

Ulster County Economic Development Alliance  
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## **2017 CORPORATION MISSION AND GOALS MEASUREMENT REPORT**

### **Name of Corporation:**

Ulster County Economic Development Alliance (UCEDA)

### **Corporation's Mission Statement:**

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

### **List of Performance Goals and Measurement of Progress in Meeting Goals**

#### 1. Support economic development in Ulster County.

In 2017 UCEDA renewed its marketing campaign to market Ulster County to tech entrepreneurs in NYC including "weekenders and visitors," and encouraging people who already know and love Ulster County to consider moving their business to the County.

Under a contract with Ulster County, UCEDA also administered the Ellenville Million, an allocation of \$1M by Ulster County to support economic development initiatives in the Ellenville/Wawarsing community. In 2017, UCEDA completed the following activities related to the Ellenville Million:

- Managed reimbursement for renovations of the Shadowlands Theatre;
- Completed two studies to examine the feasibility of interconnection or consolidation of two municipalities' sewer and water systems;
- Managed reimbursement to the Village of Ellenville for its Parks and Recreation plan;
- Managed reimbursement to the Village of Ellenville for its Main Street Improvement Façade Program;
- Held a grant-writing workshop in Ellenville;
- Received an application to the Economic Development Fund, evaluated the application, and awarded a contract to applicant;

- Developed recommendations to the Ulster County Legislature for reallocation of remaining funds, which resulted in the establishment of three new sub-programs: a Grant Matching Fund, a Workforce Training Fund, and a Jump Start Business Plan Competition;
- Solicited applications for the new Grant Matching Fund, evaluated applications and awarded contracts to several applicants.

Finally, UCEDA continued efforts to sell surplus properties conveyed to it by Ulster County, including 300 Flatbush Avenue, 25 South Manor Avenue, and Linderman Avenue Extension. UCEDA evaluated several purchase offers on the Flatbush Avenue and South Manor properties, which resulted in no new contracts for sales.

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

As part of its 2017 Marketing Campaign, UCEDA completed the following activities, which promoted the visibility and support for economic development:

- Continued to sponsor HV Tech Meetup and the annual Catskills Conf;
- Developed and launched a new Economic Development Guide for Ulster County;
- Developed and deployed “landing pages” to capture leads related to business attraction marketing efforts;
- Developed and deployed a new business attraction website, [Ulsterforbusiness.com](http://Ulsterforbusiness.com);
- Developed new promotional videos for campaign target audiences;
- Advertised campaign messages through print and online sources; and
- Conducted targeted direct prospecting to generate business attraction leads.

In addition to these activities, UCEDA hosted several Education & Training events, including a Food & Beverage Industry Mixer, two grant-writing workshops, a Q&A session with the NYSDOL, three workshops for municipalities and businesses to work with the Film Industry, and a Kingston-focused overview of economic development services in Ulster County. Together these events drew over 600 total attendees. UCEDA also continued to promote its monthly “Featured Properties” to site selectors.

## 3. Administer Revolving Loan Funds

Throughout the year, UCEDA awarded two new loans during 2017 and serviced 11 total active loans as part of the Ulster County Revolving Loan Fund Program. Loan invoices were prepared and mailed to all active borrowers on a monthly basis. When necessary, UCEDA provided notifications in the event of late payments. Site visits were conducted for all active borrowers.