

**Tompkins County
Empire Zone Program**

Development Plan

May 8, 2007

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SECTION I: OVERVIEW AND STRATEGIC ANALYSIS

The purpose of this Development Plan is to articulate the methods by which Tompkins County Area Development (TCAD), as administrative entity for the Empire Zone Program, along with the Tompkins County Zone Administrative Board, intends to promote development and measure effectiveness of the Zone.

Tompkins County launched planning efforts for an Empire Zone in 2001, and worked with New York State to secure Empire Zone designation in July 2006 in six targeted sub-zone areas. TCAD has been responsible for its implementation over that time period.

TCAD is a private, not-for-profit organization founded in 1964 that provides the Ithaca area with innovative services to strengthen the economy. 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. As the community's lead economic development agency, TCAD is responsible for creating and implementing the County's Economic Development Strategy (TCEDS), which provides leadership to create a supportive economic environment. The Tompkins County Empire Zone is a powerful and effective economic development tool that will be used in an integrated manner with other development tools and techniques delivered by TCAD.

The Current Industrial Base/Major Employers

Tompkins County is fortunate to have several durable goods manufacturers that are either stable or have expansion potential. These include BorgWarner with 1,600 employees and Emerson Power Transmission with over 500 employees. Both manufacture drive components, BorgWarner for the automobile industry and Emerson for the mining industry. Other, more traditional manufacturers include Therm and Stork/H & E Machinery. They employ over 350 and manufacture turbine blades for the aerospace and energy production industries.

The Tompkins County economy was once dominated by companies like NCR, Smith Corona and Ithaca Gun as well as a host of many smaller durable goods manufacturers. Those three companies have long since departed our area, taking with them thousands of high paying manufacturing jobs. Other companies, like Kolar Machine, have also left or gone out of business. Our community's loss of traditional durable goods manufacturers is typical of the restructuring of the economies of the northeast United States and the mid-west.

Replacing these companies and their jobs are companies that rely on significant technology content in their product as well as their manufacturing process. This is where Tompkins County has tremendous potential. Because of the presence of Cornell University, its R&D facilities and its many graduating engineers and management professionals, Tompkins County is uniquely positioned to retain and attract the next generation of manufacturers. Cornell is especially strong in three emerging technologies: nanotech, material science, and biotechnology. The community,

with State assistance, is launching a targeted marketing campaign with the goal of attracting permanent private sector investment and high tech jobs to the area.

Newer, more high tech companies fall into four general categories: software, electronics, testing, and biotech. In the software sector, CBORD is the largest company -- with over 240 employees. There are several other smaller companies including AutoDesk (60 employees) and Moldflow (45 employees). In electronics, companies like Kionix (60 employees) and TransAct (120 employees) are typical. The Tompkins County area has a unique strength in precision test laboratories. IMR Test Labs has expanded three times in recent years and now employs over 60 people. Finally, and especially attributable to the presence of Cornell University, the area has several growing biotech companies. Examples include Advion (125 employees) and IFN (40 employees).

The value of the community's vast intellectual assets is not limited to new, high tech companies. BorgWarner, the community's largest manufacturer, made an important strategic decision a decade ago to stop making simple automobile parts and start designing and manufacturing complex systems. Since then, they have doubled employment and are considering additional investments in R&D.

Strengths and Weaknesses

In June 2005, culminating with a large group meeting involving approximately 60 participants, TCAD conducted a survey to identify community strengths, weaknesses, opportunities and threats. From the myriad responses, key attributes that could be strengthened by a zone focused on the physical environment of the area, considered by many to be unique in its multiplicity of environmental resources, and the skill levels of the workforce. These things, supplemented by the intellectual capital that resides in the community – ready to be applied to opportunities that could arise through the zone program – represent great strengths. The community's weaknesses are generally related to its relatively small size – roughly an overall population of about 100,000, and its lack of robust transportation resources.

Opportunities to Grow and Expand Businesses

Those persons participating in the activities noted in the previous paragraph identified almost unlimited opportunities that might be realized if the zone program benefits could be brought to the table. Threats identified in the survey process included the uncertainties facing the future of the Ithaca-Tompkins Regional Airport given the financial status of its two carriers – US Airways and Northwest Airlines, and the unusually high loss of individuals in the 20 – 34 age grouping following completion of their college careers at either Cornell or Ithaca College. In addition, the lack of stable support for workforce development at the federal level is a constant challenge, coupled with what is likely to be a major drain on resources of all types as the country faces the demands of the recent hurricane along the Gulf Coast.

Details of the survey and participant conclusions and recommendations are available from TCAD but are not included here due to the quantity of material covered.

Competitive Disadvantages

As the only county in the Central New York/Southern Tier region without an Empire Zone, Tompkins County faces a serious competitive disadvantage. This, coupled with a somewhat remote location lacking ready access to major four-lane or Interstate highways, leaves the county with total reliance on its own resources to attract business and to remain competitive for businesses who may be lured elsewhere in the country or in New York State. The uncertain status of commercial air service also places us at a competitive disadvantage.

Using the Strategic Analysis to Guide Decisions for the Areas included in the Zone

TCAD has used all of the information at its disposal emanating from the analytical work described above as well as personal contacts and work sessions with all economic development interests in the county to arrive at the geography of the Zone. The Tompkins County Empire Zone (TCEZ) is configured to focus on three types of development:

- New high-tech and manufacturing development,
- Revitalization and expansion of existing high-tech and manufacturing firms, and
- Commercial and mixed-use revitalization in the City of Ithaca Central Business District.

These types were selected because they best align with the goals and objectives of the County's Economic Development Strategy and because they offer the greatest return on investment from application of the zone program.

Tompkins County Economic Development Strategy

Tompkins County's economic development program is built upon a foundation of sound analysis and introspective examination of our past and present and what we see as our possible future. The Tompkins County Economic Development Strategy (TCEDS), completed in mid-1999 and recipient of the American Planning Association, Upstate New York Chapter Award for Excellence in 2000, has been widely acclaimed by economic development professionals as a model approach to understanding our economy and acting effectively to improve it.

Empire Zone goals are clearly reflected in the TCEDS, which describes strategies and indicators for revitalization in terms of three overarching goals and ten all-encompassing strategies. It includes 58 specific action steps, some of which have been accomplished, some are in process and some await the benefits of the zone program to implement. A complete listing of the 58 action steps with implementation responsibility identified is available from Tompkins County Area Development.

Tompkins County Economic Development Strategy

Three Goals – Ten Strategies

1. Build the Economic Foundations of Tompkins County

Develop Human Resources -- basic skills, continuing training, and recruitment.

Improve Physical Infrastructure -- water and sewer, air service, and Scenic By-Way roads.

Enhance Business Resources -- finance, real estate, and business information.
Improve Community Infrastructure -- planning, child care, housing, and the arts.

2. **Create Employment and Business Opportunities**

Retain, Expand, and Attract -- businesses with a focus on exporting industries.
Target Activities to Key Sectors -- Education, Manufacturing, High-Tech, Agriculture, Tourism, Retail.

3. **Reflect Community Values in the Economic Development Process**

Create Opportunity for All -- income groups, personal abilities, rural and urban areas.
Work Together -- inter-municipal cooperation, business-government-community partnerships.
Build on Assets -- highly educated workforce, entrepreneurial climate, academic institutions, quality of life.
Work Smart -- inform, evaluate, and target programs to optimize economic development investments.

Since Zone benefits accrue primarily to growing businesses, the primary goal for the Tompkins County Empire Zone is ***Creating Employment and Business Opportunities***. Human resources development and infrastructure development are critical companion goals. This goal will primarily be achieved through the following strategies:

- ***Retain, Expand, and Attract*** -- businesses with a focus on exporting industries.
- ***Target Activities to Key Sectors*** -- Education, Manufacturing, High-Tech, Agriculture, Tourism, Retail.

Because we believe it is important to base local decisions and actions on a sound and factual base that the public understands and supports, The County's Economic Development Strategy was updated in 2006 to better reevaluate where we are and what our future holds. The new Strategy builds on the 1999 EDS, shifting from a top-down action step plan to a bottom-up collaborative approach for implementation.

The vision defines a general, but tangible direction for economic development work in the county. **Our vision is:**

“Tompkins County will be an economic innovator, transforming a rich tradition of original ideas and academic excellence into products, services, and opportunities that change our world for the better, both locally and beyond. A sense of possibility will infuse its generous, civic-minded and connected communities.”

The mission defines the general goal and process for economic development work in the county. **The mission is:**

“Cultivate a prosperous and sustainable regional economy by building the economic foundations, expanding opportunities, and fully engaging the community in ways that reflect the community's strengths and values.”

The major five-year goals have been identified by community stake-holders as key objectives we need to achieve in order to realize our vision. While the full range of economic development work is needed to reach the vision, these three issues are over arching and in particular need of concerted attention. Our **major five-year goals are:**

- *Increase and diversify housing supply*
- *Improve workforce and business skills*
- *Revitalize unique commercial districts and town centers*

In order to fully reach the potential that this Strategy represents, Tompkins County must have the benefits that accrue from an Empire Zone.

Integrating Economic Development Goals with Comprehensive Community Planning

Tompkins County’s economic development goals and objectives are kept closely aligned with the County’s overall comprehensive planning activities. The county’s adopted comprehensive plan, *Planning for Our Future*, 2004 notes that “the local economy remains strong with increased opportunity for all. Community economic development partners provide support for entrepreneurs, particularly in emerging sectors of the economy, and provide education and training to allow all residents to find meaningful employment at a fair wage.” The plan goes on to enumerate the many interlocking relationships among the various aspects of life – jobs, housing, transportation, the environment, neighborhoods, and communities.

