



DRAFT

**Tioga County Industrial Development Agency
November 7, 2018 • 4:30pm•
Ronald E. Dougherty County Office Building
56 Main Street, Owego, NY 13827
Agenda**

1. Call to Order and Introductions

2. Attendance

- A. IDA Board Members
 - 1. Roll Call: R. Kelsey, A. Gowan, M. Sauerbrey, J. Ceccherelli, T. Monell, K. Gillette
 - a. Absent:
 - b. Excused: K. Dougherty
 - 2. Guests:
 - a. C. Haskell, J. Meagher, L. Tinney, Z. Baker

3. Privilege of the Floor - None

4. Project Updates – L. Tinney

- A. Gateway Project
 - 1. Update
 - a. Tourism Office – occupy 12/1
 - b. Residential Units
 - c. Commercial Space
- B. Owego Gardens 2
 - 1. Update
 - a. Funding
 - b. Water Tank
- C. Project Steel
 - 1. Update
 - a. CCAP Funds
 - i. Prevailing Wage
 - b. Water & Sewer Meeting
 - i. Town/Village Outside User Agreement
 - c. Incentive Proposal
 - d. Land Purchase Contract
- E. Owego Gardens 1
 - 1. Update – Kemmerling Meetings
 - a. Reroute Drainage
 - b. Riprap Creek



- c. Removal of Trees
 - d. Reimbursement - \$1,000
 - 2. Jungle Gym Equipment
 - 3. Rotted Culvert
- 5. **Old Business** – L. Tinney
 - A. Public Authority Accountability Act
 - 1. Audit Committee Report (R. Kelsey, A. Gowan, K. Dougherty)
 - a. None
 - 2. Governance Committee Report (R. Kelsey, K. Dougherty, J. Ceccherelli)
 - a. [Sexual Harassment Policy](#)
 - b. [Employee Handbook Revisions](#)
 - 3. Finance Committee Report (R. Kelsey, K. Gillette, A. Gowan)
 - a. None
 - B. Lounsberry Property
 - 1. Hess Property - House Removal (Swansborough)
 - C. ED&P Update
 - 1. [ED&P Update](#) – L. Tinney
 - a. [Workforce Development Pipeline Strategy](#)
 - 2. [Ag Update](#) – Z. Baker
- 6. **PILOT Updates** – L. Tinney
 - A. School PILOT Bills
 - 1. Tioga Central School
 - B. Crestwood PILOT (CNYOG)
 - 1. Incorrect amounts collected and paid to town and county
 - a. Working with J. Nolis to resolve
- 7. **New Business** – L. Tinney
 - A. E-Site
 - 1. “No Hunting” Signs
 - B. Spencer-Tioga Solar
 - 1. [Notice of Acquisition](#)
- 8. **Approval of Minutes**
 - A. [October 3rd, 2018 Regular Meeting Minutes](#)
- 9. **Financial Reports** – B. Myers
 - A. Reports
 - 1. [Balance Sheet](#)
 - 2. [Profit & Loss](#)
 - 3. [Transaction Detail](#)



10. Reports

A. Railroad

1. Committee Report (T. Monell, K. Gillette, M. Sauerbrey)

- a. [Income to Date](#)
- b. First Light Lease Agreement

B. Loan Program

1. Committee Report (R. Kelsey, A. Gowan, K. Dougherty, S. Thomas, D. Barton)

- a. The LOOM - Façade Loan satisfied in September
 - 1. Received first payment for new IRP 4 loan
- b. At Your Door Mobile Dog Grooming – Current through November, will be satisfied in December

11. Motion to move into Executive Session pursuant to Public Officers Law Section 105

12. Next Meeting – December 5, 2018

13. Adjournment

Introduction

TCIDA is committed to maintaining a workplace free from sexual harassment. Sexual harassment is a form of workplace discrimination. All employees are required to work in a manner that prevents sexual harassment in the workplace. This Policy is one component of TCIDA's commitment to a discrimination-free work environment. Sexual harassment is against the law¹ and all employees have a legal right to a workplace free from sexual harassment and employees are urged to report sexual harassment by filing a complaint internally with TCIDA. Employees can also file a complaint with a government agency or in court under federal, state or local antidiscrimination laws.

Policy:

1. TCIDA's policy applies to all employees, applicants for employment, interns, whether paid or unpaid, contractors and persons conducting business, regardless of immigration status, with TCIDA. In the remainder of this document, the term "employees" refers to this collective group.
2. Sexual harassment will not be tolerated. Any employee or individual covered by this policy who engages in sexual harassment or retaliation will be subject to remedial and/or disciplinary action (e.g., counseling, suspension, termination).
3. Retaliation Prohibition: No person covered by this Policy shall be subject to adverse action because the employee reports an incident of sexual harassment, provides information, or otherwise assists in any investigation of a sexual harassment complaint. TCIDA will not tolerate such retaliation against anyone who, in good faith, reports or provides information about suspected sexual harassment. Any employee of TCIDA who retaliates against anyone involved in a sexual harassment investigation will be subjected to disciplinary action, up to and including termination. All employees, paid or unpaid interns, or non-employees² working in the workplace who believe they have been subject to such retaliation should inform a supervisor, manager, or the IDA Chairperson. All employees, paid or unpaid interns or non-employees who believe they have been a target of such retaliation may also seek relief in other available forums, as explained below in the section on Legal Protections.
4. Sexual harassment is offensive, is a violation of our policies, is unlawful, and may subject TCIDA to liability for harm to targets of sexual harassment. Harassers may also be individually subject to liability. Employees of every level who engage in sexual harassment, including managers and supervisors who engage in sexual harassment or who allow such behavior to continue, will be penalized for such misconduct.
5. TCIDA will conduct a prompt and thorough investigation that ensures due process for all parties, whenever management receives a complaint about sexual harassment, or otherwise knows of possible sexual harassment occurring. TCIDA will keep the investigation confidential to the extent possible. Effective corrective action will be taken whenever sexual harassment is

¹ While this policy specifically addresses sexual harassment, harassment because of and discrimination against persons of all protected classes is prohibited. In New York State, such classes include age, race, creed, color, national origin, sexual orientation, military status, sex, disability, marital status, domestic violence victim status, gender identity and criminal history.

² A non-employee is someone who is (or is employed by) a contractor, subcontractor, vendor, consultant, or anyone providing services in the workplace. Protected non-employees include persons commonly referred to as independent contractors, "gig" workers and temporary workers. Also included are persons providing equipment repair, cleaning services or any other services provided pursuant to a contract with the employer.

found to have occurred. All employees, including managers and supervisors, are required to cooperate with any internal investigation of sexual harassment.

6. All employees are encouraged to report any harassment or behaviors that violate this policy. TCIDA will provide all employees a complaint form for employees to report harassment and file complaints.
7. Managers and supervisors are **required** to report any complaint that they receive, or any harassment that they observe or become aware of, to the IDA Chairperson.
8. This policy applies to all employees, paid or unpaid interns, and non-employees and all must follow and uphold this policy. This policy must be provided to all employees and should be posted prominently in all work locations to the extent practicable (for example, in a main office, not an offsite work location) and be provided to employees upon hiring.

What Is “Sexual Harassment”?

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and (where applicable) local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and the status of being transgender.

Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual’s sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;
- Such conduct is made either explicitly or implicitly a term or condition of employment; or
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual’s employment.

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation or physical violence which are of a sexual nature, or which are directed at an individual because of that individual’s sex. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, which interfere with the recipient’s job performance.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment. This is also called “quid pro quo” harassment.

Any employee who feels harassed should report so that any violation of this policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy.

Examples of sexual harassment

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited:

- Physical acts of a sexual nature, such as:
 - Touching, pinching, patting, kissing, hugging, grabbing, brushing against another employee's body or poking another employee's body;
 - Rape, sexual battery, molestation or attempts to commit these assaults.
- Unwanted sexual advances or propositions, such as:
 - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion or other job benefits or detriments;
 - Subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks or jokes, or comments about a person's sexuality or sexual experience, which create a hostile work environment.
- Sex stereotyping occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
 - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace.
- Hostile actions taken against an individual because of that individual's sex, sexual orientation, gender identity and the status of being transgender, such as:
 - Interfering with, destroying or damaging a person's workstation, tools or equipment, or otherwise interfering with the individual's ability to perform the job;
 - Sabotaging an individual's work;
 - Bullying, yelling, name-calling.

Who can be a target of sexual harassment?

Sexual harassment can occur between any individuals, regardless of their sex or gender. New York Law protects employees, paid or unpaid interns, and non-employees, including independent contractors, and those employed by companies contracting to provide services in the workplace. Harassers can be a superior, a subordinate, a coworker or anyone in the workplace including an independent contractor, contract worker, vendor, client, customer or visitor.

Where can sexual harassment occur?

Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices or during non-work hours.

Retaliation

Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation (e.g., threats of physical violence outside of work hours).

Such retaliation is unlawful under federal, state, and (where applicable) local law. The New York State Human Rights Law protects any individual who has engaged in “protected activity.” Protected activity occurs when a person has:

- made a complaint of sexual harassment, either internally or with any anti-discrimination agency;
- testified or assisted in a proceeding involving sexual harassment under the Human Rights Law or other anti-discrimination law;
- opposed sexual harassment by making a verbal or informal complaint to management, or by simply informing a supervisor or manager of harassment;
- reported that another employee has been sexually harassed; or
- encouraged a fellow employee to report harassment.

Even if the alleged harassment does not turn out to rise to the level of a violation of law, the individual is protected from retaliation if the person had a good faith belief that the practices were unlawful. However, the retaliation provision is not intended to protect persons making intentionally false charges of harassment.

Reporting Sexual Harassment

Preventing sexual harassment is everyone’s responsibility. TCIDA cannot prevent or remedy sexual harassment unless it knows about it. Any employee, paid or unpaid intern or non-employee who has been subjected to behavior that may constitute sexual harassment is encouraged to report such behavior to a supervisor, manager or the IDA Chairperson. Anyone who witnesses or becomes aware of potential instances of sexual harassment should report such behavior to a supervisor, manager or the IDA Chairperson.

Reports of sexual harassment may be made verbally or in writing. A form for submission of a written complaint is attached to this Policy, and all employees are encouraged to use this complaint form. Employees who are reporting sexual harassment on behalf of other employees should use the complaint form and note that it is on another employee's behalf.

Employees, paid or unpaid interns or non-employees who believe they have been a target of sexual harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

Supervisory Responsibilities

All supervisors and managers who receive a complaint or information about suspected sexual harassment, observe what may be sexually harassing behavior or for any reason suspect that sexual harassment is occurring, **are required** to report such suspected sexual harassment to the IDA Chairperson.

In addition to being subject to discipline if they engaged in sexually harassing conduct themselves, supervisors and managers will be subject to discipline for failing to report suspected sexual harassment or otherwise knowingly allowing sexual harassment to continue.

Supervisors and managers will also be subject to discipline for engaging in any retaliation.

Complaint and Investigation of Sexual Harassment

All complaints or information about sexual harassment will be investigated, whether that information was reported in verbal or written form. Investigations will be conducted in a timely manner, and will be confidential to the extent possible.

An investigation of any complaint, information or knowledge of suspected sexual harassment will be prompt and thorough, commenced immediately and completed as soon as possible. The investigation will be kept confidential to the extent possible. All persons involved, including complainants, witnesses and alleged harassers will be accorded due process, as outlined below, to protect their rights to a fair and impartial investigation.

Any employee may be required to cooperate as needed in an investigation of suspected sexual harassment. TCIDA will not tolerate retaliation against employees who file complaints, support another's complaint or participate in an investigation regarding a violation of this policy.

While the process may vary from case to case, investigations should be done in accordance with the following steps:

- Upon receipt of complaint, the IDA Chairperson will conduct an immediate review of the allegations, and take any interim actions (e.g., instructing the respondent to refrain from communications with the complainant), as appropriate. If complaint is verbal, encourage the

individual to complete the “Complaint Form” in writing. If he or she refuses, prepare a Complaint Form based on the verbal reporting.

- If documents, emails or phone records are relevant to the investigation, take steps to obtain and preserve them.
- Request and review all relevant documents, including all electronic communications.
- Interview all parties involved, including any relevant witnesses;
- Create a written documentation of the investigation (such as a letter, memo or email), which contains the following:
 - A list of all documents reviewed, along with a detailed summary of relevant documents;
 - A list of names of those interviewed, along with a detailed summary of their statements;
 - A timeline of events;
 - A summary of prior relevant incidents, reported or unreported; and
 - The basis for the decision and final resolution of the complaint, together with any corrective action(s).
- Keep the written documentation and associated documents in a secure and confidential location.
- Promptly notify the individual who reported and the individual(s) about whom the complaint was made of the final determination and implement any corrective actions identified in the written document.
- Inform the individual who reported of the right to file a complaint or charge externally as outlined in the next section.

Legal Protections And External Remedies

Sexual harassment is not only prohibited by TCIDA but is also prohibited by state, federal, and, where applicable, local law.

Aside from the internal process at TCIDA, employees may also choose to pursue legal remedies with the following governmental entities. While a private attorney is not required to file a complaint with a governmental agency, you may seek the legal advice of an attorney.

In addition to those outlined below, employees in certain industries may have additional legal protections.

State Human Rights Law (HRL)

The Human Rights Law (HRL), codified as N.Y. Executive Law, art. 15, § 290 et seq., applies to all employers in New York State with regard to sexual harassment, and protects employees, paid or unpaid interns and non-employees, regardless of immigration status. A complaint alleging violation of the Human Rights Law may be filed either with the Division of Human Rights (DHR) or in New York State Supreme Court.

Complaints with DHR may be filed any time **within one year** of the harassment. If an individual did not file at DHR, they can sue directly in state court under the HRL, **within three years** of the alleged sexual harassment. An individual may not file with DHR if they have already filed a HRL complaint in state court.

Complaining internally to TCIDA does not extend your time to file with DHR or in court. The one year or three years is counted from date of the most recent incident of harassment.

You do not need an attorney to file a complaint with DHR, and there is no cost to file with DHR.

DHR will investigate your complaint and determine whether there is probable cause to believe that sexual harassment has occurred. Probable cause cases are forwarded to a public hearing before an administrative law judge. If sexual harassment is found after a hearing, DHR has the power to award relief, which varies but may include requiring your employer to take action to stop the harassment, or redress the damage caused, including paying of monetary damages, attorney's fees and civil fines.

