

Ulster County Economic Development Alliance
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2021 CORPORATION MISSION AND GOALS MEASUREMENT REPORT

Name of Corporation:

Ulster County Economic Development Alliance (UCEDA)

Corporation's Mission Statement:

The Ulster County Economic Development Alliance (UCEDA) 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 UCEDA works to achieve its mission by attracting, retaining, and growing businesses through technical and financial assistance (including administration of the revolving loan funds), 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. Support economic development in Ulster County.

In 2021 UCEDA focused its attention on assisting businesses to recover from the COVID-19 pandemic, facilitating the redevelopment of the former IBM campus in the Town of Ulster, and implementing the goals and strategies of the Ulster 2040 Working Group's final report, which was issued in September 2020.

Under contract with Ulster County, UCEDA administered several consulting and professional services contracts for the purposes of implementing action items from the Ulster 2040 final report, including:

- A contract with Seasoned Gives, UCEDA provided support to food entrepreneurs from throughout Ulster County at the Seasoned Evolution Center, including mentoring, kitchen access and business advisory services.
- A contract with the Midtown Arts District DRAW program, UCEDA sought to support workforce development in the artist, makers and creators sector through programming for older youth to gain workplace skills and experience.
- A contract with Blueprint Hudson Valley, UCEDA also activated the outside areas of the Enterprise West properties through a series of concerts and events throughout the summer of 2021, which attracted more than 3,000 people to the site.

Under a contract with Ulster County, UCEDA also administered the final expenditures of funds from the Ellenville Million, an allocation of \$1M by Ulster County to support economic development initiatives in the Ellenville/Wawarsing community. In 2021, UCEDA completed the following activities related to the Ellenville Million:

- Finalized all remaining projects and processed disbursements under contracts for the Town of Wawarsing's pavilion reconstruction project, the wireless broadband project and the Westchester Ellenville Hospital records retention space project.
- Closed-out the Ellenville Million project through a final report to Ulster County.

Finally, UCEDA continued efforts to sell surplus properties conveyed to it by Ulster County. This included the issuance of two Requests for Expressions of Interest in the two parcels known as Enterprise West that were acquired by UCEDA through a transfer from Ulster County in 2021 and the creation of the Enterprise West Advisory Committee, which evaluated the RFEI submissions and advised the UCEDA Board of Directors as to the best course of action to accomplish the redevelopment of the properties. UCEDA also facilitated the settlement of an in rem foreclosure proceeding between Ulster County and the former owner of the IBM complex, acting as a party to a Purchase and Sale Agreement that was executed on December 23, 2021 and that is expected to result in a transfer of the properties from their prior owner to the County, from the County to UCEDA, and from UCEDA to National Resources or one of its affiliated organizations.

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

As part of its 2021 Marketing Campaign, UCEDA completed the following activities, which promoted the visibility and support for economic development:

- Advertised campaign messages through print and online sources;
- Conducted targeted direct prospecting to generate business attraction leads;

UCEDA also continued to promote its monthly "Featured Properties" to site selectors.

3. Administer Revolving Loan Funds

Throughout the year, UCEDA awarded one new loan during 2021, and serviced ten total active loans as part of the Ulster County Revolving Loan Fund Program. Loan invoices were prepared and mailed to all active borrowers on a monthly basis. When necessary, UCEDA provided notifications in the event of late payments. Site visits were conducted for all active borrowers.