals) require two signatures and must be co-signed by at least one board member.										The Audit & Finance Committee members are authorized bank signers. Two Bank account signers are required to sign every check and line of credit withdrawals.							
** Chad Klotzbach is verbally assigned to the GCEDC Board by the Legislative Chair.										1/16/14 - GGLDC Board Member Term Limits (as recommended by the Governance Committee) - - Nine GGLDC board members are appointed via majority vote by the GCEDC board of directors. - Four of the nine board positions will be independent of the GCEDC board; 6 year terms. - Five of the nine board positions will be held by GCEDC board members; coterminous with GCEDC appointments. - These five board positions should be filled with the four most senior members of the GCEDC board and the Legislative Liaison OR the four most senior members of the GCEDC board and any member that is chosen based on current circumstances at the time of vacancy.							
Secretary: Penny Kennett Treasurer: Lezlie Farrell										GGLDC Board Members are appointed by the GCEDC							
Committees are made up of the Board Chair plus three board members.										Committees are made up of the Board Chair plus three board members.							