DHR's main office contact information is: NYS Division of Human Rights, One Fordham Plaza, Fourth Floor, Bronx, New York 10458. You may call (718) 741-8400 or visit: www.dhr.ny.gov.

Contact DHR at (888) 392-3644 or visit dhr.ny.gov/complaint for more information about filing a complaint. The website has a complaint form that can be downloaded, filled out, notarized and mailed to DHR. The website also contains contact information for DHR's regional offices across New York State.

Civil Rights Act of 1964

The United States Equal Employment Opportunity Commission (EEOC) enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act (codified as 42 U.S.C. § 2000e et seq.). An individual can file a complaint with the EEOC anytime within 300 days from the harassment. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint, and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a Right to Sue letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief, but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred. In general, private employers must have at least 15 employees to come within the jurisdiction of the EEOC.

An employee alleging discrimination at work can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. Contact the EEOC by calling 1-800-669-4000 (TTY: 1-800-669-6820), visiting their website at www.eeoc.gov or via email at info@eeoc.gov.

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

Local Protections

Many localities enforce laws protecting individuals from sexual harassment and discrimination. An individual should contact the county, city or town in which they live to find out if such a law exists. For example, employees who work in New York City may file complaints of sexual harassment with the New York City Commission on Human Rights. Contact their main office at Law Enforcement Bureau of the NYC Commission on Human Rights, 40 Rector Street, 10th Floor, New York, New York; call 311 or (212) 306-7450; or visit www.nyc.gov/html/cchr/html/home/home.shtml.

Contact the Local Police Department

If the harassment involves unwanted physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime. Contact the local police department.

IV. EMPLOYEE BENEFITS AND SERVICES

The TCIDA strives to provide a competitive package of employee benefit programs for its eligible employees.

The group health insurance program may be continued if you leave the TCIDA under circumstances described by federal law.

The existence of these employee benefits and plans, in and of themselves, does not signify that an employee will be employed for the requisite time necessary to qualify for these benefits and plans.

Group Insurance

The TCIDA makes available and pays a portion of the cost of health, dental and eye insurance for regular, full-time employees and their dependents. **Benefits become effective after a ninety (90) day probationary period. An evaluation will be performed by the Governance Committee after sixty (60) days of full time continuous employment to determine employee need and/or desire for coverage. On the first day of the month following the sixty (60) evaluation, benefits become effective. For more details and official terms of these plans, contact the TCIDA Governance Committee Chairperson.**

Health Insurance - the Board of Directors of the TCIDA will determine the health insurance plan used for coverage, as well as, the amount or percentage of the premium the qualified employee will contribute toward the monthly premium. If the health insurance plan has been determined and the employee is eligible for this coverage, the employee and each of their dependent(s) eligible for coverage will receive an insurance identification card. A policy will be issued describing coverage, as well as, your rights and responsibilities under the plan.

FICA/Medicare

All employees are covered by the federal Social Security Act. A required percentage of your salary is deducted from your paycheck to pay the employee's portion of this protection, and the TCIDA matches your deduction dollar for dollar. The plan is designed for your future security and that of your dependents and provides for retirement, disability, death, survivor and Medicare benefits.

State Unemployment Insurance

This program is funded entirely by employers in this state. The program provides weekly benefits if you become unemployed through no fault of your own or due to circumstances described in the law.

State Disability Insurance

do so. In the event you are called to serve, the TCIDA will pay the employees regular salary and any stipend payments made to the employee will be turned over to the TCIDA. There will be no limit to the number of days served.

Leaves of Absence without Pay

Public Employees Law may grant leaves of absence without pay and/or at the TCIDA's discretion to eligible employees to maintain continuity of service in instances where unusual or unavoidable circumstances require prolonged absence.

Leaves of absence without pay are of the following types:

Family and Medical Leave - Eligible employees may be granted up to 12 weeks of unpaid leave per year for: newborn or newly adopted children, a serious health condition of a child, spouse, or parent, or a serious health condition of their own.

Military Service - For the duration of required service. For details on re-employment rights under the Federal Military Selective Service Act, see the TCIDA Executive Director.

Military Reserve Training - Up to two weeks per year. At your option, this training may be combined with paid vacation time.

Personal - Up to 30 days for compelling personal reasons. Approval is at the discretion of the Board of Directors and is based on department work requirements, your performance history and other business considerations.

Medical Disability - Up to 120 days for medical disability upon evidence that the employee has qualified for disability benefits by way of the New York State disability plan. The specific period must be supported by a physician's statement.

While no loss of service credit occurs during an approved leave of absence, there are other factors to consider such as benefit continuation, reinstatements and approval processes. See the TCIDA Executive Director for these details.

Education Assistance

The TCIDA education assistance program is designed to provide employees with financial support to pursue specific courses and educational programs, which will enhance their professional skills in current or future work-related areas. Regular, full-time employees with one or more years of employment may be reimbursed up to 75% for pre-approved tuition costs, enrollment fees and books for courses taken at a recognized institution, as well as for travel expenses, mileage and meals. A recognized institution is an accredited college providing a

degree or professional certification program providing a certification in an applicable field. Educational Assistance does not include state trade seminars or conferences the TCIDA may ask the employee to attend. There are requirements for pre-approval and successful completion, as well as other details, so please see any officer of the Board of Directors for more information before making definite plans or commitments.

If an employee severs their relationship with the TCIDA, for any reason, they will be required to reimburse the TCIDA according to the following schedule:

Leaves within one year of employment - 100% reimbursement

Leaves after one year, before the 2nd year of employment - 50% reimbursement

Leaves after two years, before the 3rd year of employment - 25% reimbursement

Leaves after three years, before 4th year of employment - 0% reimbursement

Job Counseling

If you are concerned about your job performance, or if you wish to talk about job prospects in line with your career interests and abilities, you may arrange for a counseling discussion with any officer of the Board of Directors. Such a discussion will be confidential and will in no way jeopardize your present position or future with the TCIDA.

Mileage

Occasionally, you may be required to run business errands or attend meetings or conferences that are held outside of your office. The current IRS mileage rate will be reimbursed to TCIDA employees for all travel. An expense report stating purpose of travel, date, and mileage shall be completed prior to reimbursement.

November 2018
Economic Development and Planning Monthly Update

- A. Restore NY-Village of Owego/Village of Waverly – moving forward
- B. Workforce Development
 - 1. Workforce Study- RFP response
- C. Nobelletti housing project- Southside Drive
 - 1. Zoning Change request (R2 to R3)
- D. Village of Owego DRI
 - 1. Local Planning Committee- 10/10, 11/14
 - 2. Public Workshop- 11/24
 - 3. Open Call for Projects
- E. Tioga County Property Development Corporation (land bank)- \$500,000
- F. REAP USDA award letter pending (phase 2 housing study)
 - 1. Developing RFP
- G. Tourism
 - 1. Move in to Gateway Building- 12/1
 - 2. Strategic Planning- started
- H. Industry Summit- Southern Tier 8, 11/28



WORKFORCE DEVELOPMENT PIPELINE STRATEGY FOR TIOGA COUNTY

PROPOSAL FOR TIOGA COUNTY ECONOMIC
DEVELOPMENT AND PLANNING

OCTOBER 29, 2018 - 4 PM

MDB INSIGHT

100 BROADVIEW AVE., SUITE 322
TORONTO, ONTARIO M4M 3H3

October 29, 2018

Ms. Brittany Woodburn
Tioga County Economic Development and Planning
56 Main Street
Owego NY 1387

Dear Brittany,

Re: Request for Proposal - Consultant (Workforce Development Pipeline Strategy)

The importance of creating and retaining a skilled, resilient workforce has perhaps never been of greater priority. While the significance of this effort may vary from one region or industry to another, competitive positioning and economic sustainability are significantly influenced by the ability of local businesses to access and retain talent, as and when needed.

Tioga County has chosen this time to take proactive steps to link business and education within a collaborative environment that supports ongoing bridging of workforce gaps. We think the centerpiece of this initiative will be the development of a comprehensive strategic action plan that is integrated and reflective of the economic development priorities, and business and industry need in Tioga County. In short, we're aiming to strengthen the alignment of talent supply and demand, with consideration of future requirements across targeted economic sectors as identified in the RFP. It is about influencing skills development to support labor demand today and being responsive to labor demand as industry and businesses transform in the 21st century economy.

Successfully completing this project requires a range of talents and expertise. Our team has that talent. We have extensive experience crafting innovative strategies that align specifically with the goals of this RFP. This includes our work with

- Lehigh Valley Economic Development Corporation, where we developed a Talent Supply and Strategic Action Plan Strategy, a project which aligns significantly to that described in your RFP
- Workforce Investment Boards across the US; MDB Insight, in partnership with NAWB hosted Executive Directors and Senior Staff from the Workforce Investment Board network, to promote the sharing of ideas and innovative approaches to addressing workforce challenges faced on both sides of the border
- City of Calgary to validate sectors and occupations for which Calgary has an available talent pool, and then create a validated list of target companies external to Alberta that are seeking talent in these or comparable occupations; emphasis is on positions that can work remotely, keeping the talent in Calgary, while getting people back to work
- Government of Alberta to create a Recruitment Calculator Index to support Alberta employer's ability to attract talent from outside of the province to meet demand for high growth occupations
- Government of Yukon to inform and validate the top 100 occupations and the territory compensation offerings



- Medicine Hat College to examine the economic drivers of the economies in which they operate, and then conduct an analysis of their programme offerings to inform alignment of program curriculum and graduate skills with local economy needs; this market research initiative supported decisions related to program delivery, program offerings, and program enhancements
- Mohawk College to examine strategic approaches to “Smart Growth” that strengthens the College’s alignment with the local economy and supports graduate attraction, retention, and successful links to relevant employment
- Regional District of Bulkley Nechako to create and sustain a planning table of employers, educators, service providers, and municipalities to stay abreast of labor shortages and talent needs, and drive action to address challenges and advance opportunities
- Cape Breton Partnership to examine and initiate strategies to support the repatriation of young professionals back to the island, and to retain those still residing there
- Workforce Planning Board (Peterborough) to develop an interactive resource accessible to employers and job seekers to inform on local occupation demand in near-time
- BC Government, in partnership with Vicinity Jobs, to inform on monthly labor supply and demand activity, at the regional and local levels (capturing tight labor markets and sector challenges)
- Venture Kamloops to validate 5 key growth economic sectors in their geographic region, the identification of relevant occupations of growth within those sectors, and specific and tangible recruitment and retention strategies for employers to assist with talent attraction and retention

As a large economic development specialist consultancy, we have the internal expertise to answer the questions that will arise during this project. At the same time, we are small enough to guarantee to you that our senior team members will be active with you throughout the project.

Our goals include:

- Collect and utilize meaningful insight in developing a road map marked both by bold optimism and strategic alignment with needed and available talent
- Turn the challenges of a competitive landscape in economic development into specific workforce development opportunities for Tioga County to reap the benefits of both skilled workers and economic growth
- Craft a clear and compelling action plan that is measurable, reflects the aspirations of both business and education, and contributes to the collaborative economic environment necessary for longer term success
- Inform and fuel a longer-term strategy to build and maintain engagement among those that need to be part of the talent alignment conversation – ensuring ongoing labor supply and demand alignment so people and jobs are better matched; our approach will also strengthen the utilization of those target groups that tend to be less represented in the labor pool
- Create sustainable channels and points of access for relevant data and information that informs on current and future labor needs, labor shortages, and labor attraction and retention practices
- Create a movement that is grounded in the success of local businesses to attract talent, retain talent, and share success stories that raise awareness and pique the interest of those looking to find satisfying work and a lifestyle that Tioga County has to offer



- Craft strategic action plan that is reflective of research findings, **grounded in evidence**, and is achievable, tangible, realistic, and can be implemented. It goes beyond the “what to do” and clearly articulates “how to do it”. ***This is a key differentiator with MDB Insight and is recognized by our past clients as a strength of our work.***

A key recommendation of our proposal is to consider this work in two phases, influenced by the budget allocated in the RFP of \$17,275. The RFP identifies two core deliverables:

1. Assist with the collection and analysis of future workforce needs in Tioga County
2. Facilitate the development of strategies that will ultimately connect local school districts and higher learning institutions, with local employers and major employers in contiguous counties, to create a highly qualified and skilled workforce pipeline.

While our submission offers our perspective and approach (high level for Phase 2), for both deliverables, it is proposed that Deliverable # 1 be treated as the core deliverable for this phase 1 of the work. Our proposed phase 2 would deal with deliverable # 2 stated above. The development of the five-year strategic workforce plan would cumulate in a comprehensive report grounded in data intelligence from phase 1, and present an evidence-based set of priorities, actions, with relevant timelines and desired outcomes.

As you consider our proposal, we ask that you keep this in mind: **we conduct our work to make a genuine difference**, not simply to provide a plan or report. We are committed to ensuring you receive an effective, useful and inspiring final product that will bring ongoing success to Tioga County. If you have any questions, please do not hesitate to contact me at (855) 367-3535 x237. I welcome the opportunity to work with you and your team.

Sincerely,

Trudy Parsons
Executive Vice-President



Contents

1. About MDB Insight	1
1.1 Qualifications and Experience	1
1.2 Experience with Similar Projects	3
1.3 How We Approach Our Work	4
2. Project Understanding and Approach	4
2.1 Project Understanding	5
2.2 Project Approach	6
3. Scope of Work	6
3.1.1 Project Initiation	7
3.1.2 Phase 1: Identifying the Labor and Talent Supply and Demand	7
3.1.3 Stakeholder Engagement	9
3.1.4 Data Collection Sources will include (not limited to):	10
3.1.5 Reporting	10
4. Proposed Phase 2: Strategic Planning	11
5. Schedule of Work and Timeline	14
6. Budget	15
7. Our Expert Team for Tioga County	16
8. References	18
9. Appendix – Team Resumés	20

© 2018 MDB Insight Inc. MDB Insight Inc. has prepared this proposal exclusively for Tioga County Economic Development and Planning. All data and information contained herein is considered confidential and proprietary and may not be reproduced, published or distributed to, or for, any third party without the express prior written consent of MDB Insight Inc.