The Plan emphasizes protecting working rural landscapes and natural resources via nodal development. While protection of open space and environment is the purview of local municipalities, the Plan was created with extensive public and municipal input, thus there is strong consensus to follow these principles for all land use decisions including those in the Empire Zone areas.

The Comprehensive Plan also identifies as an overarching principle that the County will work proactively with all of its municipalities, adjoining counties, and state and federal agencies to cooperatively address issues such as natural resources, public infrastructure and consumer, employment and housing markets.

To ensure complete integration of general planning and economic development goals and objectives, the Commissioner of Planning and Public Works for the County sits on the TCAD Board and is a major player in the Economic Development Coordinating Committee that meets quarterly to review project status and coordinate activities. The Commissioner of Planning and Public Works is also the chair of the Zone Administrative Board.

There are six sub-zones in the Tompkins County Empire Zone, which lie within parts of six municipalities in the county: The City Ithaca, Towns of Lansing, Ithaca, and Dryden, and the Villages of Lansing and Dryden. Municipal comprehensive plans and economic development plans, zoning ordinances, and other applicable plans and studies were consulted in identifying goals and strategies, infrastructure needs, and targeted business for the Empire Zone Program.

Municipal staff and elected officials were also consulted and will be contacted periodically to reassess needs and performance of the zone program in their respective municipalities.

Participation of NFP Sector

When TCAD created the comprehensive economic development strategy for the community the process included direct participation from key local not for profit and business entities. These same entities will help guide development and implementation of the Zone strategy where appropriate.

Marketing Strategy to Promote the Zone

Tompkins County will apply all available resources to ensure that the zone program and its benefits to the community are fully recognized and understood. In general, TCAD, as the organization responsible for zone administration, will feature zone marketing in its comprehensive marketing program, especially the new Targeted Marketing Initiative. Zone information will be added to all TCAD publications, the web site, and media program. TCAD's marketing strategies for all its programs was greatly enhanced in 2005 with the addition of a staff member whose sole responsibility is marketing for the organization and the resources it can bring to new and expanding companies as well as to those who are in some distress.

Three specific marketing strategies will be created to promote the Zone. In those areas suitable to High-Tech development, the Targeted Marketing Initiative will focus on utilizing the significant strategic advantage the community has with the presence of Cornell University. We will identify the R&D activities at Cornell that have the greatest commercial potential and then work with the managers of the R&D programs to identify national and internationally based businesses that would likely be interested in a location in our community. We will work with Cornell to contact these businesses and promote the benefits of a location in the zone. Specific components of this strategy include attendance at high-tech trade shows and advertising in specific trade journals.

In the zone areas most suitable to more traditional assembly and manufacturing, the marketing strategy will focus on identifying existing companies in the community with expansion potential, or existing engineers and entrepreneurs that are interested in starting new businesses. Past experience with similar types of business expansion tells us that there is significant untapped potential with these kinds of opportunities. Specific marketing strategies for this type of development include half-day seminars on such topics as how to finance a business expansion as well as providing information on available real estate.

SECTION II: ZONE GOALS AND STRATEGIES

The Tompkins County Empire Zone provides incentives for private sector business investment and job creation resulting in strategic, sustained economic growth and improved quality of life. The goals and strategies related to the administration of the Empire Zone program in Tompkins County in each of the targeted areas are as follows:

Sub-Zone A: City CBD and Contiguous Commercial/Industrial Areas

Goal #A-1: Attract new high-tech start-ups, and expand and retain existing high-tech firms.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Increase tech transfer from Cornell University through targeted marketing and outreach programs.
 - Sponsor joint workshops with Cornell on product development, product licensing, business planning, etc.
- Implement the Targeted Marketing Initiative
 - Identify the R&D activities at Cornell that have the greatest commercial potential.
 - Work with the managers of the identified R&D programs to identify national and internationally based businesses that would likely be interested in a Tompkins County location.
 - Work with Cornell to contact targeted businesses to promote the benefits of a location in the zone.
 - Attend high-tech trade shows and advertise in specific trade journals.
- Work with Cayuga Venture Fund (CVF) and other sources of capital to ensure maximum access to financial resources to help firms grow and stay in Tompkins County.
- Implement the Zone Capital Credits Program for direct equity investments to high-tech start-ups and expansion projects.

Performance Measures:

- Annually track the number of workshops, the number of targeted marketing letters/publications, the number of contacts/meetings with businesses, and the dollars in capital credits allocated and used.
- Within one year, establish Capital Credits Program rules and market program to targeted businesses.
- Within one year, meet with Cayuga Venture Fund staff and other sources of capital to introduce the Empire Zone Program in general and discuss the Capital Credits Program.
- Within two years, develop marketing material for science and biotech firms.
- Within five years, expand targeted marketing to additional sectors.

Goal #A-2: Increase on the job training of Zone business employees.

Strategies:

- Refer Zone businesses with employee training needs to the One-Stop System training programs.
- Link Zone businesses with employee training needs with course offerings at TC3 and BOCES.

Performance Measures:

- Annually track the number of referrals made to the One-Stop-System, the number of Zone business employees participating in One-Stop System programs, training dollars invested by the One-Stop in Zone business employees as a percent of total Tompkins County One-Stop training dollars.

Goal #A-3: Attract new manufacturing plants, and expand and retain existing manufacturing plants.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Focus a marketing strategy on identifying existing companies with expansion potential, or entrepreneurs that are interested in starting new businesses.
- Provide technical assistance to potential new and expanding businesses.
 - Coordinate meetings with other local, regional, and state incentive program representatives.

Performance Measures:

- Annually track the number of targeted marketing letters/publications sent, and the number of contacts/meetings with businesses.
- Within one year, identify all manufacturing firms in the sub-zone and send a letter explaining the Empire Zone program and process.

Goal #A-4: Retain existing and attract new retail and commercial establishments.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
 - Create an example of Empire Zone benefits to typical small retail/commercial projects to illustrate how the program could benefit these types of businesses.
 - Coordinate with City agencies (Ithaca Downtown Partnership, Ithaca Urban Renewal Agency, Director of Economic Development) to provide information and technical assistance to businesses.

Performance Measures:

- Annually track the number of contact/meetings with businesses, referrals to/from City agencies.
- Within one year, create examples of benefits for two typical retail/commercial scenarios.

Goal #A-5: Expand and retain existing childcare facilities.

Strategies:

- Utilize capital credits program to support fund raising for expansion of not-for-profit child day care centers.
- Provide information on capital credits program to the Day Care Council and existing childcare facilities located in the zone.

Performance Measures:

- Annually track the number of meetings with new and potential child care providers, the number of targeted mailings to existing child care providers, and the number of workshops targeted to child care providers.
- Within one year meet with the Day Care Council to provide information on the capital credits program.

Sub-Zone B: City/Town of Ithaca Industrial Areas

Goal #B-1: Attract new high-tech start-ups, and expand and retain existing high-tech firms.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Increase tech transfer from Cornell University through targeted marketing and outreach programs.
 - Sponsor joint workshops with Cornell on product development, product licensing, business planning, etc.
- Implement the Targeted Marketing Initiative
 - Identify the R&D activities at Cornell that have the greatest commercial potential.
 - Work with the managers of the identified R&D programs to identify national and internationally based businesses that would likely be interested in a Tompkins County location.
 - Work with Cornell to contact targeted businesses to promote the benefits of a location in the zone.
 - Attend high-tech trade shows and advertise in specific trade journals.
- Work with Cayuga Venture Fund (CVF) and other sources of capital to ensure maximum access to financial resources to help firms grow and stay in Tompkins County.
- Implement the Zone Capital Credits Program for direct equity investments to high-tech start-ups and expansion projects.

Performance Measures:

- Annually track the number of workshops, the number of targeted marketing letters/publications, the number of contacts/meetings with businesses, and the dollars in capital credits allocated and used.

- Within one year, establish Capital Credits Program rules and market program to targeted businesses.
- Within one year, meet with Cayuga Venture Fund staff and other sources of capital to introduce the Empire Zone Program in general and discuss the Capital Credits Program.
- Within two years, develop marketing material for science and biotech firms.
- Within five years, expand targeted marketing to additional sectors.

Goal #B-2: Increase on the job training of Zone business employees.

Strategies:

- Refer Zone businesses with employee training needs to the One-Stop System training programs.
- Link Zone businesses with employee training needs with course offerings at TC3 and BOCES.

Performance Measures:

- Annually track the number of referrals made to the One-Stop-System, the number of Zone business employees participating in One-Stop System programs, training dollars invested by the One-Stop in Zone business employees as a percent of total Tompkins County One-Stop training dollars.

Goal #B-3: Attract new manufacturing plants, and expand and retain existing manufacturing plants.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Focus a marketing strategy on identifying existing companies with expansion potential, or entrepreneurs that are interested in starting new businesses.
- Provide technical assistance to potential new and expanding businesses.
 - Coordinate meetings with other local, regional, and state incentive program representatives.

Performance Measures:

- Annually track the number of targeted marketing letters/publications sent, and the number of contacts/meetings with businesses.
- Within one year, identify all manufacturing firms in the sub-zone and send a letter explaining the Empire Zone program and process.

Goal #B-4: Increase occupancy in the South Hill Business Campus.

