

CAYUGA ECONOMIC DEVELOPMENT AGENCY



ANNUAL REPORT
2013



MISSION STATEMENT

**TO FOSTER A SUSTAINABLE QUALITY OF LIFE IN CAYUGA COUNTY
THROUGH JOB CREATION, EXPANSION AND RETENTION**

CAYUGA ECONOMIC DEVELOPMENT AGENCY 2014 BOARD OF DIRECTORS

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(Chair, CEDA)
Tompkins Trust Company**

**Sue Edinger
(Vice Chair, CEDA)
General Manager
Inns of Aurora, LLC**

**Tom Lewis
(Treasurer, CEDA)
Chief Financial Officer
Johnston Paper Co.**

**Michael Chamberlain
(Secretary, CEDA)**

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Chairman, Cayuga County Legislature**

**Michael Quill, Ex Officio
Mayor, City of Auburn, NY**

**Ray Lockwood, Ex Officio
Chairman
Cayuga County Industrial
Development Agency**

**James Dacey, Ex Officio
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Auburn Industrial Development Authority**

**David Tehan, Ex Officio
Cayuga County Chamber of Commerce
Karpinski, Stapleton, & Tehan, P.C.**

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Cayuga-Onondaga Board of Cooperative
Educational Services**

Steve Zabriskie

**John Currier
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Oakwood Dairy LLC**

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Northstar Management**

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**Audrey Iwanicki
Office Manager**

**Tracy Verrier
Economic Development Technical Specialist**

**Bruce Sherman
Economic Development Specialist**

**Maureen Riester
Business Development Specialist**

**Christina Rusin
Communications Coordinator**

A YEAR OF BEGINNINGS AND CHANGE

The Cayuga Economic Development Agency (CEDA) had a very eventful and successful 2013. The organization made significant improvements to its operations, increased its capacity for carrying out economic development activities, and provided direct assistance to several key projects that will have a positive impact on Cayuga County's economy.

One of the most impressive things about 2013 for CEDA is the long-term impact of its activities and direct assistance for projects in Cayuga County. During 2013 CEDA provided support and assistance to economic development projects that will generate \$123 million worth of investments and 237 new jobs for Cayuga County. We accomplished these results by serving as a key partner to the businesses and entrepreneurs seeking to retool, expand or locate within Cayuga County. CEDA helped to secure over \$9 million in economic development assistance for employee training, equipment and capital purchases, as well as for business construction and expansion.

Significant progress was made in 2013 toward our community's long-term vision for a "one-stop" economic development agency. Working closely with the Cayuga County Legislature and County staff, we transitioned county-wide economic development programs to CEDA, including support for the Cayuga County Industrial Development Agency. We also began work with the Cayuga County Chamber of Commerce on a strategic realignment that has identified and eliminated programming and staffing overlaps. These two efforts have helped sharpen CEDA's focus on economic development within Cayuga County.

Looking ahead to 2014, CEDA will work closely with many of the projects that were announced or began in 2013 and help to see them through to completion. There will be a noticeable increase in the business retention, expansion, and attraction activities with the addition of new staff to carry out these activities. Additionally, CEDA will work to finalize the goal of a "one-stop" economic development agency by working with the City and County to continue to transition economic development services to CEDA when appropriate.



DEVELOPMENT ACTIVITIES

BUSINESS RETENTION & EXPANSION

The largest return on investment for economic development activities comes from retention and expansion opportunities, as is evident by the significant portion of local companies listed in the projects section of this report.

During 2013 CEDA assisted 53 local businesses. 29 of these businesses received assistance regarding a specific project (potential and current). The remaining 24 were provided assistance regarding operational challenges, connections with other businesses, and general education on available resources.

MARKETING AND PROMOTION

Most of the marketing activity in 2013 focused on redesigning the CEDA website. The new CEDA website was launched in September of 2013 with a more robust set of information for site selectors as well as a section on sites and buildings that are available for development. The new site includes a more complete list of the information that companies desiring to locate in the county will be seeking, as well as a better user interface to navigate that information. Continued updates and improvements to the site will be made moving forward.

A new quality of life promotional piece was completed during 2013 and will be produced for release in early 2014. With the addition of a Business Development Specialist in 2014, CEDA's marketing and promotion of Cayuga County will increase significantly.

ATTRACTION AND START UP

New venture creation is always an exciting prospect for a community and through entrepreneurial support and business attraction CEDA was able to work directly on 24 different opportunities ranging from small start-up service companies to large projects. These projects will result in over a 100 new jobs in Cayuga County.

In an effort to better assist entrepreneurs and businesses in Cayuga County, CEDA worked on two main initiatives in 2013. First we established a micro-loan program to provide smaller loans to individuals or businesses that may otherwise face challenges securing financing. Second CEDA was able to conduct a feasibility study on the viability of an innovation accelerator / incubator located in Cayuga County with the help of a funding partner. Based upon this study, more work will be done in 2014 to move this initiative forward.

PROJECTS

CEDA was directly involved in providing assistance to or securing grant funding for many projects in Cayuga County. The following is a list of projects that were either announced or started construction in 2013.