1. About MDB Insight

Our team works at the forefront of economic development thought and practice. From economic development strategic planning and investment attraction initiatives, to organizational management services and economic development public policy analysis, our economic development projects equip people and places to succeed in the 21st century economy.

We conduct our economic development activities with a lens on workforce development, seeing the two practices as two sides of the same coin. Tackling economic development challenges at the local level necessitates an understanding and consideration of labor supply and labor demand.

MDB Insight is one of North America’s leading specialist economic and workforce development strategic planning firms. Founded in 2007, MDB Insight specializes in providing business development and investment attraction assistance, workforce development, and labor market intelligence, and cultural development that create real-world impact our public and private sector clients and communities across North America and around the world.

1.1 Qualifications and Experience

MDB Insight has worked extensively with communities of all sizes as they struggle with the challenges of talent alignment, attraction and retention, and talent development. We have helped them to successfully build their local economies by creating strategies that align talent to growth sectors and growth occupations, increase the labor pool for jobs across all skill levels, and support businesses of all sizes, particularly SME’s who generally face tougher challenges with attraction and retention and general hiring practices.

Recent changes in global markets have shown that if communities are to remain healthy and sustainable, the identification and diversification of traditional sectors and their value chains is required for local security, fiscal competitiveness, and growth. Our multidisciplinary team brings together expertise and on-the-ground experience to create customized, research-based solutions that create real impact and solutions to identified opportunities and challenges.

MDB Insight equips communities and local businesses to tackle individual, sectoral and broader recruitment challenges. Our comprehensive research approach targets identified sectors, draw on local assets, informs on key considerations, and strengthens intended outcomes.



Global Knowledge and Local Expertise

One of the greatest strengths MDB Insight brings to our clients is the diversity and breadth of expertise across labor market, economic, cultural, international, and community based planning. Our team has completed dozens of Sector and Workforce Strategies and Validation reports for communities spanning rural and urban boundaries, and ranging in size from 1000 to 4 million+.



When you select MDB Insight you get a promise to deliver on these commitments on-time and on-budget.

THE MDB INSIGHT ADVANTAGE

- ✓ *MDB Insight has access to over 150+ combined years of expertise in economic and workforce development, business development, and community development.*
- ✓ *MDB Insight thinks differently. Our strategies identify how all can play a role in creating an authentic community identity; we see businesses as customers, attractors of creative people, and creators of a sense of place.*
- ✓ *MDB Insight has International Economic Development Council Certified Economic Developers (CEcD) and Economic Development Association of Canada Certified Economic Developers (Ec.D.). We are economic developers and builders of community.*
- ✓ *MDB Insight has access to 1000+ pages of catalogued corporate intelligence that is informed by best practice solutions for communities of all sizes.*
- ✓ *MDB Insight's senior staff members are your primary points of contact. Beyond securing the contract and giving the final presentation, they maintain involvement in every phase of the project.*
- ✓ *MDB Insight never relies solely on statistical data or consultation results but combines quantitative and qualitative approaches to appreciate the substantive reality and uniqueness of each community we work with and its industries.*



1.2 Experience with Similar Projects

This project requires a range of talents and expertise. Our team has that talent. We have extensive experience crafting innovative strategies that align specifically with the goals of this RFP. This includes our work with

- The Lehigh Valley (Lehigh Pennsylvania) to provide a **Five-Year Talent Supply and Sector Workforce Development Strategic Plan**
- City of Pontiac, Michigan (Oakland County) to provide a United States **Economic Recovery Strategy**
- The greater Detroit region, an **Economic Recovery Strategy** for the Downriver area (in partnership with our colleagues at OHM Advisors, Queen’s University Executive Decision Centre and metro economics)
- St. Lawrence County, NY, where we are currently supporting a project **to attract global business to the region** (in partnership with our colleagues at OCO Global and Jones Walker Consulting).
- Venture Kamloops to develop a **labor attraction partnership** that successfully supports employers in the City of Kamloops to find talent, keep that talent, and deliver products and services that strengthen the local economy and business competitiveness
- City of Calgary to validate sectors and occupations for which Calgary has **an available talent pool**, and then create a validated list of target companies external to Alberta that are seeking talent in these or comparable occupations; emphasis is on positions that can work remotely, keeping the talent in Calgary, while getting people back to work
- Government of Alberta to create a Recruitment Calculator Index to support Alberta employer's ability **to attract talent** from outside of the province to meet demand for high growth occupations
- Government of Yukon **to inform and validate the top 100 occupations** and the territory compensation offerings
- Regional District of Bulkley Nechako to create and sustain a planning table of employers, educators, service providers, and municipalities **to stay abreast of labor shortages and talent needs**
- Cape Breton Partnership to examine and initiate **strategies to support the repatriation of young professionals** back to the island, and to retain those still residing there
- Workforce Planning Board (Peterborough) to develop **an interactive resource accessible to employers and job seekers** to inform on local occupation demand in near-time
- BC Government, in partnership with Vicinity Jobs, to inform on monthly **labor supply and demand** activity, at the regional and local levels (capturing tight labor markets and sector challenges)

As Canada’s largest economic development specialist consultancy, we have the internal expertise to answer the questions that will arise during this project. At the same time, we are small enough to guarantee to you that our senior team members will be active with you throughout the project.



1.3 How We Approach Our Work

Our clients' vision – the intended future that sparks a new project – is the starting point for every consultation we undertake. Stepping back from the pages of an RFP, we look at the motivation and intent behind a project. What does it make possible? What does the future look like once the project is completed? With the “why” identified, we apply our best thinking to the project while looking for the opportunities, connections, and value-added offerings we might bring - those unique to MDB Insight and to our accomplished team. This helps us to respond not only to the goals and objectives identified by a prospective client, but also to identify possibilities that might otherwise be missed.

MDB Insight has built a reputation for connecting clients with opportunities. We peer around corners and ask questions differently, all with the aim of making sure each project receives the very best of what we can offer. That's not only thought leadership, it's a core piece of our culture as a firm. Yes, we're a curious bunch. For us, this work isn't about churning out strategies. It's a commitment to changing the world around us, one community, region, or sector at a time.

This passion makes our people our greatest strength. Our team's breadth of expertise allows us to push the boundaries of our practice areas. We continually explore new overlaps between our core practice areas – economic development, cultural development, and workforce development – because we believe sustainable growth won't happen in silos.

We're not just experts in these fields. We're experienced practitioners. Our team members have worked on the ground in diverse communities and contexts. We understand the challenges faced by our clients. So, we customize our approach to each project to meet clients' needs using sound research, proven methodologies, and a collaborative attitude. That means our clients achieve tangible results and vision-driven successes.

We conduct our work to make a genuine difference, not simply to provide a plan or report.

2. Project Understanding and Approach

A shifting economic environment, global competitiveness for business investment and talent, and the immense speed by which technology is advancing, are all contributing factors causing communities to examine policies, practices, and priorities related to workforce development. Communities are recognizing the necessity to be proactive and forward-thinking in how they respond to business needs for a skilled and talented labor force. Workforce development is converging with economic development at the point at which the local labor force can meet industry's skills and knowledge needs. This is further influenced by a third pillar – that being the education and training system. **Collectively these three core functions, (economic, workforce development and education and training system) must work cohesively and in-step with a common agenda to remain competitive in the development, attraction and retention of a skilled labor pool.**



2.1 Project Understanding

Drawing on the validated trends and challenges in workforce and talent supply for each of the identified sectors, the strategic action plan will offer a comprehensive communication and implementation plan, with key performance measures to monitor progress, and specific and tangible steps that outline the “how” to implement, beyond identifying the “what” needs to be done. Our work will examine both the needs of employers to remain competitive in a rapidly changing economy and those of workforce development partners and educational stakeholders to ensure that today and tomorrow’s talent supply offer the skills needed by local businesses. Tioga County has identified the following industry clusters:

- **Hospitality**
- **Healthcare**
- **Manufacturing**
- **Food Processing**
- **Forest and Wood Products**
- **Professional Services**
- **Warehousing/Distribution**

The approach and methodology presented in this proposal is inclusive of key stakeholders and will deliver clear strategic outcomes. It is grounded in a process that is inclusive, extensive, and client-focused. It utilizes data collection and analytical tools to validate employment trends within target industries within and contiguous to Tioga County, and inform both the short and longer-term goals.

Factors that will be considered by our analysis will include:

- **Availability/Productivity of a trained, local workforce**
- **Workforce Skills and Education Levels**
- **Diversity of Employment and Career Growth Opportunities**
- **Educational Opportunities at all Levels**
- **Population and Workforce Diversity**
- **Impact and Opportunities of Foreign Immigration**
- **Government and non-profit/community support activities**
- **Incumbent Worker Issues and Opportunities**
- **Transportation Costs and Accessibility**
- **Marketing Efforts Describing the Overall Quality of Life and the Positive Characteristics That Distinguish the County in the larger market place**
- **Drug and Alcohol issues**
- **Workforce Age and Pending Retirements**

MDB Insight will use an in-house CAWI survey to collect important data from employers and identify the key areas of concern. We will also use a “derived importance” methodology (if approved) to identify the priorities for surveyed businesses as they indicate their satisfaction with specific services and their perception of future employment needs. This will allow for a statistically significant understanding of the needs and challenges businesses are facing in the community.



The project will result in a written report that will include:

- All data collected to date as it relates to current and future workforce talent pipelines
- Weaknesses or gaps that currently exist within the county
- Assets that reside within Tioga County and area that contribute to a quality workforce
- Local target sectors that have a unique competitive advantage
- Personalized strategies to address talent supply needs and talent attraction initiatives

MDB Insight has the demonstrated project experience to not only satisfy the objectives of this RFP, on time and on budget, but to exceed expectations by providing an innovative strategic action plan that includes educational partners, community stakeholders, and local businesses that will both attract and retain a quality workforce into the future. It is worth noting that the Project Lead, Trudy Parsons, brings extensive experience working with educational institutions and workforce related groups to deliver community-based partnerships and local solutions, linking economic and workforce development.

2.2 Project Approach

Our approach will combine original research on the current and future labor and talent supply in Tioga County with a consultation and stakeholder engagement process. These efforts will provide a foundation from which to create an informed Workforce Development Pipeline Strategy grounded in local realities and priorities (proposed as Phase 2). It is our belief that data tells only one half of the story. It is the conversations and engagement discussions that help to complete it.

The Strategic Action Plan will build on the work emerging from Phase 1 which will focus primarily on data collection and analysis. Significant emphasis is placed on creating meaningful opportunities for input from the business community, government officials, sector associations, colleges and universities, workforce boards, foundations, not-for-profits, and immigration service providers (among others). This engagement will target 100 business completes (separated across all targeted sectors, based on a business count of approximately 800). This can be increased depending on the accuracy and availability of a business database with contact information including email and phone details. Direct communication from Tioga County to the business community will promote the importance of survey participation and will introduce our team.

3. Scope of Work

Figure 1: Project Approach





3.1.1 Project Initiation

Specific Activities	Outcomes
<p>Project Launch: The initial launch of the project is an important aspect to “get off on the right foot”. It is at this early juncture that we ensure a clear and concise understanding of the specific goals and objectives of this project. Trudy Parsons, the Project Lead will attend this initial meeting in person with other team members participating via teleconference. We anticipate this meeting to take place within two weeks of the contract being awarded. We will discuss the work plan, timelines for project activities, and:</p> <ul style="list-style-type: none"> ▪ Confirm project objectives ▪ Confirm roles and responsibilities ▪ Identify key stakeholders for sector engagement and best approaches to reaching those individuals ▪ Select dates for deliverables, presentations, and meetings (at a minimum tentative timelines) ▪ Share information on issues, opportunities, and challenges in undertaking the project <p>Communications and Social Media Plan: An important element of this project will be to communicate frequently with project partners and stakeholders and to help generate enthusiasm and buy-in for data collection and the Action and Implementation Plan. We will support Tioga County in the development of a communications and social media plan, as needed. This plan will identify the key messages to share with stakeholders, types of communication channels to use, target audiences, and a roll-out schedule matched to the project work plan to provide updates on project progress.</p>	<ul style="list-style-type: none"> ▪ The Tioga County Team has a clear understanding of the approach to engagement, key deliverable dates, and a sense of how information that is collected will be used. ▪ Frequent online project updates collating and summarizing important research findings targeted toward key stakeholders and the public at large to generate input and continual involvement with the project. ▪ Continued involvement from key sector stakeholders leading to increased buy-in to project goals and support with implementation once the project is complete. ▪ As a follow-up to the launch meeting, Tioga County will receive a Project Charter and comprehensive workplan that describes the scope of work, milestones and deliverables.

3.1.2 Phase 1: Identifying the Labor and Talent Supply and Demand

Specific Activities	Outcomes
<p>Collect Current and Existing Labor and Talent Supply Data: We will work with economic development, workforce organizations, and educational partners to collect existing labor and talent supply data/statistics. This data will represent both quantitative and qualitative elements of the project work.</p>	<ul style="list-style-type: none"> ▪ A clear and detailed picture of the trends and top industry challenges in labor and talent supply. ▪ Easy to interpret infographics to share information on the current



Specific Activities	Outcomes
<p>On the quantitative side, we will track elements such as general population characteristics, migration patterns, household income, education profile, labor force characteristics – participation rate, employment by industry, employment by occupation, wages by occupation; job flows; commuting patterns, employment and unemployment statistics, labor churn, workforce diversity, immigration levels. We will also seek input from post-secondary institutions that tend to attract residents from the area to understand programming and graduate rates. This will create a clear picture of trends in the development of the workforce.</p> <p>On the qualitative side, we will create detailed inventories along a number of categories to track what supports and resources are available to the local labor supply. This includes areas such as government and non-profit/community support activities, marketing efforts describing the overall quality of life, educational opportunities (all levels), transportation costs and accessibility, and the diversity of employment and career growth opportunities (among others).</p> <p>We will collate all the data collected wherever possible to create a series of easy to interpret infographics to highlight findings and trends over time and communicate those findings back to the Tioga County Team.</p> <p>Profile Targeted Sectors: To complement the deep dive into labor statistics presented above, we will work closely with Tioga County Economic Development to understand existing profiles for the targeted sectors. These profiles will inform the identification of training needs, skill sets, certification credentials, and required education levels. Recognizing that changes in the economy may influence the sector identification, our Team will work with Tioga County to validate sector selection.</p> <p>Analysis of the Talent Pipeline: Based on all research and engagement findings from earlier phases of the project, we will conduct an analysis of current and future workforce talent pipeline. This analysis will pay particular attention to identifying any gaps/weaknesses in skill sets or educational opportunities available and the gaps in those offerings that present barriers to the attraction, development, and retention of workers. The analysis will also include a description of the unique assets and training challenges that limits the ability to attract and retain a quality workforce.</p>	<p>state of the labor and talent supply.</p> <ul style="list-style-type: none">▪ An understanding of the alignment between the available labor force and industry needs and how assets can be used/enhanced to better position Tioga County as an area that attracts, retains, and develops talent.