Strategies:

- Promote Zone benefits in conjunction with local assistance.
- Meet with businesses interested in expanding or locating in the South Hill Business Campus.

Performance Measures:

- Annually track the number of contacts/meetings with businesses.
- Within one year, establish contact with responsible rental entity at South Hill Business Campus and meet to communicate zone program benefits.

Sub-Zone C: Lansing Business and Technology Park

Goal #C-1: Increase occupancy in the Lansing Business and Technology Park.

Strategies:

- Promote Zone benefits in conjunction with local assistance.
- Meet with businesses interested in expanding or locating in the Lansing Business and Technology Park.
- Work with property owner to help attract tenants that are eligible for Zone benefits.

Performance Measures:

- Annually track the number of contacts/meetings with businesses.
- Within one year, establish contact with majority property owner and meet to explain zone program and offer assistance to help attract tenants.

Goal #C-2: Increase on the job training of Zone business employees.

Strategies:

- Refer Zone businesses with employee training needs to the One-Stop System training programs.
- Link Zone businesses with employee training needs with course offerings at TC3 and BOCES.

Performance Measures:

- Annually track the number of referrals made to the One-Stop-System, the number of Zone business employees participating in One-Stop System programs, training dollars invested by the One-Stop in Zone business employees as a percent of total Tompkins County One-Stop training dollars.

Sub-Zone D: Airport Area Business/Industrial Parks

Goal #D-1: Attract new high-tech start-ups, and expand and retain existing high-tech firms.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Increase tech transfer from Cornell University through targeted marketing and outreach programs.

- Sponsor joint workshops with Cornell on product development, product licensing, business planning, etc.
- Implement the Targeted Marketing Initiative
 - Identify the R&D activities at Cornell that have the greatest commercial potential.
 - Work with the managers of the identified R&D programs to identify national and internationally based businesses that would likely be interested in a Tompkins County location.
 - Work with Cornell to contact targeted businesses to promote the benefits of a location in the zone.
 - Attend high-tech trade shows and advertise in specific trade journals.
- Work with Cayuga Venture Fund (CVF) and other sources of capital to ensure maximum access to financial resources to help firms grow and stay in Tompkins County.
- Implement the Zone Capital Credits Program for direct equity investments to high-tech start-ups and expansion projects.

Performance Measures:

- Annually track the number of workshops, the number of targeted marketing letters/publications, the number of contacts/meetings with businesses, and the dollars in capital credits allocated and used.
- Within one year, establish Capital Credits Program rules and market program to targeted businesses.
- Within one year, meet with Cayuga Venture Fund staff and other sources of capital to introduce the Empire Zone Program in general and discuss the Capital Credits Program.
- Within two years, develop marketing material for science and biotech firms.
- Within five years, expand targeted marketing to additional sectors.

Goal #D-2: Increase on the job training of Zone business employees.

Strategies:

- Refer Zone businesses with employee training needs to the One-Stop System training programs.
- Link Zone businesses with employee training needs with course offerings at TC3 and BOCES.

Performance Measures:

- Annually track the number of referrals made to the One-Stop-System, the number of Zone business employees participating in One-Stop System programs, training dollars invested by the One-Stop in Zone business employees as a percent of total Tompkins County One-Stop training dollars.

Goal #D-3: Attract new manufacturing plants, and expand and retain existing manufacturing plants.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Focus a marketing strategy on identifying existing companies with expansion potential, or entrepreneurs that are interested in starting new businesses.
- Provide technical assistance to potential new and expanding businesses.
 - Coordinate meetings with other local, regional, and state incentive program representatives.

Performance Measures:

- Annually track the number of targeted marketing letters/publications sent, and the number of contacts/meetings with businesses.
- Within one year, identify all manufacturing firms in the sub-zone and send a letter explaining the Empire Zone program and process.

Goal #D-4: Increase occupancy in the Cornell Business & Technology Park, Warren Road Business & Technology Park, and vacant lots on Bomax Drive.

Strategies:

- Promote Zone benefits in conjunction with local assistance.
- Meet with businesses interested in expanding or locating in the sub-zone.
- Work with property owners/Cornell Real Estate as necessary to promote Zone benefits to existing tenants and help attract tenants that are eligible for Zone benefits.

Performance Measures:

- Annually track the number of contacts/meetings with businesses.
- Within one year, establish contact with property owners of Warren Road Business & Technology Park and Bomax Drive and meet to communicate zone program benefits.
- Within one year, meet with Cornell Real Estate (Cornell Business & Technology Park) and communicate zone program benefits.

Sub-Zone E: West Dryden Industrial Area

Goal #E-1: Attract new high-tech start-ups, and expand and retain existing high-tech firms.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Increase tech transfer from Cornell University through targeted marketing and outreach programs.
 - Sponsor joint workshops with Cornell on product development, product licensing, business planning, etc.
- Implement the Targeted Marketing Initiative
 - Identify the R&D activities at Cornell that have the greatest commercial potential.

- Work with the managers of the identified R&D programs to identify national and internationally based businesses that would likely be interested in a Tompkins County location.
- Work with Cornell to contact targeted businesses to promote the benefits of a location in the zone.
- Attend high-tech trade shows and advertise in specific trade journals.
- Work with Cayuga Venture Fund (CVF) and other sources of capital to ensure maximum access to financial resources to help firms grow and stay in Tompkins County.
- Implement the Zone Capital Credits Program for direct equity investments to high-tech start-ups and expansion projects.

Performance Measures:

- Annually track the number of workshops, the number of targeted marketing letters/publications, the number of contacts/meetings with businesses, and the dollars in capital credits allocated and used.
- Within one year, establish Capital Credits Program rules and market program to targeted businesses.
- Within one year, meet with Cayuga Venture Fund staff and other sources of capital to introduce the Empire Zone Program in general and discuss the Capital Credits Program.
- Within two years, develop marketing material for science and biotech firms.
- Within five years, expand targeted marketing to additional sectors.

Goal #E-2: Increase on the job training of Zone business employees.

Strategies:

- Refer Zone businesses with employee training needs to the One-Stop System training programs.
- Link Zone businesses with employee training needs with course offerings at TC3 and BOCES.

Performance Measures:

- Annually track the number of referrals made to the One-Stop-System, the number of Zone business employees participating in One-Stop System programs, training dollars invested by the One-Stop in Zone business employees as a percent of total Tompkins County One-Stop training dollars.

Goal #E-3: Attract new manufacturing plants, and expand and retain existing manufacturing plants.

Strategies:

- Promote zone benefits available through the zone program to encourage expansion and assist in retention.
- Provide technical assistance to potential new and expanding businesses.

- Coordinate meetings with other local, regional, and state incentive program representatives.
- Work with Vanguard to obtain local, regional and state incentives for equipment and plant upgrades.

Performance Measures:

- Annually track the number of contacts/meetings with businesses.

Goal #E-4: Support the redevelopment and re-use of the former NYSEG office building.

Strategies:

- Work with NYSEG to lease/sell space.
- Coordinate other local, regional and state incentives for potential tenant(s).

Performance Measures:

- Annually track the number of contacts/meetings with NYSEG and potential tenants, and percentage of the building that is occupied by new tenant(s).

Sub-Zone F: North Dryden Industrial Area

Goal #F-1: Develop Vacant Town/Village of Dryden Industrial Area.

Strategies:

- Support local efforts to develop a plan for North Street / Route 13 intersection improvements for better access into the vacant parcels, secure funding and complete improvements.
- Support local efforts to develop an action plan for the Village sewer plant upgrade and/or replacement, secure funding, and complete project.

Performance Measures:

- Annually track local progress on infrastructure improvements.
- Within two years, establish a Village contact person or committee charged with marketing the area and expediting development.

SECTION III: TARGET AREAS/INFRASTRUCTURE DEVELOPMENT

Selection of Target Areas

Development Types

TCAD has used all of the information at its disposal emanating from the analytical work described in previous sections as well as personal contacts and work sessions with economic development interests in the county to arrive at the geography of the Zone. The Tompkins County Empire Zone (TCEZ) is configured to focus on three types of development:

- New high-tech and manufacturing development,
- Revitalization and expansion of existing high-tech and manufacturing firms, and
- Commercial and mixed-use revitalization in the City of Ithaca Central Business District.

These types were selected because they best align with the goals and objectives of the County's Economic Development Strategy and because they offer the greatest return on investment from application of the Zone program. Because the central business district of the City of Ithaca has distressed conditions, this is the only area that is targeted for commercial and mixed-use revitalization.

New High-Tech and Manufacturing Development

- Vacant land in the existing business parks would be provided with tax incentives to help attract new businesses and support expansion of existing businesses. Park managers have told us that competition with other states drain away high-tech businesses that could take advantage of the Cornell connection, because they find less expensive connections in other university communities that have lower costs of business. Manufacturing is struggling in New York and the nation. Zone benefits will help stabilize and encourage some growth in this critical sector. Non-park vacant land will similarly benefit.
- Vacant and underused land in the City of Ithaca would be provided with tax incentives for development that help overcome the higher cost of developing in the City. There are a number of small manufacturers and high-tech firms who find the expense of developing in the City prohibitive although they would like to be located there.

Revitalization and Expansion of Existing High-Tech and Manufacturing Firms

Existing manufacturers are in constant need of upgrading equipment and skills of their workers. New York's high cost of energy and labor create disadvantages for keeping these manufacturers and supporting expansion. Empire Zone benefits will help established operations remain competitive. The threat of downsizing, particularly to move parts of production off-shore, remains an issue for local manufacturers.

