



Auburn Industrial  
Development Authority

**WORK SESSION MINUTES**  
**AUBURN INDUSTRIAL DEVELOPMENT AUTHORITY**  
**Wednesday, January 26, 2015**  
**First Floor Conference Room**  
**2 State St., Auburn, NY 13021**

**Board Present:** James A. Dacey (Chair & Member of Business)  
Terry Cuddy (Council Member)  
Tricia Ottley (Member at Large)  
Frank DeRosa (Member at Large)  
Monika Salvage (School Board)  
Michael Quill (Council Member)  
Kelley Gridley (Member at Large)  
Robert Byron (Member of Industry)

**Excused:** William Andre (Member of Labor)

**Staff:** Andrew Fish, Executive Director  
Tracy Verrier, Assistant Treasurer  
Michelle Prego-Milewski, Acting Secretary

Mr. Dacey began the Work Session at 4:45 p.m.

As Mr. Quill did not attend the first work session, he answered the ice breaker session of the work session.

Mr. Fish recapped the first session, noting that the board updated the table of contents for the board binder and answered the first five strategic questions that included:

- What does AIDA want to accomplish?
- Who are AIDA's customers?
- Who are AIDA's stakeholders?
- How does AIDA serve its customers?
- What are AIDA's responsibilities to its stakeholders?

Mr. Fish continued with the strategic questions, starting with 'What would success look like?'

Board members answered:

- DeRosa- Increase in number of job, as well as a way to measure that increase. An increase in sales tax.
- Cuddy- Create a business-ready environment in the area, which might include cleaning up brownfields, shovel-ready sites, planning, etc.
- DeRosa- Public recognition/reputation and public understanding of what AIDA does.
- Quill- A well-developed, skilled and available workforce.
- Ottley- Alignment of workforce and business opportunities through appropriate training programs.
- Dacey- An educational system that is ready for/active in workforce development.
- Quill- Retention of younger generations to stop the brain drain and stabilize the population.
- Dacey- Need quality jobs to keep young people.
- Gridley- Awareness of quality of life. People should see value in staying here.
- Ottley- Redevelopment of underutilized/blighted properties, which would improve the environment and expand the tax base.
- Dacey- Infrastructure has a large impact on AIDA's success.
- Salvage- The continued existence of AIDA
- Ottley- Address cost/source of energy issues. City of Auburn is increasing use of hydropower and other alternative energy sources.

James A. Dacey  
Chairman

24 South Street  
Auburn, NY 13021

PHONE  
(315) 252-3500

FAX  
(315) 255-3077

Group moved on to next question, “How can/should AIDA measure success”?

- Number of jobs (net change community-wide, project specific job creation/loss, income levels for jobs created by AIDA projects)
- Inventory of development-ready properties (how long they’ve been ready and available, potential properties, deal flow related to identified properties)
  - Match properties with potential development (leads and property promotion)
- Number of condemned/vacant homes as a proxy for quality of life and economic growth
- Property tax levy
- Number of calls and inquiries received by/referred to AIDA or CEDA
- Sales tax
- Poverty rate/living wage jobs/median income
- Commuters (percent of people living in Cayuga County and working in other counties, percent of people living in other counties and working in Cayuga)

Next question, “What resources does AIDA have to bring about that success?”

- Tax incentives
- Properties
- Partners (access to resources, such as access to loan programs and grants through CEDA)
- Money

Next question, “Who are/should be AIDA’s partners?”

- The City of Auburn, all City departments
- Cayuga Economic Development Agency (CEDA)
- Cayuga County Industrial Development Agency (CCIDA)
- Auburn Local Development Corporation (ALDC)
- NY Empire State Development (ESD)
- Regional Economic Development Council (REDC)
- Schools (Auburn School District, Cayuga Community College, BOCES)
- CenterState CEO
- Banks and other Business Service Professionals
- NYSEG and other energy companies
- Existing businesses
- Telecom companies
- Media
- Changes/will depend of the customer

The City of Auburn (and its departments), CEDA, and CCIDA were identified as the top three/key partners. The resources they bring to the table were determined to be:

- CEDA: Staff, marketing dollars/efforts, networking, point of contact for customers, intermediary to other partners/agencies, partnership development, institutional knowledge (of other economic development programs and resources), micro-loan, lead generation, project vetting, monitoring/measuring
- City of Auburn: All departments and their staff/expertise (zoning, planning, engineering, assessment, etc.), knowledge of infrastructure capacity, loans, property (including the Tech park), infrastructure, comprehensive plan, CDBG programs, strategic investment/capital projects/bonding
- CCIDA: Ability to work both inside of and outside of the City, property (Aurelius Tech Park), all of the same benefits/incentives as AIDA

Next question, “How can AIDA effectively use all of the available resources to create success?”

- Have a City staff member present at AIDA meetings. City manager makes the most sense generally, but different department heads could come for specific projects. Could also choose to invite city staff based on the agenda.
- Joint strategic planning and partnership with CCIDA

- Identify additional funding to help with marketing and outreach, as well as projects and development.

Other things to consider

- How is AIDA different from CCIDA? Why have AIDA when CCIDA can do projects in the City?
- Use the college as a resource for planning, research, etc.
- Funding economic development with sales tax.

The board will continue the discussion of its Mission and Communication at the next regular meeting, Wednesday, February 18 at 5 p.m.