3.1.3 Stakeholder Engagement

Specific Activities	Outcomes
<p>Statistically Valid Web-based Survey of Businesses (100 completes): We will create an on-line survey to survey businesses in the area on a range of issues related to their labor and talent supply. The survey would provide insight/quantify the following key questions (among others):</p> <ul style="list-style-type: none"> ▪ Satisfaction levels of businesses with their ability to access labor and talent ▪ Challenges businesses face in accessing labor and talent and ideas on ways to overcome those challenges ▪ Understand how access to labor and talent impacts business decisions to expand or considering relocating to another jurisdiction ▪ Identify the key occupations, skills, training needs, and education/certification that businesses find most difficult to access <p>The survey will be completed via CAWI (Computer-Aided Web Interview), with a targeted sample size of 100 completed surveys. The completion rates influence the statistical validity of the results, meaning that findings could be used to represent the issues and challenges of all companies within each of the targeted sectors (not only those that participated in the survey).</p> <p>Chris Bandak, along with the other team members, will design a survey to meet all of the objectives. We anticipate a questionnaire length of 10-15 minutes with primarily closed ended questions and up to three open-ended questions.</p> <p>Once designed, MDB Insight will program the survey into our CAWI systems and send a link to the Tioga County Team for testing. Upon approval of the programming, we will engage in a small number of pilot test surveys to determine whether or not any changes or tweaks to the CAWI form will be necessary. If any significant changes are made, we will conduct additional pre-tests to ensure programming accuracy and question clarity to respondents. Once all data collection is completed, data will be coded and cleaned and incorporated into the other engagement activity findings.</p> <p>Education and Training Stakeholders: In an effort to fully understand the capacity and uptake within area colleges and universities, we propose a survey to post-secondary institutions to capture their program delivery types, registrations, graduation rates, by year (looking over a 3-year period). This will inform on</p>	<ul style="list-style-type: none"> ▪ Extensive engagement to ensure that research findings are grounded in stakeholder and community priorities. ▪ Statistical validity in engagement findings that allows Tioga County to represent the labor and talent supply issues and challenges of companies within each of the targeted sectors. ▪ Generate enthusiasm and buy-in towards the support of implementation of the strategic priorities.



Specific Activities	Outcomes
<p>what programs are graduating students, which allows for validation of graduate alignment with local labour demand.</p> <p>We would also like to explore an in-person meeting with local education and training providers (including School Districts) to facilitate a discussion on perceptions of local capacity, levels of collaboration within the education and training sector, challenges, and opportunities for solution development to identified gaps. This will be discussed in the launch meeting, and will result in an additional cost.</p>	

3.1.4 Data Collection Sources will include (not limited to):

- United States Census Bureau American Community Survey Estimates
- United States Census Bureau County Business Patterns
- United States Census Bureau Longitudinal Employer-Household Dynamics Statistics
- United States Census Bureau of Labor Statistics Occupational Employment Survey Estimates
- Chmura JobsEQ® Platform Industry and Occupation Snapshot Estimates (if available)
- Integrated Postsecondary Education Data System Graduate Estimates
- Postsecondary and Technical School Survey (if available)

3.1.5 Reporting

Specific Activities	Outcomes
<p>Bi-weekly Reporting: We propose to have a bi-weekly project update teleconference call with the Tioga County Team. This update call will serve as a useful touch point for us to share an updated work plan to discuss project progress, as well as any issues or concerns that arise. A status update report will be submitted in advance of the call and updated as necessary for resubmission following the call.</p> <p>Interim Report Submission: We will create a Technical Report that highlights the key findings from the data collection and analysis work. The Report will be a good opportunity to examine results and findings and to keep those results in mind as the consultation progresses. A more detailed presentation of results on the project is scheduled for the Final Report.</p> <p>Final Report: To conclude the project, we will incorporate any revisions or feedback generated from the Tioga County Team into a final version of the Technical Report which will cover all steps in Phase 1.</p>	<ul style="list-style-type: none"> ▪ Tioga County is informed and continually updated on project progression through the life cycle ▪ Frequent reporting to ensure that the Tioga County Team are satisfied with the approach and outcomes of the project.



4. Proposed Phase 2: Strategic Planning

Given budget constraints, it is our recommendation that the plan development, validation, and completion be explored under a second phase to this project. Should Tioga County wish to pursue this approach, we offer the following as tasks that may be included in Phase 2. Anticipated budget: \$30-35,000

Specific Activities	Outcomes
<p>Developing a Vision: Building on the aspirations for the region discussed by stakeholders during the engagement and the talent pipeline barriers identified, we will create a well-defined vision to establish the framework for stakeholders throughout Tioga County to improve their ability to train, attract, and retain a quality workforce into the future. This vision will be an important element in the reporting back to stakeholders and will be critical to generate buy-in for the Strategic Action Plan. The Vision further offers a clear “desired state” from which actions contributing to this desired state are crafted.</p> <p>Stakeholder Interviews (30): Building on the findings from Phase 1, we propose to conduct 30 in-person/telephone interviews with a range of other stakeholders in and around the County, including sector associations, post-secondaries, workforce board, foundations, not-for-profits, immigration service providers, and government representatives. These interviews will offer an opportunity to talk with stakeholders more in-depth around the successes and challenges with the labor and talent supply. The interviews will also focus on pathways forward to consider in overcoming the challenges identified. A summary of the interview findings will be created once all interviews are complete and shared with the Tioga County Team.</p> <p>Developing a Strategic Action Plan: Drawing on the insights and directions created, we will create a Strategic Action Plan with action and implementation plans that improve the ability of stakeholders to train, attract, and retain a quality workforce. These action and implementation strategies will identify key goals and objectives, specific actions to consider, partners to include, and establish priority timelines over the short, medium, and longer term.</p>	<ul style="list-style-type: none">▪ A pivot of the research and engagement findings into strategic planning to inform the strategic directions and action planning.▪ Strategies and actions that improve the ability of stakeholders to train, attract, and retain a quality workforce.▪ A sense of collaboration and partnership by stakeholders into the recommendations of the final Strategic Plan leading to more support for activities listed in the action plan.



Specific Activities	Outcomes
<p>We will identify within the Strategic Action Plan two main target audiences: industry stakeholders and other sector stakeholders (such as educational and workforce boards).</p> <p>Focusing on the targeted sectors, we will create specific priorities along with tactical actions needed to help employers attract and develop talent and workforce supply for today and for the future. These strategies will be sector specific and concise, recognizing that employers will benefit from information and ideas that can be easily absorbed and implemented. The key to these strategies is that they must be sector focused, adaptable to budget limitations, and company size. It is not one-size-fits-all solution.</p> <p>The other aspect of the Action Plan will be focused on the education, workforce, and talent supply stakeholders. These actions will be designed to help these stakeholders fulfill and improve the labor and talent supply needs in the region by identifying specific actions that address the barriers and issues identified in earlier phases of the project while also identifying ways that these stakeholders can work together to achieve a common goal.</p> <p>In essence, our Team will provide a comprehensive Strategic Action Plan that is then departmentalized into Sector Actions and Workforce Development Actions. By doing this, we advance the Implementation activities as it will be very clear who needs to lead, who may support, and how to monitor implementation and outcomes.</p> <p>Focus Groups (2-3): We propose to host 2-3 roundtable/focus groups with various stakeholder groups. These focus groups would include sessions with the Tioga County Leadership Group, as well as sector stakeholders (associations, businesses, workforce boards, educational institutions, Chambers of Commerce, etc.), educators, school district representatives, and other groups as identified.</p> <p>Each focus group would be approximately two hours long and would aim to have approximately 15-20 participants in each group. These sessions will come at a later stage in the project and act as a way to present findings and recommendations back to the stakeholders for validation. As part of the discussion, we will test action items and implementation timelines from the groups on how to move forward on the issues presented.</p> <p>A summary of the focus group findings will be created once all workshops are complete and shared with the Tioga County Team.</p>	



Specific Activities	Outcomes
<p>Performance Measures and Continual Reporting: To complement the action planning, we will include details on performance measures to track success over time. Identification of specific and relevant performance measures may include change in unemployment rate, change in # of job vacancies reported by employers that have gone unfilled within a specified period of time, among others.</p>	



5. Schedule of Work and Timeline

week of	November				December				January				February				March				April			
Phases and Tasks	5	12	19	26	3	10	17	24	7	14	21	28	4	11	18	25	4	11	18	25	1	8	15	22
Project Initiation																								
Project Launch			***																					
Project Charter/Workplan																								
Phase 1: Identifying the Labor and Talent Supply & Demand																								
Collect Current & Existing Labor & Talent Supply Data																								
Profile Targeted Sectors																								
Analysis of the Talent Pipeline																								
Stakeholder Engagement																								
Telephone Survey of Businesses (100)																								
Education and Training Stakeholders Survey and In-Person Meetings																								
Reporting																								
Project Updates and Communications with Stakeholders																								
Interim Report																								
Draft Report																								
Final Report																								

- Milestone
- *** In Community
- ^^ Teleconference

NOTE: The proposed workplan can be adjusted to accommodate Phase 2 activities, should Tioga County choose to pursue both phases, as proposed. Our team would adjust timelines to ensure final strategy delivery could be accommodated by end of April 2019.



6. Budget

	MDB Insight					Section Subtotal
	T. Parsons	C. Bandak	M. Bégin	J. Dias	J. Rodriguez	
Daily Rate (US\$)	\$ 1,500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 750	
Phase & Tasks						
Project Initiation						
Project Launch	0.25		0.25	0.25		0.75
Project Charter/Workplan			0.50			0.50
Communications and Social Media Plan						0.00
<i>Total Days</i>	0.25	0.00	0.75	0.25	0.00	1.25
<i>Total Professional Fees</i>	\$375	\$0	\$750	\$250	\$0	\$1,375
Phase 1: Identifying the Labor and Talent Supply and Demand						
Collect Current & Existing Labor & Talent Supply and Demand Data	0.50			0.25	1.50	2.25
Profile Targeted Sectors					1.00	1.00
Analysis of the Talent Pipeline	1.00			0.50	1.30	2.80
<i>Total Days</i>	1.50	0.00	0.00	0.75	3.80	6.05
<i>Total Professional Fees</i>	\$2,250	\$0	\$0	\$750	\$2,850	\$5,850
Stakeholder Engagement						
On-line Survey of Businesses (100)	0.50	1.75				2.25
Stakeholder In-Person Meeting (Education, Workforce, Economic Development)	1.00		0.25			1.25
<i>Total Days</i>	1.50	1.75	0.25	0.00	0.00	3.50
<i>Total Professional Fees</i>	2250	2625	250	0	0	5125
Reporting						
Project Updates and Communications with Stakeholders	0.25					0.25
Interim Report	1.00		0.50			1.50
Final Report	1.00		0.50	0.50		2.00
<i>Total Days</i>	2.25	0.00	1.00	0.50	0.00	3.75
<i>Total Professional Fees</i>	3375	0	1000	500	0	4875
Total Project Days	5.50	1.75	2.00	1.50	3.80	14.55
Total Professional Fees	\$8,250	\$2,625	\$2,000	\$1,500	\$2,850	\$17,225
Data Purchase costs (expensed as incurred)						
TOTAL PROJECT FEES (excluding taxes)						\$ 17,225



7. Our Expert Team for Tioga County

Our team members join us from a range of backgrounds, enriching our work with expertise in diverse fields and multidisciplinary thinking. At the same time, our practical experience gives us a deep understanding of our clients' needs. Based on this understanding, we collaborate with our clients to tailor each project to their unique challenges and expectations. This blend of experience and expertise allows us make connections between big ideas and local contexts. This drives change and creates real impact for our clients.

Brief resumes for each team member can be found in the Appendices.

Trudy Parsons is an Executive Vice-President with MDB Insight. Having joined MDB in 2011 to lead the establishment of a Workforce Development Division, Trudy continues to work across communities to create strategic plans and inform on local labour market issues. Trudy brings over 25 years of direct experience in fostering collaboration, community engagement and strategic planning. She has played a leadership role in workforce development at the local, provincial and national level, serving on numerous committees where her knowledge and expertise is sought. For more than 10 years, she led a regional non-profit workforce planning agency, an organization that was mandated to identify, empower and deliver solutions to communities and sectors to address local labor market challenges, skills gaps, and supply and demand disconnect. She successfully engaged top industry leaders. Trudy was the project lead for the MDB Insight team that completed the Workforce Strategy for Lehigh Valley, Pennsylvania in mid-2018. **Trudy will be the Project Lead and will be responsible for all aspects of project completion. She will be the key point of contact and will ensure a final product that satisfies all requirements. Trudy will attend meetings scheduled throughout the project and provide updates inclusive of all project activities and timelines in accordance with the approved work plan.**

Chris Bandak, Vice-President, Market Research & Analytics, is a recognized pioneer in research design and implementation. Chris has completed hundreds of research studies over the past 10 years, bringing private sector techniques and insight into the public domain. Prior to joining MDB Insight, Chris was President of the Market Research Group at Forum Research where he dedicated his practice to the development of municipal research. Chris understands every aspect of market research from analysis to interviewing and CATI/CAWI programming. **He will devote his personal attention to this aspect of the project, overseeing implementation Business surveys, analysis, and report generation.**

Margot Bégin recently joined MDB Insight as a Senior Consultant. She holds a bachelor's degree in Economics from Acadia University, and is a PRINCE 2 Certified Project Management Professional through APMG International. Margot brings 18 years of economic and municipal experience to this project as well as an extensive background in developing and implementing responsive strategies. Margot began her career in economic development designing and delivering programs aimed at supporting youth engagement, youth retention and youth entrepreneurship. Margot's work in recruiting international talent and investment to small and rural communities received Provincial and National recognition. She also has experience working with emerging economies in South America and the Caribbean as a consultant to the Federation of Canadian Municipalities. **As the dedicated Project Manager for this project, Margot will be directly involved in day-to-day project**



tasks and responsible for project outcomes. She will contribute to data analysis, development of recommendations, and preparation of the final report.