- Existing manufacturers in the urban area are in older facilities that have many deficiencies for modern production. Zone benefits are particularly critical for these older facilities.
- Several existing manufacturing plants have been built in the 1960's to 1990's. However, their profitability in Tompkins County, and the US, is a constant challenge. For instance, the former NCR (peak employment 1,850 in 1974) plant was sold in 1991 to AT&T. It

was then sold to Axiohm in 1995. Axiohm intended to expand from 324 employees in 1998 to 775 employees in 2003. Instead, they have reduced employment to 200, moving 100 jobs to Mexico and Wyoming. TRANSACT intended to consolidate from Connecticut and expand employment from 101 employees to 173 employees. However, they have remained at about 100 employees in response to the current recession. Existing high-tech firms receive recruitment packages from other states enticing them to relocate. For young businesses that are ready to expand, these offers are enticing. Existing high-tech firms have critical need for venture capital. Many key investors will only invest in Zone-based companies. Tompkins County needs to be able to compete to keep high-tech companies from “shopping around”, and often moving out of state, when it is time to grow.

Commercial and mixed-use revitalization in the City of Ithaca Central Business District

A unique aspect of Tompkins County’s economic development strategy is the commitment to revitalize traditional urban areas and village centers. The County’s Industrial Development Agency has adopted a unique “density” policy that encourages development in the City of Ithaca’s urban core. This policy and other programs recognize the importance of a strong urban center as well as the high cost of building new buildings or redeveloping existing older buildings in an urban area. In addition to encouraging new commercial and retail development, a cornerstone of the community’s strategy is to develop a wide range of housing in the urban core. There is particular support for encouraging new development or rehabilitation of dilapidated multi-story buildings with retail at the street level and housing on the upper floors. While some progress has been made in improving these traditionally blighted areas, it is clear that without additional incentives, further development is not feasible.

Geographic Configuration

Tompkins County is applying as a labor market area and therefore does not need to justify including “lands nearby or contiguous to eligible census tracts.” The geographic configuration of the zone was determined using the following four criteria:

1. Input from local municipal leadership about where their communities have planned for, and would like to encourage development and revitalization.
2. Input from Tompkins County Area Development about which areas of the county are infrastructure ready for development and which are areas that meet location demands of businesses.
3. Environmental constraints as noted in the County’s Comprehensive Plan.
4. Empire Zone criteria and constraints.

Municipal leadership and economic development professionals agreed that it made sense to focus on two major types of development:

1. Vacant land that is ripe for manufacturing and high-tech development.
2. Revitalization and expansion of existing high-tech and manufacturing development.

The Zone configuration proposed addresses these types. The geographic configuration also includes the City of Ithaca Central Business District, a distressed area, where commercial and

mixed-use development could revitalize the area. The geographic configuration also includes a day care center that has begun an expansion program.

Areas Selected for Inclusion in the Zone and Reasons for Selection

SZ-A: City CBD and Contiguous Commercial/Industrial Areas

The City Zone is targeted for mixed-use retail/residential, commercial, and industrial development as part of the community's plan to revitalize the City's urban core. All areas are fully infrastructured and are appropriately zoned for the uses contemplated. The County's Industrial Development Agency has, at the City's request, implemented a unique tax abatement policy that encourages high-density development in this area. The area's Business Improvement District staff has recruited out-of-state developers to submit detailed large-scale redevelopment plans. The area also includes two business parks with room for manufacturing and high-tech expansion.

SZ-B: City/Town of Ithaca Industrial Areas

This is a large area that includes the Emerson manufacturing complex, the South Hill Business Campus and Therm. The entire area is fully infrastructured and zoned for manufacturing.

- Emerson – This company is the second largest manufacturer in Tompkins County with over 500 employees. It has a substantial amount of underutilized manufacturing space. Several years ago, the community delivered incentives to the company to successfully compete against a mid-western state for a 137-employee expansion. We need to be able to offer Emerson Zone incentives along with local incentives to encourage future investment and job creation in their underutilized space.
- South Hill Business Campus – This facility was once a major light manufacturer when NCR occupied the building and employed 1,950. It is now owned by a local developer who is trying to redevelop the building into a multi-tenant facility for light manufacturing and high tech companies. A small portion of the building is currently occupied by Ithaco -- a division of Goodrich Aerospace, and Axiohm -- a printer manufacturer. Empire Zone benefits are crucial to the success of this project.
- Therm – This company is a long time Tompkins County manufacturer that employees over 200 people. It has substantial underutilized space that can be reconfigured for other manufacturers. It recently leased space to a material science company that relocated from Maryland, choosing Ithaca over State College, Pennsylvania.

SZ-C: Lansing Business and Technology Park

This is a fully infrastructured light industrial park. Its major occupant is IMR Test Labs, a fast growing high tech testing laboratory that was founded by local entrepreneurs. The company recently constructed a 10,000 sq. ft addition and has plans for future growth. While the company has opened facilities in other areas of North America, we feel we will be able to capture their future growth potential if we are able to offer Zone incentives in addition to traditional local IDA

incentives. This Park also has several vacant lots appropriate for light manufacturing and high tech companies.

SZ-D: Airport Area Business/Industrial Parks

This is a large area comprised of several active industrial parks and the County's largest manufacturer.

- Cornell Business & Technology Park – This is the largest industrial park in the region and is home to over 80 companies employing 1,600 people. It is fully infrastructured, has several vacant lots ready for development and many existing companies with job creating expansion plans in development.
- BorgWarner – This is the community's largest manufacturer with over 1,600 employees. Employment has doubled in the last ten years, and the company is discussing plans for future investment, particularly in research and development for their next generation of products. The State's Strategic Business Division has been an active participant with the community in working with the BorgWarner.
- BOMAX Business Sites – This fully infrastructured light-manufacturing park has one major tenant, TransAct, a printer manufacturer headquartered in Danbury, Connecticut. This company has expanded four times over the last ten years and is currently considering another expansion. Our community is vying with Tennessee for this expansion and needs Empire Zone benefits to be competitive. TransAct employs over 120 people. The BOMAX Park also has seven vacant lots targeted to light manufacturers and high-tech.
- Warren Road Business & Technology Park – This is another fully infrastructured industrial park currently occupied by five high tech companies and a warehouse distribution firm. Employment in the Park exceeds 200. Three of these companies have near-term expansion potential but need additional incentives to make the projects feasible. The Park also has four undeveloped lots. Zone benefits would benefit existing companies and serve as an inducement for the development of the vacant lots.

SZ-E: West Dryden Industrial Area

This area includes a 220,000 sq. ft. manufacturing facility (Wilcox Press) and a 60,000 sq.ft. Office building (NYSEG). It also includes a hydroponics agricultural business.

- Wilcox Press – The company has approximately 25% underutilized floor space and is considering an expansion via the acquisition of new production machinery. The facility has enough underutilized space for the proposed equipment and the site is fully infrastructured. Over 250 people are currently employed at the facility.
- NYSEG – This 60,000 sq. ft. office building was vacated during NYSEG's restructuring process. It is an ideal candidate for redevelopment into a multi-tenant building for software and IT companies spinning out of Cornell University.

SZ-F: North Dryden Industrial Area

This area includes portions of the Town and Village of Dryden. The remaining undeveloped land in the sub-zone is likely to be annexed into the Village sometime in 2007, which will facilitate additional extension of village water and sewer infrastructure and needed expansion of the village sewer plant capacity. Currently there is a moratorium on further development in the area pending improved infrastructure capacity and extension. A financial services firm is already located there and other sites are available for high tech and light manufacturing. This site offers better proximity to Rte. 81 and the Syracuse area and is of interest to firms that value that characteristic.

Infrastructure Improvements

Major infrastructure improvements critical to the success of the zone program include:

- Airport Area: \$240,000 interceptor plus \$400,000 in distribution lines.
- South Lansing: sewer district which includes the Lansing Business and Technology Park: \$11.5 million for the project.
- North Dryden: Water extension to the northern portion of the Village of Dryden, North Street/Route 13 intersection improvements, and sewer infrastructure upgrade in the Village of Dryden.

Airport Area

The City of Ithaca, Towns of Ithaca, Lansing, and Dryden, and the Villages of Cayuga Heights and Lansing executed the 6 party agreement on New Year's Eve 2003. Since then some progress has been made to accomplish the provisions of the agreement as follows:

- a) The parties have completed the Kline Road diversion thus allowing the lifting of the long standing moratorium for additional sewer units in the Village of Lansing and the Town of Ithaca by diverting flows from the Cayuga Heights plant to the inter-municipal plant downtown.
- b) The parties are in the process of adopting common intermunicipal agreements for pretreatment standards and sewer use ordinances.
- c) The Village of Cayuga Heights has decided to assess sewer charges on the basis of water consumption the same as is done for contributors to the intermunicipal wastewater plant downtown.
- d) The plant to plant agreement has been approved in principal by the owners of the two treatment plants. This provides for the collection of fees for the diverted flows communication and emergency planning procedures between plant operators as more flow is diverted.
- e) The Village of Cayuga Heights has completed the replacement of the Trickling Filters and is proceeding with the design of the phosphorous removal system. These are improvements included in the State Environmental Bond Act funding program.
- f) The IAWTP owners are under construction with the major phosphorous removal system at the downtown plant.

- g) The City of Ithaca is under construction with the First Street Interceptor on behalf of the City/Town of Ithaca to relieve the overloaded system serving South Hill including Ithaca College.

