

# Cayuga County Development Corporation FY 2012 Measurement Report

---

## Introduction

This document is being presented as the Measurement Report for the Cayuga County Development Corporation (“CCDC” or the “Corporation”) Fiscal Year ending 12/31/2012 in full compliance with the New York State Public Authorities Law (“PAL”) Section 2824-a and the NYS Public Authorities Accountability Act (“PAAA”). The goal is to provide a written assessment of CCDC’s efforts to accomplish the Corporation’s goals and objectives outlined in the proposed CCDC Mission Statement (adopted March 27, 2012) and to identify proactive, positive actions for continuous improvement in areas where these goals and objectives have not been fully realized. The goals and objectives proposed by the CCDC, which the Corporation may be measured against are as follows:

### **Performance Goal #1:**

**The CCDC will work to achieve compliance with current obligations and responsibilities with ongoing projects and programs.**

*Performance Measurement: The CCDC has worked to meet this performance goal with regard to compliance with current obligations with ongoing projects and programs – those that are internal to the operations of the Corporation. For example, the CCDC has met its obligations with regard to administration and management of the various initiatives under its authority, including support for the new County-wide coordinating economic development entity finalized in FY10.*

*The Corporation, through the efforts of its staff and partners, met its program obligations related to outreach and marketing economic development assistance to business entities and developers on its own accord and in partnership and cooperation with other local agencies and organizations. While this work was ongoing, the upstate NY economy continues to lag behind the rest of NYS and the nation and the Corporation was unable to provide any projects with loan funds- a primary goal for 2012. Still, the CCDC continues to be an active voice in local economic development and job creation initiatives including Board outreach to the CCIDA, the Cayuga Economic Development Agency, the Chamber of Commerce, the Central New York Regional Planning & Development Board, the New York State Economic Development Council and New York State ESD.*

**Performance Goal #2:**

**Facilitating new projects and programs, which have been identified, and that will achieve the agency's purposes and mission.**

*Performance Measurement: The CCDC has worked to meet this performance goal with increased efforts in FY2012. Within the fiscal year, the Corporation met with USDA Rural Development to explore revision of the CCDC Small Business Loan Program Management Guidelines in order to provide craft appropriate eligibility and loan limit parameters more in step with local economic conditions.*

*When reviewing the actions of the CCDC, individuals must bear in mind that the CCIDA and the CCDC organizations share both Board and Staff and therefore the general efforts of one entity are likewise performed in support of overall economic development. The CCDC and its partners identified the following new projects and programs within the reporting period:*

*Infrastructure Development at the CCIDA Industrial Park. The CCDC supported a number of actions in FY2010 and FY2011 that helped position the Aurelius Industrial Park which is owned by the CCIDA, as a "shovel ready" site available for immediate development in support of capital investment and job creation. In FY 2012 this support included working with the CCIDA to secure Cayuga County infrastructure funding to complete construction of access roads and utilities within park. This construction work will be completed in FY2013 and has been key to securing the Cayuga Milk Ingredients Facility, a \$90MM milk processing facility – a project that will continue to be developed in FY 2013.*

*Support and Coordination with Partners to establish a county-wide Economic Development Agency. The CCDC, along with its partners, have continued to work with the CEDA - a private-sector led economic development organization now acting as a full-time coordinating economic development agency aligning the efforts and outreach of the CCDC, the CCIDA, the City of Auburn IDA, the work of the Cayuga County Chamber of Commerce, and the Planning & Economic Development staffs at the City of Auburn and the Cayuga County levels. CCDC has been a strong supporter this new organization.*

*Outreach to Small Business with CCDC Assistance. During the reporting period, the CCDC staff conducted outreach to small manufacturing and agri-businesses to explore instances in which CCDC assistance can be brought to bear for eligible small business development to fill the gap between ability to deploy projects and available resources. These efforts will need to be expanded in the coming years.*

**Performance Goal #3:**

**Making every endeavor to comply with all applicable provisions of the PAAA and PARA requirements.**

*Performance Measurement: The CCDC is committed to making improvements in the area of compliance with PAAA and PARA. Along with the CCIDA, CCDC has worked with outside counsel to assist CCDC's limited staff resources with organization and compliance reporting. During FY12 we achieved this goal for reporting on FY11 and we are on track for timely compliance with FY12 reporting. We have established the necessary internal policies – with the*

*necessary resources, to accomplish this. It should be acknowledged that the lack of full-time staff devoted to CCDC compliance is a handicap in this work and therefore during FY12 and into FY13, the CCDC is working with partner agencies and the County to establish a “one-stop”, full-time economic development arm for Cayuga County to be embedded in our partner agency, the Cayuga Economic Development Agency (CEDA). In addition, we have continued to work with independent accountants to insure that the component-unit fiscal audits conducted under the CCIDA and subsequent reporting can be completed within the compliance and reporting period.*

**Performance Goal #4:**

**To maintain the highest ethical standards applicable to public officials and public benefit corporations.**

*Performance Measurement: The CCDC Board of Directors reviewed the CCDC adopted Code of Ethics. The document defining the adopted CCDC Code of Ethics is available to the Board, and to the general public online at: <http://co.cayuga.ny.us/planning/ccida.htm> (please refer to the CCDC FY2012 Annual Operations and Accomplishments Report which includes the Code of Ethics) and at the CCDC offices.*