Jason Dias, Senior Consultant, brings more than 10 years experience as a cultural planner and economic development specialist working with municipalities of all sizes and circumstances across Canada and the United States. He was an integral part of the MDB Insight team recently engaged by the Lehigh Valley Economic Development Corporation (Pennsylvania) and has extensive experience in US data collection and analysis. Jason studied Urban and Regional Planning at Ryerson University. He has coauthored a series of best practice case studies in cultural development across North America. Jason has extensive experience managing complex, multi-faceted projects involving diverse team members and sub-consultants. He is a skilled communicator able to speak clearly to a wide range of stakeholders and community members. **Jason will contribute to data source identification, data collection and analysis.**

Jose Rodriguez, joined MDB Insight as a Research Analyst in 2018 with experience in data analysis and workforce development. He is also interested in cultural and community development. Jose is very familiar with the challenges facing municipal governments as they seek to grow, attract and retain their business stakeholders. After completing his Master's degree in Local Economic Development, Jose worked in labor force analysis for several rural communities. His recent projects include the delivery of an employer survey which tracks trends related to recruitment, staff turnover, skills shortages, succession planning and other HR issues, and supporting the development of a labor market plan for municipalities in the Grand Erie Region. **Jose will support the data collection and analysis and will contribute to the report development.**



8. References

Lehigh Valley Economic Development Corporation – Talent Supply and Industry Sector Analysis and Strategic Action Plan

Shifting economies, global competitiveness, and the immense speed by which technology is advancing are all contributing to the increasing employer demand for higher skill and education levels as they seek to recruit talent. Municipalities are recognizing the necessity to be proactive and forward-thinking in how they respond to needs for a skilled and talented labor force.

Lehigh Valley Economic Development Corporation and Workforce Board Lehigh Valley selected MDB Insight to carry out a comprehensive and extensive research and strategic planning initiative to ensure the Lehigh Valley has a talent pipeline that meets the current and future needs of its key economic sectors. The approach used to develop the Lehigh Valley Talent Supply and Industry Sector Analysis & Strategic Action

Plan Strategy combined research and analysis of the current economic and workforce context in the Lehigh Valley with a comprehensive consultation and engagement process. This consultation and engagement involved a range of stakeholders from throughout the Lehigh Valley across five priority sectors, and included employers, job-seekers, community organizations, municipal and State leaders, and sector associations. In total over 500 individuals participated in the consultation process. The insights, perspectives, and knowledge shared created a strong foundation that resulted in informed strategic directions, and actions to implement those directions.

A second goal of the project is to develop a Strategic Action Plan that will guide communication and implementation strategies for the region over the next five years. This ‘road map’ will enable the region to develop workforce development and education strategies that support efforts to establish a continuous talent pipeline within the Lehigh Valley and ensure a competitive and sustainable economy.

Reference: Don Cunningham, President and CEO, Lehigh Valley Economic Development Corporation (610) 266-6775 dcunningham@lehighvalley.org

Mohawk College – Smart Growth Strategy (2017)

In 2015 Mohawk College was at a critical point in terms of deciding how best to grow the institution to meet the growing needs of students, funding changes, and ensuring its programming and services were relevant to a rapidly changing and dynamic economy. MDB Insight was retained to identify:

- Capacity for growth
- Financial planning that considered impacts on its people, students, and delivery





- Capital investment rationalization
- Program/economic alignment and program/enrolment of national and international students
- Quality implications

MDB Insight and its team provided a strategy and action plan (with strategic priority areas) that was supported by labor market and economic research, custom financial forecasts based on scenarios three student growth scenarios, external factors that could limit growth, and how the budgetary implications of these different factors would impact Mohawk College. Ultimately, Mohawk College was provided with a set of recommendations and specific actions that would enable them to implement the Smart Growth Strategy.

Reference: Daniel McKerrall, Director of Academic Operations, Mohawk College, (905) 575-1212 EXT. 3109 daniel.mckerrall@mohawkcollege.ca

Medicine Hat College Market Research Study (2013)

Like many post-secondary institutions, Medicine Hat College aims to provide a range of relevant programs in the context of “status quo” funding, changing demographics and labor market demands, increasingly diverse and urgent student needs and evolving learner preferences. A dynamic economy, a competitive post-secondary environment and limited resources for program development make the program decision making process critical.

In order to articulate such a decision-making process, the College retained the services of MDB Insight to conduct a market research study reviewing College programming and determining its relevance to provincial and regional labor market trends. Recommendations were also required on systems to integrate labor market planning into program decision making.

MHC proposed the market research study design a decision-making process that meets the following criteria:

3. Are targeted and relevant, based on new and existing data reflecting student demand, labor market demand and other environmental factors such as immigration trends.
4. Incorporate opportunities for new and revised programming based on a competitive analysis, a defined catchment area and stakeholder input.
5. Can be reviewed and assessed continually, to ensure alignment with labor market demand and overall success.
6. Feature and reinforce MHC’s brand and reputation for relevant, targeted programming.

MDB Insight researched labor market trends, interviewed employers, completed a competitive analysis, defined a catchment area, designed evaluation criteria and evaluated current programming against the needs of the labor market. In addition, a framework was created to ensure future programming decisions reflect current and future regional and provincial labor market demands as well as other pertinent factors.

Reference: Morgan Blair, Manager, Strategic Research & Analysis, Medicine Hat College, (403) 529-3821, MBlair@mhc.ab.ca



9. Appendix – Team Resumés

Trudy Parsons

M.B.A., C.I.M., P.Mgr.

Having joined MDB in 2011 to lead the establishment of a National Workforce Development Division, Trudy has expanded her practice area to include strategic planning with local municipalities across Canada. She is the first non-founding partner and hold the position of Executive Vice-President. She brings over 25 years of direct experience in fostering collaboration, community engagement and helping communities and organizations craft strategies that strengthen local competitiveness and strive for their future vision.

Highlighted Consulting Experience

Lehigh Valley Economic Development Commission – Sector Labour Supply and Attraction Strategy (2017-18)
City of Waterloo Strategic Plan 2019-2022 (2015-2018)
City of Abbotsford (BC) Labour Market Study (2018)
City of Summerside – Labour Supply and Demand (2016-ongoing)
Regional District of Bulkley Nechako – Talent Strategy Implementation (2017-18)
Venture Kamloops – Sector Strategy Talent Alignment and Attraction (2017)
Mohawk College – Smart Growth Strategy (2016)
Town of Happy Valley-Goose Bay – Strategic Plan (2016)
Town of Sylvan Lake – Strategic Plan (2015-2018)
Town of Saugeen Shores – Strategic Plan (2016)
Calgary Economic Development – Labour Strategy (2016)
Government of Alberta – Labour Study (2013-14; 2015; 2016)
Government of Yukon – Labour Study (2013; 2014; 2016)
Cape Breton NextGen Leadership Society – Young Talent Attraction (2014)
Municipality of North Middlesex Economic Strategy (2015)
Medicine Hat College (AB) – Market Research (2013, 2015)
City of Penticton (BC) Attraction Strategy (2016)
Toronto Region Board of Trade – Labour Study (2015, 2016)
City of Mississauga (ON) Dialogue on Talent (2013, 2017)

Professional Experience

Niagara Workforce Planning Board

Executive Director 2001-2011

T. Parsons Education Service

President 2000-2006

Keyin College

Director, Campus Operation 1996-2000

Director, Continuing Education and Corporate Training 1992-1996

Education

University of Waterloo: Economic Development Certificate (2010)

Canadian School of Management: Executive Fellow in Business Administration. MBA. Awarded with Credit (2002-2006)

Canadian Institute of Management: Management and Administration (C.I.M.) and Designation of Professional Manager (P.Mgr.) (1992-1995 and 1995)

College of the North Atlantic: Business Administration Certificate (1977-1978)

Professional Involvement

Economic Developers Association of Canada – Member

Economic Developers Council Ontario – Past Board Member; Member

British Columbia Economic Developers Association – Member

Canadian Institute of Management – Member

Chris Bandak

BSc

Chris Bandak joined MDB Insight as Executive Vice-President Research & Analytics in 2017. Chris has over 20 years of experience in the Market Research industry. He has managed, designed and consulted on market research projects for a range of industries and using a variety of methodologies. His experience, strong analytical and managerial abilities make Chris is capable of designing and implementing complex research methodologies that are customized for each client's needs. His experience has given him a solid background in the technical aspects of research and the ability to present relevant and actionable results to clients in a clear and understandable way.

Highlighted Consulting Experience

Citizen / Municipal Surveys

Chris has directed citizen satisfaction / public opinion research studies to provide municipalities with an in-depth understanding of the experience of residents including use of municipal services, resident satisfaction, and the perceived importance of various municipally delivered services. Clients have included: Lehigh Valley Economic Development Corporation, City of Barrie, City of Brampton, City of Burlington, City of Port Colborne, City of Vaughan, District of Saanich, Regional Municipality of York, Resort Municipality of Whistler, Northumberland County, County and its Member Municipalities of Blue Mountains, County and its Member Municipalities of Milton, County and its Member Municipalities of Newmarket, County and its Member Municipalities of Richmond Hill, County and its Member Municipalities of Sylvan Lake and many others.

Other High-Profile Research Assignments

Chris' market research experience spans several fields. He has directed projects for clients in the public and private sectors such as: Canada Post, Canadian Broadcasting Corporation (CBC), Canadian Council of Motor Transport Administrators (CCMTA), Canadian Out-Of-Home Measurement Bureau (COMB), Microsoft, Ontario Ministry of Transportation, Radio Marketing Bureau, Rouge Media Group, Transport Canada and TV Ontario.

Professional Experience

Forum Research Inc.

President, Marketing Research 2005-2017

Foundation Research Group, Inc.

President & Partner 2003-2005

ComQUEST Research

Director of Consumer Research 2000-2003

Siemens Canada Limited

Strategic Marketing Manager 1998-2000)

Harrison Associates

Management Consultant 1996-1998

Education

Ferris State University, Michigan:

Bachelor of Science in Business (1996)

Professional Involvement

Marketing Research and Intelligence Association (Member)

Margot Bégin

BEcon., Ec.D.(F)

Margot is a Certified Economic Development Fellow and PRINCE II Certified Project Management Professional with a demonstrated ability to lead and inspire positive change. She has highly responsive leadership and client service skills honed through public and private sector experience and a variety of community and non-profit directorships. She has worked in economic development for 18 years.

Margot has extensive experience in investment attraction, business retention and entrepreneurship development and superior skills in strategic planning, communications, research analysis, and program development. She has a proven ability to work cross-culturally and with diverse stakeholders, forging highly effective partnerships that support economic, cultural and social growth.

Margot was the recipient of the distinguished 2014 Federation of Canadian Municipalities' Mike Badham Award of Excellence in International Development.

Highlighted Experience

Margot has worked on several youth-specific initiatives aimed at addressing youth underemployment and youth out-migration as well as programs to support youth entrepreneurship and engagement including:

- Nova Scotia 'Place Aux Jeunes' Pilot Project 2010 -2012, Colchester Regional Development Agency, Truro, NS
- Colchester Cares Kits – Post-secondary Engagement Program 2005 – 2013, Colchester Regional Development Agency, Truro, NS
- Rural Entrepreneurship and Coaching Hostel (REACH) Program Business Mentor 2016 – 2017, Battle River Alliance for Economic Development, East Central Alberta

Professional Experience

MDB Insight

Senior Consultant 2018 - present

ROI Research on Investment

Vice President, Employee & Client Experience 2017-2018

Battle River Alliance for Economic Development

Executive Director 2016-2017

Economic Development Consultant

2014-2016

Colchester Regional Development Agency

Director of Workforce & People Development 2003-2014

Education

Acadia University: Bachelor of Arts - Economics (1988)

Seneca College: Certificate in Arts Management for Non-Profit Organizations (1994)

Saint Mary's University: Certificate in Project Management (2003)

University of Waterloo: Certificate in Economic Development (2004)

Economic Developers Association of Canada: Certified Economic Developer Fellow (2010)

APMG, London, UK: PRINCE 2 Certified Project Management Practitioner (2013)

Jason Dias

BURPI.

Jason has been active in economic development since 2011. For the past eight years, he has held positions of increasing influence at MDB Insight. During this time, he has completed over 50 economic development strategies.

Jason has had the opportunity to prepare regional economic development strategies across the United States and Canada. These strategies are rooted in consultation activities that assist in dealing with the implications of a transforming global economy and focuses on identifying cross-cutting economic development opportunities. His work often strives to effectively leverage the investment and economic development efforts of key stakeholders and the business community to deliver sustainable and innovative growth over the long term.

Jason brings an economic developer and planner's perspective to his projects, which ensures his assignments are reflective of not only the industry and business trends of a location but also reflective of the well-being of a community from quality of life indicators to quality of place indicators.

Highlighted Experience

Lehigh Valley Talent Supply and Industry Sector Analysis and Strategic Action Plan (2018)
City of Bellevue Creative Economy Strategy (WA) (2017)
St. Lawrence County Global Attraction Program Services (NY) (2017)
Downriver Community Conference Economic Recovery and Development Strategy (MI) (2017)
Cattaraugus County Arts, Heritage and Culture Plan (NY) (2017)
Western Ontario Wardens' Caucus Economic Development Strategy (ON) (2017)
Monroe County Interstate-75 Corridor Strategy (MI) (2016)
City of Calgary Cultural Plan (AB) (2016)
City of Pontiac Economic Recovery Strategy (MI) (2015)
Eastern Ontario Wardens' Caucus Economic Development Strategy (ON) (2015)
Niagara University Tourism Incubator Feasibility Study (NY) (2015)
Kresge Foundation: Creative Vitality in Detroit Report (MI) (2013)

Professional Experience

MDB Insight

Senior Consultant

2015-Present

Senior Development Analyst

2013-2015

Development Analyst

2011-2013

Education

Ryerson University: Bachelor of Urban and Regional Planning (2011)

Professional Affiliations

Economic Developers Council of Ontario:
Chair, Young Professional Network

Economic Developers Council of Ontario:
Member

Ontario Professional Planners Institute:
Member at Large

Jose Rodriguez

MAES, Local Economic Development

Jose is a Research Analyst at MDB Insight. Jose has experience in data analysis and workforce development projects.