- **CAYUGA MILK INGREDIENTS** – Town of Aurelius, IDA park: advocated for state assistance, provided direct assistance through IDA items (not main project assistance as that occurred prior to transition) liaison for company with City and State.
 - \$101M new construction project that will result in 57 net new jobs to Cayuga County
 - \$4.4M in grant funding (through Regional Economic Development Council or REDC)
 - Estimated completion: July 2014
- **VICTORY SPORTS MEDICINE** – Town of Sennett, former State Juvenile Detention Facility: Connected business with location in Cayuga County, assisted in state grant application, acting as liaison between company and media, town, state, etc.
 - \$5.2M project that will result in 110 net new jobs to Cayuga County
 - \$800K in grant funding (through REDC)
 - Estimated completion: 2015
- **TRW AUTOMOTIVE** – Town of Aurelius: Connected with state grant funding for expansion project at current facility.
 - \$2.9M expansion project that will result in 12 net new jobs in Cayuga County
 - \$200K in grant funding and \$250K excelsior tax credits (through REDC)
 - Estimated completion: 2014
- **JOHNSTON PAPER COMPANY** – Town of Aurelius: Connected with state grant funding for expansion
 - \$2.8M expansion project that will result in 15 net new jobs to Cayuga County
 - \$225K in grant funding (through REDC)
 - Estimated completion: 2015
- **PLAZA OF THE ARTS** – Downtown Auburn: Connected to state grant funding.
 - \$3.5M new construction project that will result in 23 net new jobs in Cayuga County due to relocation of corporate headquarters from out of state
 - \$700K in grant funding (through REDC)
 - Estimated completion August 2014



PROJECTS CONTINUED



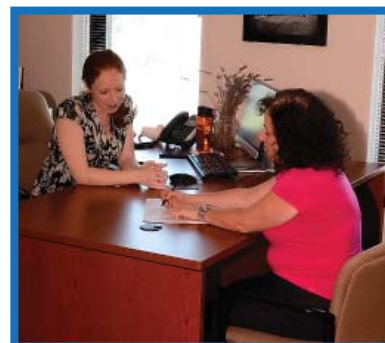
- **BO-MER PLASTICS** – City of Auburn: Advocated for state grant funding and assisted in application review.
 - \$560K expansion project that will result in 10 net new jobs in Cayuga County
 - \$100K in grant funding (through REDC)
 - Estimated completion 2014
- **CURRIER PLASTICS** – City of Auburn: advocated on behalf of project with State.
 - Training associated with new hires that were the result of the \$20M expansion project that began in 2012.
 - \$100K in training funds (through REDC)
 - Main project completed 2013, training ongoing
- **JOHN STREET / GENESEE STREET / STATE STREET REVITALIZATION PROJECT** - Downtown Auburn: identified funding opportunity for developer based upon project readiness, applied for and secured funding.
 - \$6M redevelopment of downtown properties that will result in 39 residential units and dramatically improved retail/commercial spaces
 - \$150K in grant funding (through REDC)
 - Estimated completion 2014-2015
- **ROWLAND HOUSE** (formerly known as Abbott House) – Village of Aurora: advocated for state assistance, provided support services to IDA for benefits, liaison for company with State.
 - \$4.2M redevelopment of guest house for use as inn, resulting in 10 net new jobs to Cayuga County
 - \$250K in grant funding (through REDC)
 - Estimated completion May 2014
- **CLARITY CONNECT**, Broadband Connectivity Project – Southern Cayuga County: advocated on behalf of project for state funding, assisted project principals in planning and implementation plans.
 - \$3.0M project to provide wireless broadband connectivity to much of Southern Cayuga County.
 - \$2.2M in grant funding (through REDC/Connect NY)
 - Estimated completion 2014

OPERATIONS

The operations of CEDA underwent major changes during 2013. The most significant of these changes was the transition from a “first-stop” agency to a “one-stop” agency. With CEDA’s Executive Director departing in November 2012 and its “first-stop” contract with the county expiring in December 2012, CEDA began 2013 with an Interim Director provided through an memorandum of understanding with the Cayuga County Chamber of Commerce (Chamber). By the end of March CEDA had a 9-month contract with the county to be a “one-stop” economic development agency to provide - as opposed to coordinate - all services from April through December 2013. The scope of services in this contract also included a provision to provide administrative support to the Cayuga County Industrial Development Agency (CCIDA). A contract with the CCIDA was approved in June and the transition of duties from the County Planning Office to CEDA was finalized in September.

It was clearly understood that 2013 was to be a transition year for CEDA from a “first-stop” to a “one-stop”, with many of the operational changes revolved around making this new structure a reality. Another key component of this was the addition of capacity in the organization. This came in the form of hiring a new full time Economic Development Technical Specialist to work on special projects and to provide CFO support services to the CCIDA. For a true implementation of the “one-stop” model more staff additions are planned in 2014.

The final operational change occurred as an outflow of the Memorandum of Understanding with the Chamber. Numerous duplications of services were discovered between the Chamber and CEDA. This prompted a partnership committee to be formed by the two entities to explore potential opportunities to eliminate the duplication of services and to create organizational efficiencies for both organizations while preserving their individual missions. The result was the recommendation to form a joint venture and have the new entity be the employing entity for both organizations. This provided shared director services and created both cost savings and organizational efficiencies to carryout programmatic activities more effectively. The organizations approved the recommendation in September, made the announcement in October, and finalized the transition in February 2014.



**CAYUGA ECONOMIC
DEVELOPMENT AGENCY**

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