

# Cayuga County Development Authority FY 2009 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 12/31/2009 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 (being finalized in FY10). In addition, the Authority, through the efforts of its staff and partners, has 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. 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:

Support for Infrastructure Development at the CCIDA Industrial Park. The CCDC supported a number of actions 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 2009 included working with the CCIDA to establish a new comprehensive survey and subsequent subdivision and site plan approval of the entire park area which had previously been a single, 110-acre parcel with no development plans. This will lay the important land use and planning groundwork for capital redevelopment of the park as a shovel ready site.

Support and Coordination with Partners to establish a county-wide Economic Development Agency. The CCDC, along with its partners, have been supporting development of a private-sector led economic development organization to act as a full-time coordinating economic development agency pulling together 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 the proposed organization, taking part in community discussion on organizational structure, executive recruitment and strategic planning.

Outreach to Small Business with CCDC Assistance. During the reporting period, the CCDC staff conducted outreach to small business 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.

**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. We acknowledge that we must improve our performance for timely compliance and are working to establish guidelines and internal policies – with the necessary resources, to accomplish this. 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 FY2009 Annual Operations and Accomplishments Report which includes the Code of Ethics) and at the CCDC offices.*