Having worked on different projects around labour and skills shortages in rural communities in Southern Ontario including Brantford, Brant, Haldimand, Norfolk and the Six Nations of the Grand River, Jose has a strong background in labour market analysis. Before the completion of his Master’s degree, Jose developed research around place branding and business attraction strategies in Ontario.

Originally from Colombia, Jose has a globalized mindset cultivated by many professional experiences in South America, the United States, and Canada. These experiences made him open to innovative ideas and also makes him comfortable connecting with people in a variety of roles.

Highlighted Project Support Experience

Grand Erie Region Labour Market Plan 2017-2019:

Supported the data collection and analysis for the local Labour Market Plan in the Grand Erie Region.

Low Carbon Building Skills Partnership Fund:

Developed industry and occupational analysis around the contraction industry for the municipalities of Waterloo Region, Wellington, Dufferin, Perth, Bruce, Huron, Grey, Brant, Brantford, Haldimand and Norfolk.

Grand Erie Region Job Demand Report 2017-2018

Developed quarterly reports around job demand for the municipalities of the Grand Erie Region.

EmployerOne Survey 2017

Coordinated the annual local survey of employers which tracks trends related to recruitment, staff turnover, skill shortages, succession planning and other HR issues in the Grand Erie.

Precarious Employment in Brantford CMA Report 2017

Defined, collected, analyzed data to better understand Brantford’s precarious employment issues.

Grand Erie Industry Sector Partnerships 2017

Supported the development of three different industry sector profiles including tourism, transportation, warehousing, and manufacturing to determine the labour force needs and challenges for these sectors in the Brantford’s CMA.

Professional Experience

MDB Insight

Research Analyst 2018-Current

Workforce Planning Board of Grand Erie

Labour Market Analyst 2017-2018

YFactor Inc.

Intern 2016

Universidad del Norte, Colombia

Administrative Assistant 2014-2015

Education

University of Waterloo

Waterloo, Canada

Master of Applied Environmental Studies, Local Economic Development

(2015-2017)

Universidad del Norte

Barranquilla, Colombia

Bachelor of International Relations, Major in International Economy

(2008-2012)

Agricultural Development Report Attachment
November 7, 2018

1. Farm Visits

- Twin Brook Farm
- Reed Brook Meats

2. Social Media/Outreach

- 3 Facebook posts per week – Advertising for workshops, farmers markets, grant and loan information
- Wrote an article in CCE Farm & Garden newsletter on grant and loan opportunities for veterans in agriculture
- Meeting with Rufus Troyer and David Klein – Opportunities to sell produce wholesale and build a milk processing plant
- Meeting with Mike Poe and Josh Thole – CA company interested in cloning hemp seeds to supply the NY market
- NYS Forestry & Wood Products Summit – Learned about workforce development opportunities in the forestry industry across the state

3. Projects

- NY Grown & Certified application reviews – 2 Tioga County farms likely to receive funding thus far; continuing outreach to interested farms
- Grant Writing Workshop – Worked with CCE Tioga, CCE Tompkins, Tioga SWCD, and Tioga/Chemung NRCS to set up a grant writing workshop for farmers. Had about 20 farms attend.
- Farmer Resource Directory – Completed a comprehensive listing of all known grant and loan programs available to Tioga County farms. Passed out at the grant writing workshop, and will soon develop a plan to get it out to farms and county agencies.

TRUE GREEN CAPITAL

Spencer-Tioga Solar, LLC
c/o True Green Capital Management, LLC
315 Post Rd West, 2nd Floor
Westport, CT 06880

November 1, 2018

To the Agency:

Tioga County Industrial Development Agency
56 Main Street
Owego, New York 13827
ATTN: Chairman

With a Copy to:

Joseph B. Meagher, Esq.
Thomas, Collison & Meagher
1201 Monroe Street, P.O. Box 329
Endicott, New York 13761-0329

Re: Change in Ownership and Contact Information

Dear Bryant R. Myers,

Reference is made to the Payment in Lieu of Taxes ("PILOT") Agreement between Spencer-Tioga Solar, LLC ("Company") and the Tioga County Industrial Development Agency ("Agency") dated May 24, 2018 and related agreements including the Project Agreement, the Agency Agreement, the Agency Lease Agreement and related Memorandum, the Agency Leaseback Agreement and related Memorandum, the Environmental Inquiry Authorization, Compliance and Indemnification Agreement, the Compliance Agreement and other PILOT related documents.

This notice is to inform the Agency that TGC III NY Holdings, LLC ("TGC") has purchased 100% of membership interests in Spencer-Tioga Solar, LLC. For your record, attached as Appendix A is the Assignment of Interest which effectuates the sale of membership interests to TGC.

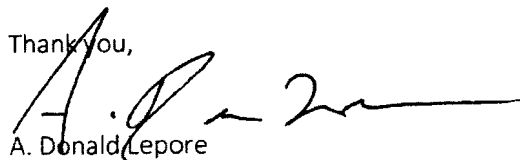
Please be advised that Distributed Asset Solutions, LLC ("DAS") is an affiliate of TGC handling construction management, and operations and maintenance for the TGC owned solar projects. Thus, representatives from DAS may communicate directly with the Agency on behalf of TGC.

For all future Notices and communication from the Agency to the Company, please note the following change in contact information:

Spencer-Tioga Solar, LLC
c/o True Green Capital Management, LLC
315 Post Rd West, 2nd Floor
Westport, CT 06880
Attn: Legal Department

For all billings inquiries, please contact Rami Naber at billing@truegreencapital.com. We look forward to working with the Agency.

Thank you,



A. Donald Lepore
Authorized Officer of Spencer-Tioga Solar, LLC
By: TGC III NY Holdings, LLC, its sole member

Appendix A

Assignment of Interest

ASSIGNMENT OF INTEREST AGREEMENT

This Assignment of Interest Agreement (“Agreement”) is made and entered into as of the 6th day of July, 2018, by and between by SUN8 PDC LLC, a Delaware limited liability company (“Assignor”) and TGC III NY Holdings, LLC, a Delaware limited liability company (“Assignee”).

WHEREAS, Assignor and Assignee have entered into a Purchase and Sale Agreement, dated October 25 2017, as amended January 12, 2018 and February 15, 2018; (the “PSA”; capitalized terms used herein without definition shall have the meanings ascribed thereto in the PSA);

WHEREAS, Assignor owns 100% of the ownership interests (the “Equity Interests”) in Spencer-Tioga Solar, LLC, a Delaware limited liability company (the “Company”), which Equity Interests have been issued in accordance with the Company’s Operating Agreement dated October 19, 2017 as amended January 10, 2018 (the “LLC Agreement”);

WHEREAS, subject to the terms and conditions set forth in the PSA, Assignor desires to transfer and Assignee desires to accept from Assignor a transfer of the Equity Interests; and

NOW, THEREFORE, in consideration of good and valuable consideration paid from Assignee to Assignor, the receipt and sufficiency of which is hereby acknowledged by Assignor, and in accordance with and subject to the terms and conditions of the PSA, Assignor does hereby present, sell, transfer, assign and forever quit-claim to Assignee and its successors and assigns, Assignor’s right, title and interest to the Equity Interests. Assignee hereby accepts Assignor’s transfer and assignment of Assignor’s right, title and interest to the Equity Interests.

Without limiting in any manner Assignee’s right to amend or terminate the LLC Agreement in its sole and absolute discretion immediately or any time after the closing of the transactions contemplated by the PSA, Assignee does hereby accept and adopt the terms, conditions, restrictions and provisions of the LLC Agreement, and does hereby assume and agree to fully and timely observe, perform, pay and otherwise discharge when due all obligations and liabilities under the LLC Agreement related to the Equity Interests arising from and after the date hereof (and is hereby admitted as a member of the Company pursuant thereto). Assignee (for itself and on behalf of the Company) hereby releases and forever discharges Assignor and its Representatives from and against any claims, liabilities, and obligations of any kind or nature arising out of, in connection with or related to any acts, actions, omissions or events occurring prior to the date hereof, except as expressly provided in the PSA. From and after the payment of the entire Purchase Price from Assignee to Assignor, Assignor (for itself and on behalf of its Affiliates) hereby releases and forever discharges the Company, Assignee and any of Assignee’s and/or the Company’s Representatives from and against any claims, liabilities, and obligations of any kind or nature under or arising out of the LLC Agreement in connection with or related to any acts, actions, omissions or events occurring prior to the date hereof, except as expressly provided in the PSA.

This Agreement is being delivered pursuant to the PSA and will be construed consistently therewith. This Agreement is not intended to, and does not, in any manner enhance, diminish, or otherwise modify the rights and obligations of the Parties under the PSA. To the extent that any provision of this Agreement conflicts or is inconsistent with the terms of the PSA, the terms of the PSA will govern.

This Agreement will be governed by and construed in all respects in accordance with the internal laws of the State of New York, without regard to the conflict of laws principles of such state.

This Agreement may be executed by the parties hereto at different times and in any number of originals or counterparts, and when taken together shall constitute only one agreement.

[Signature Page Follows]

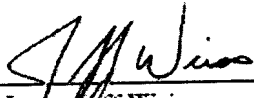
IN WITNESS WHEREOF, Assignor and Assignee have executed these presents the day and year first above written.

ASSIGNOR:

SUN8 PDC LLC, a Delaware limited liability company

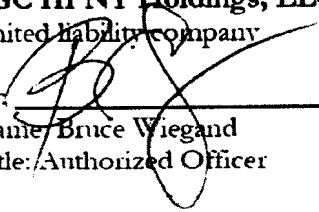
By: **SUNEIGHT HOLDCO, LLC**, a Delaware limited liability company, its sole member

By: **DISTRIBUTED SUN, LLC**, a Delaware limited liability company, as Manager of **SUNEIGHT HOLDCO, LLC**

By: 
Name: Jeff Weiss
Title: Co-Chairman and Managing Director

ASSIGNEE:

TGC III NY Holdings, LLC, a Delaware limited liability company

By: 
Name: Bruce Wiegand
Title: Authorized Officer



**Tioga County Industrial Development Agency
 October 3, 2018. 4:30pm.
 Ronald E. Dougherty County Office Building
 56 Main Street, Owego, NY 13827
 Minutes**

DRAFT

	<p>Call to Order and Introductions The meeting was called to order by Chairperson R. Kelsey at 4:30 p.m.</p>
2.	<p>Attendance</p> <p>A. IDA Board Members</p> <p>1. Roll Call: R. Kelsey, A. Gowan, K. Dougherty (<i>arrived @ 5:10 pm.</i>), K. Gillette, T. Monell (<i>arrived @ 5:24 pm.</i>), J. Ceccherelli, M. Sauerbrey</p> <p>a. Absent: K. Gillette</p> <p>b. Excused: None</p> <p>2. Guests:</p> <p>a. B. Myers, C. Haskell, J. Meagher, L. Tinney, Z. Baker, T. Spicer, M. Freeze (<i>departed @ 5:07 pm</i>)</p>
3.	<p>Privilege of the Floor – None</p>
4.	<p>Project Updates – B. Myers</p> <p>A. Gateway Project</p> <p>1. Update: B. Myers reported this project is moving forward with anticipated completion in November or December.</p> <p>B. Owego Gardens 2</p> <p>1. Update: B. Myers reported the project is moving forward with special use permit, area variance, site plan review and subdivision passed. B. Myers reported a meeting is scheduled for tomorrow to discuss the water issues. Home Leasing will review project budget. B. Myers reported the water system is slated to go out to bid in December 2018. Fagan Engineers is working with the Village of Owego on the system.</p> <p>C. Spencer-Tioga Solar, LLC</p> <p>1. Update – B. Myers reported the project is moving forward.</p>



D. Project Steel

1. Update –
 - a. Water/Sewer - B. Myers reported the wellhead protection permit is done. Larson to provide final report. B. Myers reported the town and village are working through outside user agreement for the sewer system.
 - b. NYSEG – B Myers reported the answer regarding electricity is forthcoming.
 - c. Meeting with Company – B. Myers reported a meeting was held with the company to review preliminary site plan and meet construction managers. Site plan review will be submitted on 10/5/18.
 - d. Public Hearing Recap – B. Myers will attend the Owego-Apalachin School board meeting on 10/4/18 to provide a presentation.
 - e. Approve/Deny Application – J. Meagher will substantiate contract with their lawyers. Resolution is prepared and ready to move forward with board approval.

Motion to approve application and resolution for Project Steel (J. Ceccherelli, A. Gowan)

Aye – 4 Abstain – 0
No – 0 Carried

5. Old Business – B. Myers

A. Public Authority Accountability Act

1. Audit Committee Report (R. Kelsey, K. Dougherty, A. Gowan)

- a. Nothing new to report.

2. Governance Committee Report (R. Kelsey, K. Dougherty, J.Ceccherelli)

- a. 2019 ABO PARIS Budget Report – B. Myers reported this report is completed.

4. Finance Committee Report (R. Kelsey, A. Gowan, K. Gillette)

- a. Nothing new to report.

B. Lounsberry Property Purchases -

1. Hess Property – B. Myers reported a request for bid was published as a legal notice in the newspaper, as well as on the County website. B. Myers reported no responses or inquiries were received.

C. ED&P Update –

1. ED&P Update - L. Tinney provided the following update:

- ✓ Main Street – Ms. Saraceno and Ms. Woodburn are moving this project forward.
- ✓ Workforce Development Grant – Ms. Woodburn is working on this with outreach to employers inquiring as to what they need. Also, connecting schools with the employers to prepare students for work.
- ✓ Two Plus Four (Noblietti property) – Re-zoning of parcel to R3 has been tabled. Meeting with the Village of Owego trustees to encourage the vote.
- ✓ Owego Gardens 2 – Permitting is in progress.
- ✓ Applied Technologies – Permitting is completed.
- ✓ Town of Tioga Solar (Route 96 project) – Project is moving forward.
- ✓ Village of Owego DRI – Two community input meetings held. Local committee has been established with the initial meeting scheduled for 10/10/18.
- ✓ IEDC Classes – Ms. Woodburn started taking these classes.
- ✓ State Leads – There were no State leads this month.
- ✓ REAP USDA Award Letter – Working on RFP.
- ✓ Tourism Office/Gateway Building – Tourism anticipates moving into their new office on 12/1/18.