The various participating municipalities are continuing to work on the following items:

- Setting a timetable for the financing and construction of the Remington Road Diversion. This improvement involves the construction of a new pipe down the lower end (steep slope) of Remington Road and a new interceptor along Lake Street to connect with the new High School interceptor. This pipe is urgent and critical to provide sufficient diversion for the Village and Town of Lansing (new district) from the Village of Cayuga Heights Plant to avoid discharges into the lake which exceed the VCH permit.
- Establishing a unified plan for the reduction of Inflow/infiltration into the existing sewers to avoid wasting treatment capacity and untreated sewage discharges into the lake.
- Completing bilateral agreements for the treatment of remaining flows at the VCH plant.
- Accountability issues and quarterly flow data reporting that should be established and reviewed by the group of 6.

South Lansing

The Town of Lansing Wastewater Committee has been meeting once per month for the past two years to work out the details of the new district. This is a large service area approved by all six municipalities. There are two major obstacles.

First is the cost of the improvements including the interceptor through the Village of Lansing to the VCH plant. The public sewers would go north past Salmon Creek beyond the Lansing Schools, east to include the Kingdom Farm and the developing area up past Warren Road. Maps are available at Lansing Town Hall. The project budget is about \$16.6M with \$6.3M in grants designated from the bond act and Watchtower. The net cost per EDU (equivalent development unit), i.e. single family home is \$970/year.

Second, and no less a challenge, is determining the route for the transmission main through the Village of Lansing. The Town's preferred route is the old railroad bed between Cayuga Heights Road and East Shore Drive. The RR interceptor would be totally gravity line and serve the Town and Village (i.e. Sundowns) unsewered properties the best.

The East Shore route would cost \$1M more and require a pump station at the bottom of the hill to lift to the VCH plant. The State DOT will allow only the construction of 100 feet of pipe per day and no staging of materials along the route. Note: There is a possibility that the City of Ithaca may go with Bolton Point as a drinking water supplier. If this happens a major water line would be constructed down East Shore Drive. For health and cost reasons these projects would need to be designed and constructed together if feasible. Current sanitary codes require a 10 foot separation.

The third alternative is Cayuga Heights Road. It would involve more than one lift station and mean that all unsewered properties in the Village would have to be pumped systems even if they are uphill of the line. The Town is pushing the Village to make a decision.

North Dryden

The proposed water district to serve the area formerly in the Town of Dryden annexed earlier in 2005 to the Village of Dryden is valued at about \$500,000. At least 50% of this district needs to be in place to serve the zone. Local commitment in the zone is, therefore, about \$250,000. In order to expedite extension of service to the area, the Town of Dryden allowed annexation of major portions of the area to the Village which will, in turn, provide water service under various municipal agreements. The remaining undeveloped land in the sub-zone is likely to be annexed into the Village sometime in 2007, which will facilitate additional extension of village infrastructure. Recent mapping and modeling efforts of the groundwater aquifer serving the area have identified an additional source close the village which will need to be developed to establish ample supply redundancy to support development of the sub-zone.

The Village of Dryden sewer plant upgrade is designed primarily to address the additional needs of the North Dryden sub-zone. The upgrade will support increased economic development in the entire North Dryden sub-zone. Flow monitoring to determine actual usage should be completed in 2007, an action plan developed by early 2008, funding secured by 2008-09, and improvements completed by 2010.

The North Street/Route 13 intersection improvements in the Town of Dryden will provide better access to the North Dryden sub-zone. The traffic analysis should be completed in 2007, funding secured by 2009, and improvements completed by 2011. A corridor management plan is being developed and will be completed in April of 2007. The plan will provide land use guidance and further design guidance for highway access to this Zone area.

SECTION IV: TARGETED BUSINESSES

Strategic Industries

The following list of strategic industries refers to "traded" businesses, wealth creating businesses, and/or "at risk" businesses within Tompkins County. For purposes of this plan, "traded" businesses includes those where at least 60% of their product/service is sold, delivered or provided to customers/clients that are outside of the Tompkins County area. The list of strategic industries does not include retail or local service operations that are captive to the local market. Strategic industries are encouraged in all sub-zones unless prohibited by local zoning.

- Manufacturing: food and beverage products, apparel, printing and related support activities, chemical manufacturing, plastics and rubber products, nonmetallic mineral products, metal and fabricated metal products, machinery, industrial machinery, computer and electronics, electrical equipment, appliances and components, transportation equipment, furniture and wood product manufacturing.
- Hi-Tech Industries: software, electronics, testing, biotech, and nano-tech
- Warehouse and distribution facilities
- Research and development facilities
- Information: publishing, broadcasting/telecommunications, information/data processing services
- Financial/back office
- Construction/contracting firms

Strategic industry supply chain businesses are also considered part of the above-identified strategic industries if the business is either:

- A major supplier of a product or material essential to the primary operations of a strategic business, or
- A major provider of a unique or specialized service that adds significant economic value to the primary operations of a strategic business, or
- A business that is a major customer or buyer of the primary output of such strategic business.

The Tompkins County economic development strategy focuses on those businesses that use, or have the potential to use, existing technological resources to compete in the global marketplace. Businesses in this global marketplace are at risk of relocating outside of Tompkins County primarily due to shrinking product markets and increased competition from companies in lower cost areas.

Incentives that reduce costs are key to retaining at-risk businesses. Business with access to technical assistance to update equipment and improve processes to maximize cost advantages over competitors will be better positioned to succeed in Tompkins County. Those that lack the appropriate management team or financial resources are at risk of not being able to compete. Examples of these companies include local machine shops that have not updated equipment or processes in recent years and, as a result, may not be able to compete effectively with off shore

companies operating in lower cost environments. Current community efforts focus on delivering both technical and financial assistance to these companies so that they can evolve into more competitive businesses. We have and will continue to utilize Cornell University and the regionally sponsored technical assistance programs to achieve this goal.

Targeted Businesses

Consistent with countywide and local development goals, the Tompkins County Empire Zone will target the following businesses:

Sub-Zone A: City CBD and Contiguous Commercial/Industrial Areas

- Retail/Commercial Services: clothing and apparel store, hardware store, home and garden store, floral shop, general mercantile, sporting goods, pet shop, pharmacy, ice cream store, confectionary store, baker, food/groceries, computer/electronics, phone store, art store/art gallery
- Restaurants and food service establishments
- Professional Offices: medical offices, dental offices, eye care offices, engineering and architectural services
- Youth/young adult center, child care center, adult care center
- Information Technology
- Scientific and technical services
- Recycling, renewable energy, and energy conservation enterprises
- Developers investing in mixed-use, multi-level construction or renovation projects
- Tourism Destinations. Tompkins County is fortunate in that it already is the home of several world-class tourism destination facilities, including The Sciencenter and The Museum of the Earth. These two very successful institutions reflect the unique character of the community and its commitment to the sciences and the arts. The County's Economic Development Strategy recognizes that tourism destination facilities are not only important as a source of new jobs and tax revenues, but also as a way to enhance the quality of life for local residents. This secondary benefit is of particular importance when local companies are trying to attract high-level engineers and managers to relocate to the area. Our Strategy includes the enhancement of existing tourism destinations as well as the development of new ones. Projects currently in the planning stage include a regional wine center. This project would be located in the City's urban core and is another component of the effort to revitalize historically blighted areas. Special consideration may be given to tourism destination facilities in sub-zone A. Tourism destination facilities include: Entertainment theme-related businesses (Brew Pub, Wine Center, Jazz Club, Comedy Club), Hotel, Inn, or Bed and Breakfast, museum, and performing arts establishments

Sub-Zone B: City/Town of Ithaca Industrial Areas

- Business or administrative offices
- Renewable energy, and energy conservation enterprises
- Industrial uses employing electric power or other motor power, or utilizing hand labor fabrication or assembly

- Laboratories, and other similar indoor spaces

In addition to the above-listed businesses, the following businesses will also be considered in the South Hill Business Campus:

- Bank or other financial institution without a drive-through facility
- Professional offices
- Scientific and technical services
- Medical and dental clinics not involving any overnight occupancy
- Tourism: conference and event center
- Off-premises catering
- Packaging/ mailing service
- Arts and crafts gallery or studio

Sub-Zone C: Lansing Business and Technology Park

- Light Manufacturing
- Commercial Assembly: jewelry, leather, fabric, scientific instruments and similar small items.
- Industrial or educational research and development
- Research and development: design and production of prototypes
- Testing laboratory
- Renewable energy, and energy conservation enterprises

Sub-Zone D: Airport Area Business/Industrial Parks

- Light Manufacturing
- Commercial assembly: jewelry, leather, fabric, scientific instruments and similar small items; soft goods
- Bank administration offices

Sub-Zone E: West Dryden Industrial Area

- Light Manufacturing
- Call center

Sub-Zone F: North Dryden Industrial Area

- Light Manufacturing
- Tourism: hotel, motel, or inn

SECTION V: BUSINESS DEVELOPMENT ASSISTANCE AND ZONE ADMINISTRATION

All community resources will be brought to bear in order to make the zone program a success and ensure that goals and objectives of the Development Plan are met. As with all our economic development efforts in Tompkins County, our Economic Development Strategy and County Comprehensive Plan will provide our guidelines consistent with all program requirements and items specifically referenced in GML 962.

