

# Cayuga County Development Authority FY 2011 Measurement Report

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## Introduction

This document is being presented as the Measurement Report for the Cayuga County Development Authority (“CCDC” or the “Authority”) Fiscal Year ending 12/31/2011 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 Authority’s goals and objectives outlined in the proposed CCDC Mission Statement 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 Authority 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 Authority. For example, the CCDC has met its obligations with regard to administration and management of the various initiatives under its authority, including the support and creation of a new County-wide coordinating economic development entity finalized in FY10 and well underway in FY11.*

*The Authority, 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 economy is clearly lagging and the Authority was unable to provide any projects with loan funds- a primary goal for 2010. Still, the CCDC continues to be an active voice in local economic development and job creation initiatives including Board outreach to the CCIDA, 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: While the CCIDA has worked to meet this performance goal increased efforts are warranted. 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 FY2009 and FY2010 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. This support in 2010 included working with the CCIDA to construct new access roads and water and sewer lines to build on the subdivision and site plan approval of the entire park area in 2009. This construction work completed in FY2010 set the stage for attraction efforts by the CCDC and the CCIDA to secure a Milk Processing facility and a Cheese Manufacturing Facility – projects that will continue to be developed in FY 2011.*

*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. Unfortunately we have not achieved this goal and we acknowledge that we must improve our performance for timely compliance. We are working to establish the necessary internal policies – with the necessary resources, to accomplish this. The lack of full time staff devoted to CCDC compliance is a handicap in this work. 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 FY2010 Annual Operations and Accomplishments Report which includes the Code of Ethics) and at the CCDC offices.*