



2011 CORPORATION MISSION AND GOALS MEASUREMENT REPORT

Name of Corporation:

Ulster County Development Corporation (UCDC)

Corporation's Mission Statement:

"The Ulster County Development Corporation (UCDC) acts as the catalyst to promote Ulster County as the premier location to expand and grow business for the creation of wealth, to improve the quality of life and to foster strong, sustainable, diverse economic opportunities for Ulster County and its communities. The Ulster County Development Corporation works to achieve its mission by attracting, retaining, and growing businesses through technical and financial assistance (including administration of the revolving loan funds and the Ulster County Industrial Development Agency), marketing, facilitation of capacity building and infrastructure programs, and collaboration with community, regional, state, and municipal partners and leaders."

List of Performance Goals and Measurement of Progress in Meeting Goals

1. Retain 100 jobs

In 2011 UCDC assisted in the facilitation of retaining at least 833 jobs in Ulster County, of which 7 are expected to qualify as "quality jobs" retained with the "significant efforts" of UCDC for purposes of UCDC's incentive compensation contract with Ulster County. All the retained jobs involved active UCDC efforts (IDA or RLF or other financing and/or incentives given or offered) with companies in niche manufacturing, health care, and educational services. The retention of a substantial number of **additional** jobs was supported by regular business support and problem-solving by UCDC staff. The kinds of problems addressed included permitting, licenses, financing/cash flow, market challenges and others.

2. Create 100 jobs

In 2011 UCDC assisted in the facilitation of creating at least 85 jobs in Ulster County, of which 25 are expected to qualify as "quality jobs" created with the "significant efforts" of UCDC for purposes of UCDC's incentive compensation contract with Ulster County. All these created jobs were actually hired with active UCDC efforts (IDA or RLF or other financing and/or incentives given or offered) with companies in niche and solar manufacturing, hospitality, financial services, and other sectors.

3. Advance the development of 2 shovel ready sites (1 to completion, 1 in process).

In 2011 UCDC facilitated the advancement of 3 shovel ready sites: TechCity (support for GEIS, which was approved), the Town of Marlboro (road infrastructure bonding in support of industrial zone; construction was completed), and the Saugerties King's Highway Corridor Sewer and Water Infrastructure Bonding (construction was completed). In addition, UCDC supported development of the Ulster County Ready to Go program (with UCIDA, Ulster County Executive/Ulster County Planning Department, Ulster County Legislature, and Central Hudson – will support pre-permitting for industrial buildings on shovel ready sites; \$148,000 in funding is in place).

4. Support key industry clusters, including solar/green, ag-business, arts/ creative/ innovation economy, niche manufacturing, and tourism/hospitality.

Facilitated events and projects in all these sectors: At least 7 solar/green retention/expansion/recruitment efforts. At least 9 ag-business meetings, events, problem-solving, and retention/expansion/recruitment efforts. At least 4 creative economy/arts meetings, events, problem-solving, and retention/expansion/recruitment efforts. At least 7 niche manufacturing and technology/info/knowledge-based retention/expansion/recruitment efforts. At least 6 tourism/hospitality retention/expansion/recruitment efforts.

5. Increase visibility of, and support for, Ulster County economic development.

Expanded visibility of Ulster County development in media interviews/articles and talks. UCDC was mentioned in at least 22 media articles in 2011. UCDC has received unsolicited compliments from 5 Ulster County employers. Utilized UCIDA project financing and incentives tools in 2 projects closed: (Mid-Hudson Valley Federal Credit Union branch facility and Central Hudson new substation) and 1 revolving loan projects (Costas & Tate insurance agency). Strengthened UCDC operational efficiency by effecting admin cost savings. UCDC referred at least 169 businesses to the Mid-Hudson Valley Small Business Development Center for business counseling services. Reported regularly to Ulster County Legislature on UCDC activities.

6. Advocate for economic development

Advocated for economic development with public at county and local level and with officials at local, county, state, and federal levels. Held or participated in 11 well-attended public forums discussing aspects of business or economic development.