IDA Incentives

The IDA will set aside 75% of its annual private activity bonding authority for projects located in the zone. If, at the end of the third quarter of a calendar year, the allocation has not been used or an application is not anticipated, the private activity bonding authority will be reallocated to eligible non-zone projects. It is anticipated that the demand for tax exempt bond financing by zone companies will be significant. The IDA's most recent private activity bond issue was, in fact, to a manufacturer that is located in the proposed zone. Over \$5 million in tax exempt bonds were issued for the acquisition of new machinery and equipment.

Property Tax Abatement – The IDA will consider offering property tax abatement on a case-by-case basis. The criteria used by the IDA to grant tax abatement will include: quality of employment opportunities to be generated by the project and the company's need for additional incentives to make the project feasible from a financial perspective. The IDA routinely performs this type of analysis and uses the results to determine if the applicant is eligible for incentives beyond the IDA's standard incentive package. For example, the IDA requires detailed information regarding the employment opportunities projected to be created. The information gathered includes a description of the job, wages and benefits, and projections regarding the nature of the candidates likely to fill the job openings. Greater weight is given to those projects that will create entry level jobs for local and regional residents, that provide an opportunity for advancement, and that offer reasonable starting wages and benefits. Conversely, the IDA is less likely to offer additional incentives if the jobs created will not provide for the long-term needs of the new employees and their families.

Sales Tax Abatement - The local portion of the sales tax (4%) will be abated on all zone projects. This applies to sales tax charged on all construction materials as well as furniture, fixtures and equipment that are an integral component of the project. The sales tax abatement will not apply to purchases that are associated with ongoing operating expenses.

City of Ithaca Density Incentive Program – The IDA will apply this policy which allows for consideration of tax abatements to encourage new construction and rehabilitation of multi-story buildings. This policy anticipates that the buildings will be occupied by a variety of tenants and applies equally to all eligible buildings in the program area (coterminous with the proposed zone area) regardless of current or future zoning classifications.

Expedited Permitting and Licensing

The City of Ithaca, Town of Ithaca, and Village of Lansing have the most sophisticated land use procedures in the County. All three municipalities make every effort to expedite permits, however the review procedures can take up to six months or longer depending on the complexity of the project. All three municipalities have skilled professionals to help the developer through their process. The other municipalities with areas in the Zone have fairly straightforward land use requirements that are not burdensome to developers.

The City added an Economic Development staff position in 1998. This position provides extra assistance to businesses and developers undertaking development in the City. The City provides developers a checklist which outlines all necessary steps required by the City to bring a project from concept to completion.

In 2000, as part of the Economic Development Strategy, TCAD created a model checklist for local land use procedures. The Village of Dryden and the Town of Ithaca have expressed interest in these. TCAD will continue to work with zone municipalities to facilitate the development permitting process.

Business Development Programs

Since the creation of the County's award winning economic development strategy, all economic development services are provided to businesses and individuals in a seamless and comprehensive manner. The implementation of the strategy eliminated overlap among agencies and the duplication of services. Gaps in services to companies and individuals were identified and subsequently filled by the appropriate existing service provider. In some cases, new programs were launched.

This same aggressive strategy will be utilized to provide services to companies and individuals in the Zone. Every key agency and economic service provider in the community is prepared to devote special resources to clients and customers in the zone. For example, the Finger Lakes Entrepreneurs Forum will schedule additional monthly networking and seminar meetings in the Zone. The various agencies that provide technical assistance, like the CEO Program and AM&T will schedule special outreach sessions in the Zone. TCAD will organize quarterly workshops on public sector financing programs.

Cornell's Office for Economic Development (OED) convenes a monthly meeting of economic development practitioners to exchange information about current ED projects and discuss steps necessary to facilitate projects. This group is particularly focused on high-tech projects that would see increased success from the zone program. The OED is committed to supporting the zone.

Investment Board and One-Stop System

The local Workforce Investment Board and One-Stop System will provide zone residents and businesses with the following workforce services:

1. One-Stop System Services – Zone Residents

a. Core (Basic) Services

- Outreach, intake, and orientation to one-stop system;
- Initial assessment of skill levels, aptitudes, abilities and supportive services needs;
- Job search and placement assistance;
- Career counseling;
- Provision of up-to-date labor market information
- Provision of report card on local performance of providers
- Assistance in establishing eligibility for Partner programs
- Provision of information for filing UIB claims
- Minimum 12-month post-employment follow-up

b. Intensive Services

- Comprehensive and specialized assessments of skill levels
- Individual employment plans
- Individual and group counseling
- Case management and monitoring
- Short-term prevocational assistance

c. Training Services

- Individual Training Accounts (training vouchers)
- Customized training
- On-the-job training

2. One Stop-System Services – Zone Businesses

a. Labor Market Information

- Available labor pool information
- Wage rates
- Industry-specific data
- Demographics
- Local Survey Results

b. Recruitment Services

- Job Postings – List suppressed or unsuppressed openings for local, regional, statewide and national exposure via phone, fax or on-line entry
- Computerized Job Matching – Match based upon skills, education, and experience
- Mass Recruitment – One-Stop staff will contact potential candidates, scheduling of interviews, staff job fairs or recruitment events at company site, one-stop center, or other designated location
- Pre-screening & Testing – One-stop staff will assist with pre-screening of candidates which may include pre-employment testing

c. Human Resource Assistance

- Job Descriptions

- Performance Evaluations
- Job Restructuring
- Turnover Analysis
- Employee Handbook
- Personnel Policy
- Occupational Classification
- Labor Laws and Workplace Safety

d. Worker Training

- Information
 - Links to training providers
 - Comparison Data
- Funding
 - New Hires
 - Upgrade Skills of Current Workers
 - Customized

e. Assistance in Applying for Tax Incentives

- Work Opportunity Tax Credit (WOTC)
- Welfare-To-Work Tax Credit (WtW)
- Qualified Empire Zone Enterprise Tax Credits (QEZE's)
- Workers with Disabilities Tax Credits

Activities designed to ensure participation of minority and women business enterprises

TCAD and the community have long recognized the special need of women and minority owned business. Our success in delivering services to these business is a direct result of an early decision to encourage women and minorities to participate on the TCAD Board of Directors as well as on loan committee and technical advisory teams. In the late 1980's, TCAD established a revolving loan fund for women and minority owned businesses which has ensured ongoing commitment to W/MBE's. TCAD is committed to specifically allocating 80% of its loan fund to companies within the zone. For technical assistance, women and minority owned business are routinely referred to the Alternatives Federal Credit Union's Business CENTS program. This growing program delivers both one-on-one counseling as well as class room style training to entrepreneurs and existing business, especially those operated by women and minorities.

TCAD will continue adherence to this philosophy with the management of the zone. TCAD will establish a special committee of its Board of Directors, adding outside members if necessary, that will have a majority of members that represent women and minorities. This special committee will be tasked with the responsibility of outreach to the community and with making recommendations to the Zone Administration Board. In addition, the Ithaca based CEO program has been committed from its inception to encouraging the participation of women and minorities in developing successful small businesses. Their history of working with businesses in the central city will work well with the City's central sub-zone.

Structure/Duties of Zone Administrative Board - Coordination with Other Entities

TCAD's Board of Directors will be the primary source of leadership and membership for the Zone Administrative Board (ZAB). TCAD was founded in 1964 and is recognized by the community as the leader with respect to economic development issues. TCAD's existing Board includes representatives from the not-for-profit community, labor, tourism, agriculture, high tech business, government, education, financial services and traditional manufacturing. The Zone Administration Board will draw heavily from TCAD's Board and will be supplemented where necessary.

The ZAB will be chaired by the County Commissioner of Planning and Public Works, Ed Marx. The ZAB will hire a Zone Coordinator. The ZAB committees will guide and supplement the ZC's work in accomplishing the duties of the ZAB. The ZAB will establish specific committees as necessary that will be charged with making recommendations regarding development goals and strategies. The committee structure will be similar to that of TCAD. The committees will include members that represent the customers and residents of the Zone as well as those that will supply direct services.

The ZAB and its staff, the Zone Coordinator, will perform the duties described in section 963 (b) of the General Municipal Law. These include, but are not limited to:

- developing short-term goals for the zone on an annual basis
- preparing an annual report
- certifying businesses for participation in the zone program
- ensuring participation by women and minority owned businesses
- participating in a business permit assistance program
- coordinating job training programs in the zone with the Tompkins County Workforce New York One-Stop system and the Workforce Investment Board
- working with the TC Day Care and Child Development Council to improve access to child care in the zone
- working with the Human Services Coalition to improve delivery of human services in the zone
- working with TCAD, the Business CENTS program, the SBDC and Chamber of Commerce to deliver small business development and assistance in the zone
- working with TCAD to create a strategic economic development plan for the zone that is integral to the Tompkins County Economic Development Strategy

Regional Economic Development Council Statement -- Tompkins County does not participate in the Southern Tier East Regional Planning & Development Board

Coordination of economic development activities at the local level and integration of services of local economic development entities

In 1999, when TCAD created an Economic Development Strategy for the county, a Coordinating committee was established to ensure effective implementation of the Strategy's action agenda. Eighteen organizations involved in economic and community development are represented at the quarterly meeting of the Committee and others are invited as necessary or helpful. The Zone Coordinator would be expected to participate in the meeting. This network is key to making all economic development in the county efficient and effective.

SECTION VI: HUMAN RESOURCE DEVELOPMENT & TRAINING

Tompkins County's workforce development system is completely integrated into our economic development activities. Our Workforce Investment Board has worked tirelessly to make sure training and development is well-aligned with economic development goals and objectives.

