

TCAD 2018 WORK PLAN

FINAL Adopted by TCAD November 30, 2017

Mission: TCAD is dedicated to building a thriving and sustainable economy that improves the quality of life in Tompkins County by fostering the growth of business and employment.

Vision: A flourishing economy with exciting, innovative firms that inspire and attract a talented workforce.

Organizational Strategies

- Build strategic, as opposed to transactional, relationships with our board, investors, customers, and external resources.
- Be forward-looking in developing our services, assets and resources.
- Ensure all activities are mission driven, developing: a wide range of quality employment opportunities for local residents; skilled workforce and entrepreneurs; business and property investment; and a high functioning ecosystem for business sectors.
- Target resources to support local businesses and entrepreneurs that have strategic reasons to be located here and are committed to the local community.
- Calculate and track impact of activities to guide decisions on utilization of scarce resources.
- Provide leadership on the key issues impacting the economy of the County, region and State.

Core Activities

Direct Services to Businesses

Provide information and technical, financial and site location assistance that supports the creation, retention, expansion and attraction of businesses in Tompkins County. TCAD's focus is on wealth-creating, traded sectors including: Education, Manufacturing & High Tech, Visitors & Tourists, Utilities, Agriculture, and Mining.

Economic Development Leadership to the County

Provide leadership for the County's economic development activities, including long-term strategies and responses to near-term challenges and opportunities. Foster the leadership relationships and stakeholder engagement necessary to successfully implement local and regional economic development initiatives.

Marketing, Communications & Development

TCAD: Communicate our objectives and accomplishments to our investors, the businesses we provide services to and the community in general. Ensure long-term and diverse funding of TCAD.

Local Economy: Participate in creating an environment in Tompkins County and New York State that supports economic growth. Promote Tompkins County as a good place to live and do business.

General Administrative Functions

Maintain economic and business information resources to increase accountability and well-informed policy decisions. Provide office and program administration, and facilitate staff development.

TCAD Foundation (dba Finger Lakes Regional Prosperity Network)

Administer the TCAD Foundation.

Direct Services to Businesses

Core Activities

- Administer five local programs:
 - Tompkins County Industrial Development Agency
 - Tompkins County Development Corporation
 - Revolving Loan Fund Program (TCAD, Minority and Women's, Countywide, USDA, Sustainable Business, and Town of Dryden)
 - Empire Zones Program
 - Tourism Capital Grants Program
- Connect businesses with appropriate incentives, services and technical assistance offered by other local, regional, State and federal programs with a particular focus on the State's CFA and URI funding.
- Provide financial assistance to businesses.
- Interpret and promote new regional, State and federal economic development programs.
- Undertake annual business retention and expansion (BR&E) visits with customers to establish and maintain strategic relationships and deliver targeted services.
- Collaborate with Tompkins County Workforce Development Board to assist businesses in meeting workforce goals.
- Work with the Center for Regional Economic Advancement and other Cornell programs to assist technology-related businesses to start, grow, locate and stay in Tompkins County.
- Provide site location assistance to key projects.

Featured Activities

- Support the proposed Business Energy Navigator Program with financial support and networking with key customers.
- Understand and promote energy efficiency and carbon emissions reduction resources. Explore opportunities to encourage sustainability measures in existing direct service programs.

Economic Development Leadership for the County

Core Activities

- Provide thought and process leadership for the County’s economic development activities, including long-term strategies and responses to near-term challenges and opportunities.
- Foster the leadership relationships and stakeholder engagement necessary to successfully implement local and regional economic development initiatives.
- Convey needs of customers to local, regional, State, and federal policy makers to refine existing economic development programs and to create new ones.
- Work with key community stakeholders to advance economic development policy goals at the local, State and federal level.
- Maintain partnerships with key organizations such as the Chamber of Commerce, Cornell University, Ithaca College, TC3 and other TCAD partners to develop policies and support activities that achieve TCAD’s economic development objectives.
- Provide leadership to the Economic Development Collaborative for implementation of the Tompkins County Economic Development Strategy.
- Collaborate with the Workforce Development Board to improve the workforce pipeline that is critical to economic success.
- Act as the County’s economic information resource. Prepare labor, business sector and other economic data analysis. Keep stakeholders and the public informed.
- Collaborate with public, private, and non-profit efforts to increase housing stock, especially affordable to the workforce.
- Work to sustain and improve airport service with the Air Service Board.
- Collaborate with the County and key stakeholders to address long-term and immediate energy needs and emissions goals in ways that contribute to a vital local economy. Participate in implementing recommendations of the Energy and Economic Development Task Force, and the County’s Energy Strategy as appropriate.
- Maintain financial reserves and staff resources to nimbly respond to unexpected opportunities and challenges, or changing priorities, that emerge during the year.