2. Ag Update – Z. Baker provided the following update:

- ✓ Attended STREDC regular monthly meeting
- ✓ Attended slow moving vehicle traffic training
- ✓ Met with Ron Dougherty to obtain a historical perspective on the County's agriculture.
- ✓ Met with local farmer Marv Moyer to discuss his Farm to Market plan
- ✓ Attended Future of Food conference in Syracuse, NY
- ✓ Attended weekly ARC GIS training
- ✓ Working with CCE & Tompkins County to bring a grant writing training for farmers to Tioga County
- ✓ Developing a farmer resource directory
- ✓ Met with two potential IDA loan prospects. One is for a goat dairy processing plant and the nature of business for the second loan has not been disclosed.

6. PILOT Updates –

1. School PILOT Bills – B. Myers reported school PILOT bills sent and payments are incoming.

7. New Business –

A. Email Vote Affirmations:

- 1. Reaffirm email vote for Loan Committee Collateral Assignment for The LOOM –** B. Myers reported this was for a collateral change where the IDA is now in 3rd position. The Loan Committee was in favor of the change. The loan was for an updated HVAC unit at the facility.

Motion to reaffirm the email vote for The LOOM’s change in collateral assignment

(A. Gowan, M. Sauerbrey)

Aye – 6 Abstain – 0

No – 0 Carried

- B. Easement Request for First Light –** B. Myers reported First Light (previously known as Finger Lakes Technologies) is requesting an over the tracks easement near Turner’s Bridge. The railroad has reviewed the lease and expressed no issue. B. Myers reported this is an annual lease of \$200.00. B. Myers will send the easement to J. Meagher for review.

Motion to authorize easement request for First Light, subject to IDA Counsel review and approval.

(M. Sauerbrey, J. Ceccherelli)

Aye – 6 Abstain – 0

No – 0 Carried

- C. Newark Valley Variance Request –** B. Myers reported he received a notification from the Ward’s regarding their intention to build a new house near IDA-owned property. This location is approximately 125 feet from the IDA-owned railroad tracks. B. Myers reported Newark Valley is requesting the Ward’s send notification to all surrounding property owners. B. Myers reported S. May has no issue with the Ward’s plan to build at this location.

Motion to acknowledge Newark Valley variance request for the Ward’s with no issues expressed.

(J. Ceccherelli, M. Sauerbrey)

Aye – 6 Abstain – 0

No – 0 Carried

8. Approval of Minutes –

- A. September 4, 2018 Governance Committee Minutes
- B. September 4, 2018 Loan Committee Meeting Minutes
- C. September 4, 2018 Finance Committee Meeting Minutes
- D. September 5, 2018 Regular Meeting Minutes
- E. September 27, 2018 Public Hearing Minutes

Motion to approve the above-referenced committee, regular meeting, and public hearing minutes, as written (M. Sauerbrey, J. Ceccherelli)

Aye – 6 Abstain – 0

No – 0 Carried

9. Financial Reports – B. Myers

A. Reports – A. Gowan recommended the Finance Committee review the financial reports minimally on a quarterly basis. B. Myers reported Jan Nolis conducts quarterly reviews. Suggestion made to conduct quarterly Finance Committee meetings following Ms. Nolis' reviews.

1. Balance Sheet –

2. Profit & Loss – A. Gowan requested further explanation on the following items: membership dues (\$750), IRA company match of \$1,786.43, and the added interest expense of \$11,944. B. Myers will research and contact Ms. Nolis for additional details.

3. Transaction Detail – B. Myers reported this report reflects the PILOT payments, closing costs for The LOOM, and payment to Fagan Engineers for E-site water work.

4. Quarterly Report -

Motion to acknowledge financial reports, as presented. (K. Dougherty, M. Sauerbrey)

Aye – 6 Abstain –

No – 0 Carried

10. Reports

A. Railroad

1. Committee Report (T. Monell, K. Gillette, M. Sauerbrey)

a. Income to Date – B. Myers reported the income in July from 2017 to 2018 has decreased approximately \$700.00.

B. Loan Program

1. Committee Report (R. Kelsey, A. Gowan, K. Dougherty, S. Thomas, D. Barton)

a. The LOOM – B. Myers reported loan closing held on The LOOM.

b. Wake Up Waffles – B. Myers reported the company is changing their product line, therefore, referred them to the Small Business Development Center (SBDC) to review/update their business plan. Loan tabled at this time due to change in numbers.

c. EMVC – B. Myers reported this project is currently underway.

- d. USDA Annual Audit – B. Myers reported USDA staff were on-site 9/28/18 to conduct the annual audit. All loans are in good standing and no issues were expressed. B. Myers reported USDA has again changed their discrimination statement, therefore, going forward the new statement will need to be incorporated on all loan correspondence. B. Myers reported USDA was excited to see the increase in loans and RBEG funds committed.
- e. USDA Annual Loan Visits – B. Myers reported all but two loan recipients scheduled for site visits next week.

11. Motion to move into Executive Session pursuant to Public Officers Law Section 105 at 5:20 p.m. pursuant to Public Officers Law Section 105 to discuss financial matters, individual personnel matters, and IDA properties. (J. Ceccherelli, M. Sauerbrey)

Aye – 6 Abstain

No – 0 Carried

Executive Session adjourned at 6:20 p.m.

12. Next Meeting – November 7, 2018 at 4:30 p.m. in the Legislative Conference Room.

13. Adjournment – Meeting adjourned at 6:20 p.m.

Tioga County Industrial Development Agency

Balance Sheet

11/02/18

As of October 31, 2018

Accrual Basis

	Oct 31, 18	Oct 31, 17
ASSETS		
Current Assets		
Checking/Savings		
Restricted Cash Accounts		
Community- Facade Improvement	56,312.93	89,477.25
CCTC- Industrial Park	11,995.37	12,000.37
USDA Funds		
CCTC- Loan Loss Reserve	40,419.58	40,401.18
TSB- IRP 2016 (Formerly IRP 4)	204,686.48	255,439.65
TSB- RBEG	205,543.19	205,505.98
TSB- marketing	1,477.33	1,496.92
Total USDA Funds	452,126.58	502,843.73
Total Restricted Cash Accounts	520,434.88	604,321.35
CCTC- CDs		
Land Acquisition (879)	528,439.10	522,405.10
Capital Improvement (284)	310,716.91	308,059.91
Total CCTC- CDs	839,156.01	830,465.01
Temporarily Restricted Cash Acc		
TSB-Owego Gardens	84.35	54.30
TSB-Crown Cork and Seal	105.67	151.98
Community- BestBuy PILOT Acct.	153.58	66.13
Total Temporarily Restricted Cash Acc	343.60	272.41
Unrestricted Cash Accounts		
TSB ICS	2,125,683.40	0.00
TSB- checking	48,085.33	874,927.76
TSB- general fund	125,493.62	125,200.62
Total Unrestricted Cash Accounts	2,299,262.35	1,000,128.38
Total Checking/Savings	3,659,196.84	2,435,187.15
Other Current Assets		
Commercial Facade Late Fee	-8.91	0.00
Accounts Receivable 1300.01	329,158.69	373,317.60
Allowance for Doubtful Accounts	-35,000.00	-35,000.00
Commercial Facade Loan Program		
Loan Rec - 2017-01-C	43,125.00	0.00
Loan Rec - 2018-03-C	20,625.00	0.00
Loan Rec - 2018-02-C	3,055.50	0.00
Loan Rec - 2018-01-C	8,561.25	0.00
Loan Rec - 2017-03-C	10,450.00	13,320.00
Loan Rec - 2017-02-C	31,903.29	35,614.83
Loan Rec - 2016-03-C	12,853.20	16,134.96
Loan Rec - 2016-02-C	29,861.24	38,194.52
Loan Rec - 2016-01-C	6,420.26	8,254.68
Loan Rec - 2015-06-C	13,902.62	18,658.80
Loan Rec - 2014-01-C	3,729.68	5,764.16
Loan Rec - 2015-01-C	0.00	11,111.05
Loan Rec - 2015-02-C	-0.08	1,633.53
Loan Rec - 2015-05-C	11,079.63	14,671.35
Total Commercial Facade Loan Program	195,566.59	163,357.88

Tioga County Industrial Development Agency

Balance Sheet

11/02/18

As of October 31, 2018

Accrual Basis

	Oct 31, 18	Oct 31, 17
IRP 4		
Loan Rec 2018-02-A	9,629.96	0.00
Loan Rec 2018-01-A	69,649.64	0.00
Loan Rec 2017-05-A	17,095.71	21,264.37
Loan Rec 2017-04-A	37,329.99	39,274.42
Loan Rec 2017-03-A	17,466.78	19,268.11
Loan Rec 2017-02-A	77,750.39	92,254.77
Loan Rec 2017-01-A	21,568.57	23,679.61
Loan Rec 2016-01-A	22,625.52	29,713.44
Loan Rec 2015-03-A	6,129.34	8,740.79
Loan Rec 2013-02-A	454.69	3,423.15
Loan Rec 2009-02-A	52,051.58	53,251.58
Total IRP 4	331,752.17	290,870.24
IRP 3		
Loan Rec 2013-01-A	278.24	4,558.00
Loan Rec 2007-08-A	28,592.55	35,321.27
Total IRP 3	28,870.79	39,879.27
IRP 2		
Loan Rec 2011-03-A	38,194.57	49,055.03
Total IRP 2	38,194.57	49,055.03
Total Other Current Assets	888,533.90	881,480.02
Total Current Assets	4,547,730.74	3,316,667.17
Fixed Assets		
Asset WWTP	0.00	2,899,623.29
Land- Mitchell	58,453.51	58,453.51
Equipment		
2012 computer upgrade	1,436.88	1,436.88
Equipment - Other	264.00	264.00
Total Equipment	1,700.88	1,700.88
Land- Cavataio	2,500.00	2,500.00
Land-general	584,257.05	200,757.60
Land-Louns		
Lopke	8,993.03	0.00
Town of Nichols	20,000.00	0.00
Hess	259,561.43	27,556.66
Land-Louns - Other	139,612.53	139,612.53
Total Land-Louns	428,166.99	167,169.19
Land 434	376,800.36	376,800.36
Railroad Improvements	1,979,330.50	1,979,330.50
Z Accumulated Depreciation	-1,154,503.43	-1,134,818.86
Total Fixed Assets	2,276,705.86	4,551,516.47
Other Assets		
HUD Loan Program		
L/R 2014-01-A	0.00	102,416.68
L/R 2009-04-A	0.00	44,932.13
Total HUD Loan Program	0.00	147,348.81
Total Other Assets	0.00	147,348.81
TOTAL ASSETS	6,824,436.60	8,015,532.45

Tioga County Industrial Development Agency

Balance Sheet

11/02/18

As of October 31, 2018

Accrual Basis

	Oct 31, 18	Oct 31, 17
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Other Current Liabilities		
Interest Payable		
L/P 2014-01-A Interest	0.00	276.48
Total Interest Payable	0.00	276.48
2100 - Payroll Liabilities	1,646.82	1,385.70
PILOT Payments		
Crown Cork and Seal	-28.54	0.00
+ - 231 Main Town/County	-0.01	0.00
Owego Gardens	50.00	0.00
School - 231 Main Street	7,413.19	0.00
CNYOG	-0.01	0.00
Rynone	44.08	0.00
Total PILOT Payments	7,478.71	0.00
Total Other Current Liabilities	9,125.53	1,662.18
Total Current Liabilities	9,125.53	1,662.18
Long Term Liabilities		
Loan Pay- IRP 4	232,632.80	242,546.34
Loan Pay- IRP 3	202,342.67	212,556.11
Loan Pay- IRP 2	134,427.04	145,312.91
Loan Pay- IRP 1	69,112.00	76,605.09
Tioga County HUD prog		
2014-01-A	0.00	102,145.29
2009-04-A	0.00	44,932.13
Total Tioga County HUD prog	0.00	147,077.42
Total Long Term Liabilities	638,514.51	824,097.87
Total Liabilities	647,640.04	825,760.05
Equity		
Board Designated Funds	1,406,302.63	1,406,302.63
1110 - Retained Earnings	5,771,758.35	5,752,846.17
Net Income	-1,001,264.42	30,623.60
Total Equity	6,176,796.56	7,189,772.40
TOTAL LIABILITIES & EQUITY	6,824,436.60	8,015,532.45

Balance Sheet

As of October 31, 2018

	<u>\$ Change</u>
ASSETS	
Current Assets	
Checking/Savings	
Restricted Cash Accounts	
Community- Facade Improvement	-33,164.32
CCTC- Industrial Park	-5.00
USDA Funds	
CCTC- Loan Loss Reserve	18.40
TSB- IRP 2016 (Formerly IRP 4)	-50,753.17
TSB- RBEG	37.21
TSB- marketing	-19.59
Total USDA Funds	<u>-50,717.15</u>
Total Restricted Cash Accounts	-83,886.47
CCTC- CDs	
Land Acquisition (879)	6,034.00
Capital Improvement (284)	2,657.00
Total CCTC- CDs	8,691.00
Temporarily Restricted Cash Acc	
TSB-Owego Gardens	30.05
TSB-Crown Cork and Seal	-46.31
Community- BestBuy PILOT Acct.	87.45
Total Temporarily Restricted Cash Acc	71.19
Unrestricted Cash Accounts	
TSB ICS	2,125,683.40
TSB- checking	-826,842.43
TSB- general fund	293.00
Total Unrestricted Cash Accounts	<u>1,299,133.97</u>
Total Checking/Savings	1,224,009.69
Other Current Assets	
Commercial Facade Late Fee	-8.91
Accounts Receivable 1300.01	-44,158.91
Allowance for Doubtful Accounts	0.00
Commercial Facade Loan Program	
Loan Rec - 2017-01-C	43,125.00
Loan Rec - 2018-03-C	20,625.00
Loan Rec - 2018-02-C	3,055.50
Loan Rec - 2018-01-C	8,561.25
Loan Rec - 2017-03-C	-2,870.00
Loan Rec - 2017-02-C	-3,711.54
Loan Rec - 2016-03-C	-3,281.76
Loan Rec - 2016-02-C	-8,333.28
Loan Rec - 2016-01-C	-1,834.42
Loan Rec - 2015-06-C	-4,756.18
Loan Rec - 2014-01-C	-2,034.48
Loan Rec - 2015-01-C	-11,111.05
Loan Rec - 2015-02-C	-1,633.61
Loan Rec - 2015-05-C	-3,591.72
Total Commercial Facade Loan Program	<u>32,208.71</u>