The Tompkins County Workforce Investment Board works very closely with local economic development representatives to establish local workforce policies that complement local economic development efforts and future planning. Furthermore, three of our local economic development representatives are voting members of the local WIB and report economic conditions routinely to better inform the WIB in its decision-making process. This relationship will expand to include the zone coordinator. At present, the WIB has established targeted demand industries as follows:

- High Tech
- Manufacturing
- Healthcare
- Skilled Trades
- Retail

The WIB routinely reviews its priorities to ensure that they are aligned with current and anticipated local needs.

Coordination of the Zone with the One Stop Center

Provisions have already been made for participation by the Workforce Investment Board and the One Stop Center in the zone program. The WIB and One-Stop System will provide a variety of services to new and existing businesses including:

- Recruiting and pre-screening of job applicants
- Matching and referring of job applicants
- Providing space and support staff for companies to interview and test job applicants
- Providing Human Resource Consultation
- Referring job applicants to partner agencies for specific testing
- Coordinating and staffing Job Fairs
- Researching and interpretation of labor market information

In addition, Tompkins Workforce New York, through partner organizations such as the Department of Labor and local rehabilitation organizations and funding streams including the Workforce Investment Act and other state and federal funding streams, may provide funding or incentives to new and existing businesses for the following activities and services:

- On-The Job Training for new and incumbent employees
- Tax Credit Opportunities
- Special state and federal grant opportunities for upgrading the skills of current employees, i.e., ADVANCE-NY Grant of up to \$50,000 per company

- Talent Bank of Registered Job Seekers
- Individualized and Customized Job Recruitment

Listing of New Positions

The One Stop Center will, as a matter of routine business practice, list all positions available from businesses located in the zone.

Other activities to be undertaken by partner organizations:

Input from the business community will be primarily through TCAD’s Board of Directors. The Board has a diverse range of business leaders as members including CEOs from large manufacturers, bankers, agriculture, tourism, and small high tech firms. TCAD worked with these and other representatives of business when it created its Economic Development Strategy.

Allocation of funds by the administrative entity established pursuant to the Workforce Investment Act of 1998

Tompkins County is a free-standing service delivery area. The Tompkins County Workforce Investment Board manages allocation of all funds.

Special programs operated by educational institutions and other training entities

Tompkins-Cortland Community College offers a wide variety of training programs including Advanced Technology Training. Information about these programs is updated on a semester by semester basis and made available throughout the community. TC3 is an important partner in local workforce development activities. The TC3 Business Development and Training Center offerings are available at www.TC3.biz

Human Resource Development

Section I describes goals and objectives identified in the County’s Economic Development Strategy. The broad overarching human resource development goal highlighted there states our intention to: ***Develop Human Resources -- basic skills, continuing training, and recruitment.***

Throughout the Strategy and continuing on through this Development Plan are specific indications of how the county has been and will continue to work toward achieving this goal. The importance of creating living wage jobs and jobs with career ladders is a basic reason the County is seeking zone designation.

The Workforce Investment Board established 2 long-term goals to respond to local human resource development needs for the empire zone and specific strategies for achieving them:

Long Term Goal 1: The board must prioritize and align industry, occupational, and skills needs that the board will focus its influence, advocacy, and support and seek to influence solutions to workforce related issues.

High Tech: 1) Continue to support high tech worker trainer by ensuring that there are sufficient quality certified providers for customers to choose from; 2) Continue to seek other funding (i.e. High Tech Worker Grant) to provide up-to-date high tech training to

incumbent workers; 3) Align with business organizations that support high tech businesses (AM&T; FLEF)

Manufacturing: 1) Continue to create and support local business consortia to address common recruitment, retention, and training needs; 2) seek grant funding to support curriculum development; 3) Collaborate with local schools to encourage youth to explore careers in this sector

Health Care: 1) Continue to support the existing CNA training; 2) Advocate for an awareness of the continued need for professional nurses training in the region; 3) Develop stronger linkages with health care associations and boards; 4) Work closely with schools to build an awareness of the skilled nursing professions as a viable career option

Skilled Trades (construction, manufacturing, and related industries): 1) Build stronger alliances with labor unions to collaboratively facilitate solutions; 2) Direct the Youth Employment Council to develop strategies for preparing the emerging workforce for careers in the skilled trades

Retail: 1) Provide training for basic workplace skills; 2) Continue to support the provision of sales/customer service manager training

Long Term Goal 2: The Board, in partnership with business, and employment and training service providers will implement programs and services that will raise the levels of basic workplace skills of the emerging and existing workforce.

Basic workplace skills in this instance is inclusive of the following components:

- Personal life management
- Basic reading, math, and computer literacy
- Workplace skills

SECTION VII: COMMUNITY DEVELOPMENT

Zone Capital Credit Program

Zone Capital Credits are a provision of the General Municipal Law Article 18-B, Section 964 amended in 1994. The purpose of this provision is to stimulate economic activity in an Empire Zone by granting each Zone a \$2.5 million allocation of New York State tax credits. These credits may be used by Zones to encourage economic activity by offering a 25% tax credit against New York State franchise taxes or personal income taxes for investments and contributions to direct equity investments in Empire Zone certified businesses and contributions to approved community development projects.

The Tompkins County Empire Zone Administrative Board allocated \$500,000 in capital credits for direct equity investments and \$2,000,000 for community development projects on March 9, 2007.

Direct Equity Investments

A Zone certified business may apply for an allocation of direct equity investment credits if the following requirements are met:

- An Empire Zone Certified Business must request and receive approval of an allocation of credits from the Zone Administrative Board prior to making an offering to an investor.
- The Empire Zone Certified Business must employ 250 or fewer workers during the 12-month period preceding the month in which the investment is made.
- The investor may not be the owner, existing stockholder or partner of the business (defined by IRS Code as owning 10% or more of the business prior to the investment) or a related person to any of the above (defined in IRS Code 465(b) (3)(C)).
- The investment must contribute significantly to an activity, which has tangible economic benefits such as start-up, expansion or modernization.
- The investment must have the potential to cause the creation of new jobs.
- The investment must increase the capital available to the business, not merely replace existing debt or equity.

In addition to the above requirements, the Zone Administrative Board has set the following thresholds for direct equity Investments:

- The project must advance the Tompkins County Empire Zone Development Plan.
- Only manufacturing and/or strategic industries as identified in the Tompkins County Empire Zone Development Plan are eligible to apply for an allocation of credits. Priority will be given to start-ups and expansion projects for businesses that employ less than 25 employees.
- There will be a minimum of \$5,000 and a maximum of \$75,000 in credits available per business. The amount allocated will be based on the total capital investment needs of the business. Generally, credits will be allocated for a maximum of 50% of the total projected capital investment. If a business uses an allocation of credits within twelve months, the

business may reapply for additional credits.

- Individuals and corporations will be eligible for New York State income tax credits on contributions of \$10,000 or more to approved projects.
- The Board will revoke all credits not used within twelve months of the allocation. The Zone Administrative Board may consider an extension for six to twelve months.

Community Development Projects

A not-for-profit organization may apply for an allocation of community development project credits if the project meets the following requirements:

- The project must be located within the Zone boundaries.
- The sponsor must be a not-for-profit entity.
- The project must be either:
 - A child care project serving the Zone community;
 - A community development project in direct support of economic development and business revitalization activities;
 - A business development activity of a local development corporation.
- The project must advance the Tompkins County Empire Zone Development Plan. It must be clearly demonstrated how the project will benefit the zone community, promote the development of new business, and the expansion of existing business.
- Contributions must be in the form of money.
- In general, the project must be used for non-recurring expenses, such as capital projects (i.e., “bricks and mortar” projects).
- Credits may not be used to refinance existing debt, pay operating expenses, taxes or other soft costs).

In addition to the above requirements, the Zone Administrative Board has set the following thresholds for community development projects:

- There will be a minimum of \$5,000 and a maximum of \$300,000 in credits available per project. The Zone Administrative Board may consider up to \$500,000 in one request for a project that has a regional impact, provides a unique good or service, and requires an investment in excess of \$5 million.
- Individuals and corporations will be eligible for New York State Income Tax Credits on contributions of \$1,000 or more to approved projects.
- The Board will revoke allocations for those projects that have not started to use the credits within 12 months of the allocation. The Board will revoke all credits not committed within 36 months of the allocation.

The first allocation \$31,250 in Community Development Capital Credits for the 7th Art Cinema Campaign was approved by the ZAB on March 9, 2007.

Child care programs serving zone residents and businesses

The following is a summary of the major day care facilities located in or near the Empire Zone that are likely to provide care for the children of persons employed in, or training in the Zone.

In the Zone:

Drop-In Children's Center

Near the Zone:

IACC Day Care Center

Immaculate Conception School

Ithaca Community Childcare Center

Little Feet Montessori Day Care Center

St. Paul's Nursery School

T-S-T BOCES Nursery School

In addition there are twenty-seven licensed Group Family Day Care providers and sixty four Family Day Care providers in or near the Zone. Their facilities are family residences serving six to twelve children of mixed ages, generally with outdoor play space. There are a wide variety of facilities -- everything from trailers to purpose-built. These facilities are unlikely to expand and benefit from being in or near the Zone.

Preventing/Discouraging displacement of residents of the zone

The sub-zones have been delineated to primarily focus on areas that are zoned by the local municipalities for industrial and commercial development. ***While the Zone may, in some instances, include residential units, it should be emphatically noted that it is not the intent of the concurring municipalities to encourage non-residential development or redevelopment in those areas.*** This issue has been of particular concern in that portion of the zone located on South Hill in the City of Ithaca. TCAD has met and discussed the goals and objectives of the program with the South Hill Civic Association and with Common Council representatives to reassure residents about the intent of the zone program.