Featured Activities

- Continue to collaborate with the Workforce Development Board’s efforts to establish a training program for entry-level employees in the advanced manufacturing sector.
- Implement a business attraction program with the College of Agriculture and Life Sciences at Cornell.
- Explore other target business attraction programs with colleges and other entities.
- To maintain a strong regional and State ED leadership role, work to have the new president of TCAD on the Southern Tier Regional Council and its Executive Committee.



Marketing, Communications & Development

Core Activities

- Ensure long-term and diverse funding of TCAD.
- Hold periodic Investor's Council meetings to engage TCAD investors.
- Promote the Industrial Development Agency, Tompkins County Development Corporation, Revolving Loan Funds and other incentive programs.
- Execute TCAD's marketing strategy to increase public awareness and investment.
- Communicate our objectives and accomplishments to our investors, the businesses we serve, and the community in general by utilizing the annual report to the community, annual meeting, Newsflash, construction site signage, advertisements, media relations, sponsorships, social media, and the website.
- Continue to update, refine, and promote the TCAD website, with a focus on content reorganization and a highlight on accomplishments.
- Participate in creating an environment in Tompkins County, the region and New York State that is supportive of economic growth. Promote Tompkins County as a good place to live and do business.

Featured Activities

- Hire consultant to conduct and complete during 2018 the 2019 – 2023 Investment Campaign.
- Following up on preliminary discussions with County Legislature administrative and elected leadership, acquire a 5-year commitment to support approximately 1/3rd of TCAD's operating budget for 2019 through 2023.
- Implement the Communications and Marketing Strategy.
- Increase the public's understanding of TCAD's programs, including the IDA. Tell stories that communicate beneficial outcomes (e.g. jobs, housing, stronger tax base).



General Administrative Functions

Core Activities

- Provide overall office and program administration including finance and budget as well as human resources support.
- Administer ED programs, grants, and contracts, specifically: revolving loan funds, Tompkins County Industrial Development Agency, Tompkins County Development Corporation, TCAD Foundation.
- Provide fiscal management of TCAD's operations.
- Facilitate staff development, including training and succession planning for all positions.
- Perform a Board Self Evaluation on an annual basis.
- Continue to enhance Board engagement.
- Create the annual work plan. Track progress on work plan goals, and at year-end compare accomplishments to goals.
- Monitor the Public Authority Accountability Act/Public Authority Reform Act as it pertains to compliance for the TCIDA and TCDC.
- Periodically review/renew TCAD's organizational mission, strategy, values, and goals.

Featured Activities

- Hire a successor to the current TCAD president (expected retirement in date of August 31, 2018). Support with both local and national search consultants,.



TCAD Foundation – Finger Lakes Regional Prosperity Network

Core Activities

- Provide a regional umbrella to catalyze, plan, and seek new funding resources for regional partnerships in four impact areas:
 - Rural Wealth Creation
 - Workforce Development
 - Entrepreneurship
 - Energy
- Develop strategic partnerships across the region that are aligned with FLRPnet’s core activities.
- Develop and begin to implement long-term business plan that includes a fund raising strategy.
- Expand FLRPnet Board with representatives from the region.

Featured Activities

- Implement a pilot program of the Food Processing Business Incubation Program. Seek funding to expand the program to serve an approximately 12-county region.
- Host a leadership forum for the Finger Lakes region to identify overlapping regional economic development initiatives, seeking opportunities to strengthen these initiatives through collaboration.