In support of this principle, the goals of the TCEZ focus commercial and industrial development in areas that have been identified by the local municipalities for that purpose.

In addition to protection from displacement, job training or job placement services will be available to Zone residents on a priority basis for employment by businesses located within and outside the Zone.

SECTION VIII: CERTIFICATION/COST BENEFIT ANALYSIS

Certification

Businesses seeking certification will be evaluated based on the criteria and determinations for certification in Part 11.4 of the Empire Zone Regulations (Title 5 of the New York Code of Rules and Regulations Part 11.4) in addition to the following:

The Zone Administrative Board (ZAB) will consider the following factors when reviewing applications for certification:

- The number of jobs to be created, with priority given to businesses creating five full-time permanent jobs that pay starting hourly wages at 135% of the current New York State minimum wage or higher.
- The level and type of investment to be made by the applicant business, pursuant to the thresholds set below.
- The timeline for projected investment and job creation, with priority given to projects expected to create investment and job growth within the first three years of application.
- The extent to which the applicant will increase the skill base of the local workforce through training, opportunities for professional development and career track advancement.
- The extent to which the type of jobs created are likely to be filled by job seekers recently displaced by a downsizing at a local firm.
- Whether certification will result in the transfer of employment from an existing business enterprise to similar employment with the business seeking certification.
- The extent to which goods and services will be procured regionally, thereby increasing regional buyer-supply chains and producing a greater multiplier effect in the local economy.
- Special consideration will be given to a business that can demonstrate that but for Empire Zone benefits the business would likely relocate or close.
- Applications for certification of real estate development projects will be considered only if the applicant can demonstrate that the project will result in job creation or building/land reuse or rehabilitation. Developers building on spec will not be considered.

All completed certification applications must meet the certification thresholds and the cost benefit analysis requirements that are outlined on the following pages. The ZAB must review and approve/disapprove all certifications – after which the application will be deemed complete and the Zone certifying officer will approve or disapprove within ten days. Adding other locations to the certificate will be via addendum to the original certification application. The certification application will then be sent to the New York State Department of Economic Development and the NYS Department of Labor for a concurrent review for approval/disapproval.

The ZAB may deny local approvals if there are known judgments or liens against said applicant, if the business has outstanding real property taxes or water/sewer bills, if the business has existing code violations, if the business has unsightly or poorly maintained exterior facades, if the business

enterprise has misrepresented itself at anytime, or if the business does not meet the minimum thresholds outlined in this Plan. Once a business is in good standing it may reapply for Zone certification. The Tompkins County Empire Zone fully supports revocation of certification for any business that fails, without good cause, to fulfill its commitment to state and local municipalities.

Certification Thresholds

Applicants in the following industries must project meeting the following certification thresholds within five years:

Type of Business	Capital Investment	Jobs Created/Retained	Applicable Sub-Zone
Professional Offices	\$25,000	5 FTE	A, B (So. Hill Bus. Campus only)
Retail Sales/ Commercial Svcs./Restaurants/ Tourism Destination	\$25,000	2 FTE	A
Other Non-Traded Industries (> than 60% of sales inside Tompkins County)	\$25,000	2 FTE	All Zones
Manufacturing	\$75,000	3 FTE	All Zones
Research and Development	\$30,000	2 FTE	All Zones
Other Traded Industries	\$30,000	3 FTE	All Zones

Cost-Benefit Analysis

Pursuant to Section 963 of the GML, certification of a business will be based on whether such business meets the requirements of the cost-benefit analysis. The Tompkins County Empire Zone Administrative Board has established the following benchmarks:

Type of Business	Ratio	Applicable Sub-Zone
Traded	15:1	all
Non-Traded	15:1	all
Manufacturing	10:1	all

The Zone Administrative Board established the 10:1 benchmark for manufacturing to assist in the retention of Tompkin’s County existing manufacturing businesses and the attraction of new manufacturers.

The analysis will consider the following quantifiable factors, calculated as an estimate for the first five years commencing in the year in which a business is certified:

- The amount of state tax credit under the Empire Zone program that may be claimed by the applicant for Zone certification.
- The value of wages and benefits paid to all existing and projected employees of the applicant at the location(s) in the Zone for which the applicant is seeking certification.

- The value of capital investments at such Zone locations.

Should a business not meet the required benchmark, qualitative factors (non-quantifiable factors) may be given to establish a justification for approval. The qualitative (non-quantifiable) analysis to justify certification of a project that does not meet the benchmark(s) will be provided by the Zone Administrative Board prior to forwarding an application to the joint certifiers (i.e. the local Zone certification officer and the commissioners of economic development and labor). The justification for projects will be based on the non-quantifiable factors listed below as these are the factors explicitly identified by the Legislature in the new Zones law:

- The business will have a positive impact on an area that has high commercial vacancy rates, and/or is characterized by blight and disinvestment;
- The business is part of a strategic industry cluster or supply chain as identified in section IV of this Development Plan; or
- The business is anticipated to access zone capital credits.

Businesses Excluded from Zone Certification

The following types of businesses located within the boundaries of the Zone are ineligible for Empire Zone benefits:

- Adult entertainment establishments
- Junkyards
- Personal services (beauty salon, barber, tanning salon, massage parlor)
- Gaming or gambling establishments
- Property management companies solely intended for residential purposes
- All establishments prohibited by local zoning

Decertification

The Zone Administrative Board may recommend revocation of Empire Zone certification as outlined in New York State Economic Law Section 11.9. In addition, after a 24-month review as outlined in Section IX, the Board may recommend decertification of a business for the following:

- The business failed to submit a business annual report, or other required information, after it has become Zone certified;
- The business has failed to meet anticipated projections in the construction, expansion, rehabilitation or operation of its facility in accordance with the representation contained in its application for certification;
- Upon review of the Business Annual Report it is determined that the business has failed to increase employment, make the projected investment in the operation of the business, or has not accessed any of the tax credits as to warrant the need of the Empire Zone certification.

The Zone coordinator will comply with all procedures for decertification as outlined in section 11.9 of the Empire Zone regulations.

SECTION IX: PROGRAM PERFORMANCE EVALUATION

The Tompkins County Empire Zone will evaluate program performance with the Business Annual Report and the Zone Annual Report.

Business Annual Report

The Tompkins County Empire Zone Administrative Board (ZAB) will conduct an annual performance evaluation of all certified companies for the purpose of monitoring their activities in comparison to projections as stated on their original application for participation in the Empire Zone Program. The Zone Board will work with companies to achieve their performance goals and take corrective action if necessary. The Zone Coordinator will:

- Require certified companies to complete a Business Annual Report (BAR). BAR forms are generated by Empire State Development. General Municipal Law mandates completion of the report for continued certification.
- Review BAR forms for accuracy and record information from the BAR to individual cost/benefit analysis forms.
- Track the progress of individual businesses for meeting employment and investment goals projected in the original application compared to the completed BAR forms.
- Compare estimated benefits and incentives received by the business to the county/state impact, e.g. job creation, job retention, investment, and overall enhancement of the economic growth of the community.
- Report the findings of the evaluation to the Zone Administrative Board.

Zone Annual Report

The Zone Annual Report, submitted to Empire State Development each year, will analyze performance of the zone. Analysis would include most recent annual data and, over time include trends and projections. TCAD has recently created a database to track these indicators by project. Zone projects could be easily tracked through this system. Evaluation will consider how these activities meet the goals of the plan, or if they do not meet the goals, why. Based on this evaluation and responses to changing conditions in the economic environment, the objectives and strategies will be revised by staff and the ZAB. The Zone annual report will include the following performance measures:

- Businesses certified
 - Women-minority owned
 - Manufacturing
 - High-tech
 - Retail/commercial
 - New businesses
 - Firms retained
 - Firms expanding
 - Firms relocating or expanding from out of state
- Businesses decertified

- Jobs retained
- Jobs created
- Gross payroll
- Capital investments
 - Land
 - Building acquisition
 - Building renovation
 - New construction
 - Production, machinery & equipment
 - Furniture, fixtures, equipment
 - Other
- Implementation of training programs
 - Number of firms participating in training programs
 - Number of employees receiving training
 - Number of zone residents receiving training
 - Value of training
- Infrastructure investments
- Zone Capital Credits
 - Direct Equity Investments
 - Community Development Projects
- Analysis of goals and strategies as identified in the Development Plan

24-Month Zone Review

All certified businesses will be subject to a review after the completion of 24 months of certification and the filing of the BAR form for the year following that 24-month period.

For companies not meeting the employment and investment goals set forth in the original certification application, a separate report will be prepared that details the progress of employment and investment compared to the original goals on the application.

Companies meeting between 51%-90% of goals will be monitored over the next 12 month period. If the company meets its goals, no further action will be taken. If the company continues to fall short of its original goals, the Zone Coordinator will set up a meeting to discuss reasons for the shortfall and plans to rectify the situation. Plans will then be referred to the ZAB for further action.

Companies meeting less than 50% of goals will be required to meet with the Zone Coordinator to discuss reasons for the shortfall and plans to rectify the situation. Plans must be in the form of a written business plan with identified sources of funding. The business plan will then be referred to the ZAB for consideration. The ZAB will review the information and determine the appropriate course of action which could include further documentation from the company, or a recommendation for decertification.