Tioga County Industrial Development Agency

Balance Sheet

As of October 31, 2018

11/02/18

Accrual Basis

	<u>\$ Change</u>
IRP 4	
Loan Rec 2018-02-A	9,629.96
Loan Rec 2018-01-A	69,649.64
Loan Rec 2017-05-A	-4,168.66
Loan Rec 2017-04-A	-1,944.43
Loan Rec 2017-03-A	-1,801.33
Loan Rec 2017-02-A	-14,504.38
Loan Rec 2017-01-A	-2,111.04
Loan Rec 2016-01-A	-7,087.92
Loan Rec 2015-03-A	-2,611.45
Loan Rec 2013-02-A	-2,968.46
Loan Rec 2009-02-A	-1,200.00
Total IRP 4	<u>40,881.93</u>
IRP 3	
Loan Rec 2013-01-A	-4,279.76
Loan Rec 2007-08-A	-6,728.72
Total IRP 3	<u>-11,008.48</u>
IRP 2	
Loan Rec 2011-03-A	-10,860.46
Total IRP 2	<u>-10,860.46</u>
Total Other Current Assets	<u>7,053.88</u>
Total Current Assets	<u>1,231,063.57</u>
Fixed Assets	
Asset WWTP	-2,899,623.29
Land- Mitchell	0.00
Equipment	
2012 computer upgrade	0.00
Equipment - Other	0.00
Total Equipment	<u>0.00</u>
Land- Cavataio	0.00
Land-general	383,499.45
Land-Louns	
Lopke	8,993.03
Town of Nichols	20,000.00
Hess	232,004.77
Land-Louns - Other	0.00
Total Land-Louns	<u>260,997.80</u>
Land 434	0.00
Railroad Improvements	0.00
Z Accumulated Depreciation	-19,684.57
Total Fixed Assets	<u>-2,274,810.61</u>
Other Assets	
HUD Loan Program	
L/R 2014-01-A	-102,416.68
L/R 2009-04-A	-44,932.13
Total HUD Loan Program	<u>-147,348.81</u>
Total Other Assets	<u>-147,348.81</u>
TOTAL ASSETS	<u><u>-1,191,095.85</u></u>

Tioga County Industrial Development Agency

11/02/18

Balance Sheet

Accrual Basis

As of October 31, 2018

	<u>\$ Change</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Interest Payable	
L/P 2014-01-A Interest	-276.48
Total Interest Payable	-276.48
2100 - Payroll Liabilities	261.12
PILOT Payments	
Crown Cork and Seal	-28.54
+ - 231 Main Town/County	-0.01
Owego Gardens	50.00
School - 231 Main Street	7,413.19
CNYOG	-0.01
Rynone	44.08
Total PILOT Payments	7,478.71
Total Other Current Liabilities	7,463.35
Total Current Liabilities	7,463.35
Long Term Liabilities	
Loan Pay- IRP 4	-9,913.54
Loan Pay- IRP 3	-10,213.44
Loan Pay- IRP 2	-10,885.87
Loan Pay- IRP 1	-7,493.09
Tioga County HUD prog	
2014-01-A	-102,145.29
2009-04-A	-44,932.13
Total Tioga County HUD prog	-147,077.42
Total Long Term Liabilities	-185,583.36
Total Liabilities	-178,120.01
Equity	
Board Designated Funds	0.00
1110 - Retained Earnings	18,912.18
Net Income	-1,031,888.02
Total Equity	-1,012,975.84
TOTAL LIABILITIES & EQUITY	-1,191,095.85

Tioga County Industrial Development Agency

Profit & Loss

11/02/18

October 2017 through October 2018

Accrual Basis

	Oct '17 - Oct 18	Oct '16 - Oct 17	\$ Change
Ordinary Income/Expense			
Income			
Interest Income- TSB ICS	5,683.40	0.00	5,683.40
Easement Pass-through	0.00	105.00	-105.00
Refund of Insurance	960.00	445.00	515.00
Gain/Loss on Sale of Asset	-178.36	0.00	-178.36
FEMA Income	0.00	8,500.00	-8,500.00
NYS OEM Funds Income	0.00	2,414.40	-2,414.40
Loan Interest Income			
IRP 2			
2012-08-A	0.00	284.78	-284.78
2011-03-A	2,414.17	2,985.65	-571.48
Total IRP 2	2,414.17	3,270.43	-856.26
IRP 3			
2013-01-A	162.91	388.09	-225.18
2007-08-A	2,393.39	2,865.37	-471.98
Total IRP 3	2,556.30	3,253.46	-697.16
IRP 4			
2018-02-A	32.50	0.00	32.50
2018-01-A	2,245.43	0.00	2,245.43
2017-04-A	1,727.57	804.42	923.15
2017-03-A	501.60	210.81	290.79
2017-05-A	542.32	281.43	260.89
2017-01-A	578.74	359.61	219.13
2017-02-A	2,356.25	1,237.37	1,118.88
2016-01-A	1,470.88	2,003.32	-532.44
2015-03-A	422.41	559.82	-137.41
2013-02-A	127.45	267.72	-140.27
2010-01-A	0.00	162.81	-162.81
Total IRP 4	10,005.15	5,887.31	4,117.84
Total Loan Interest Income	14,975.62	12,411.20	2,564.42
Loan Program Fee			
Facade	565.50	947.50	-382.00
IRP 4	2,347.50	1,482.88	864.62
Loan Program Fee - Other	200.00	1,435.00	-1,235.00
Total Loan Program Fee	3,113.00	3,865.38	-752.38
Loan Late Fee			
2015-03 · 2015-03-A	40.00	38.17	1.83
Loan Late Fee - Other	7.08	0.00	7.08
Total Loan Late Fee	47.08	38.17	8.91
Loan Administrative Fee			
IRP 4	0.00	560.97	-560.97
Total Loan Administrative Fee	0.00	560.97	-560.97
Program Fees	0.00	882.80	-882.80
4030 · Contributions Income			
4050 · Restricted	10,000.00	2,500.00	7,500.00
Total 4030 · Contributions Income	10,000.00	2,500.00	7,500.00
4110 · Grants			
Waverly Trade Center DOT Grant	404,900.61	470,482.50	-65,581.89
4110 · Grants - Other	1,696,136.00	0.00	1,696,136.00
Total 4110 · Grants	2,101,036.61	470,482.50	1,630,554.11

Tioga County Industrial Development Agency

Profit & Loss

11/02/18

October 2017 through October 2018

Accrual Basis

	Oct '17 - Oct 18	Oct '16 - Oct 17	\$ Change
Interest Income-			
cctc - Capitol Improvements (28)	2,657.00	0.00	2,657.00
Community- Facade Improvement	39.91	50.05	-10.14
CCTC Loan Loss Reserve Account	20.17	21.92	-1.75
CCTC CD Land Acquisition (879)	6,034.00	5,980.95	53.05
CCTD CD Capital Improvment(284)	0.00	4,407.12	-4,407.12
Community- Lounsberry	90.81	94.34	-3.53
TSB- checking	641.97	1,137.74	-495.77
TSB-general fund	185.51	108.62	76.89
TSB- IRP 4	91.97	195.46	-103.49
TSB- RBEG	62.52	67.80	-5.28
TSB- marketing	0.44	0.48	-0.04
Interest Income- - Other	5,179.41	0.00	5,179.41
Total Interest Income-	15,003.71	12,064.48	2,939.23
Leases/Licenses			
RR leases	450.60	10,665.54	-10,214.94
Leases/Licenses - Other	11,998.08	1,014.11	10,983.97
Total Leases/Licenses	12,448.68	11,679.65	769.03
OHRy			
freight	146,629.90	137,917.90	8,712.00
Total OHRy	146,629.90	137,917.90	8,712.00
4170 · PILOT Program Fees			
Two Plus Four	2,500.00	2,500.00	0.00
Gateway	16,499.89	12,286.50	4,213.39
Ameresco, Inc.	0.00	2,500.00	-2,500.00
SUN8 PDC LLC	288,073.00	2,500.00	285,573.00
Tioga Downs	0.00	1,103,934.00	-1,103,934.00
CNYOG	0.00	-0.05	0.05
4170 · PILOT Program Fees - Other	2,500.00	0.00	2,500.00
Total 4170 · PILOT Program Fees	309,572.89	1,123,720.45	-814,147.56
Sale of Property	0.00	3,014.07	-3,014.07
Total Income	2,619,292.53	1,790,601.97	828,690.56
Expense			
IDA Paint Program			
2018	1,523.47	0.00	1,523.47
Total IDA Paint Program	1,523.47	0.00	1,523.47
66900 · Reconciliation Discrepancies	-0.02	0.00	-0.02
Grant Expense	17,595.10	0.00	17,595.10
2017 · Housing Study	10,000.00	0.00	10,000.00
Leases/Licenses Refund			
Berkshire Land	0.00	122.76	-122.76
Total Leases/Licenses Refund	0.00	122.76	-122.76
Bodle Hill Land	0.00	200.00	-200.00
WWTP Crown Cork and Seal	0.00	-344,007.48	344,007.48
Marketing	710.38	602.13	108.25
Waverly Trade Center DOT Grant	404,900.61	470,482.50	-65,581.89
Tioga Industrial Park			
Corporate Drive	5.00	0.00	5.00
Total Tioga Industrial Park	5.00	0.00	5.00
Education	3,501.80	0.00	3,501.80

Tioga County Industrial Development Agency

Profit & Loss

11/02/18

October 2017 through October 2018

Accrual Basis

	Oct '17 - Oct 18	Oct '16 - Oct 17	\$ Change
Loan Admin Fee			
IRP 4	0.00	560.97	-560.97
Total Loan Admin Fee	0.00	560.97	-560.97
Loan Program Expense	169.90	196.75	-26.85
6120 · Bank Service Charges	190.20	283.42	-93.22
conference	780.00	2,500.00	-1,720.00
Copies	205.06	175.10	29.96
6150 · Depreciation Expense	19,684.57	23,305.31	-3,620.74
6160 · Dues and Subscriptions	1,655.00	435.00	1,220.00
E=mt3			
Wetland Delineation	0.00	7,000.00	-7,000.00
site preparation	200.00	0.00	200.00
Total E=mt3	200.00	7,000.00	-6,800.00
Employee benefit			
IRA Company Match	1,766.84	1,538.10	228.74
IRA	2,044.89	1,209.24	835.65
Total Employee benefit	3,811.73	2,747.34	1,064.39
6180 · Insurance			
Travel/Accident (Hartford)	750.00	750.00	0.00
D & O (Philadelphia Ins. Co)	3,287.00	4,502.00	-1,215.00
6190 · Disability (First Rehab Life)	256.88	125.00	131.88
Employee Dishonesty (Utica)	0.00	625.00	-625.00
Employee Health (SSA)	2,992.64	0.00	2,992.64
6185 · Property & Liability (Dryden)	12,679.00	8,900.11	3,778.89
RR Liability (Steadfast)	20,883.84	19,456.88	1,426.96
WC (Amtrust)	533.00	864.00	-331.00
Total 6180 · Insurance	41,382.36	35,222.99	6,159.37
6200 · Interest Expense			
6210 · Finance Charge	0.39	0.00	0.39
6220 · Loan Interest			
IRP 3	0.21	0.00	0.21
Total 6220 · Loan Interest	0.21	0.00	0.21
6200 · Interest Expense - Other	11,944.13	7,151.45	4,792.68
Total 6200 · Interest Expense	11,944.73	7,151.45	4,793.28
6550 · Office Supplies			
other	763.34	204.64	558.70
stationary	0.00	135.00	-135.00
ink cartridges	0.00	232.42	-232.42
6550 · Office Supplies - Other	1,061.32	90.54	970.78
Total 6550 · Office Supplies	1,824.66	662.60	1,162.06
6560 · Payroll Expenses			
M. Tinney	2,498.24	0.00	2,498.24
Curry	0.00	1,308.90	-1,308.90
6560 · Payroll Expenses - Other	65,104.12	60,265.71	4,838.41
Total 6560 · Payroll Expenses	67,602.36	61,574.61	6,027.75
PILOT Best Buy	-52.85	0.00	-52.85

Tioga County Industrial Development Agency

Profit & Loss

11/02/18

October 2017 through October 2018

Accrual Basis

	Oct '17 - Oct 18	Oct '16 - Oct 17	\$ Change
PILOT Program Expenses			
Distributed Sun	305.00	244.00	61.00
Gateway	0.00	228.50	-228.50
Tioga Downs	0.00	233.50	-233.50
PILOT Program Expenses - Other	150.53	0.00	150.53
Total PILOT Program Expenses	455.53	706.00	-250.47
6250 · Postage and Delivery	175.90	248.40	-72.50
6270 · Professional Fees			
Administrative Services			
Haskell	9,487.00	8,164.00	1,323.00
Tinney	19,500.00	15,000.00	4,500.00
Total Administrative Services	28,987.00	23,164.00	5,823.00
6650 · Accounting			
Piaker & Lyons	9,500.00	9,500.00	0.00
Jan Nolis	2,710.00	1,703.75	1,006.25
Total 6650 · Accounting	12,210.00	11,203.75	1,006.25
6655 · Consulting	19,500.00	0.00	19,500.00
6280 · Legal Fees			
Loan Program Fees	1,369.25	822.50	546.75
Monthly Fees	0.00	6,446.00	-6,446.00
Special Project Fees	467.50	0.00	467.50
6280 · Legal Fees - Other	45,846.00	19,831.40	26,014.60
Total 6280 · Legal Fees	47,682.75	27,099.90	20,582.85
6270 · Professional Fees - Other	29,334.50	10,714.50	18,620.00
Total 6270 · Professional Fees	137,714.25	72,182.15	65,532.10
Property Taxes			
96 · Smith Creek Rd	2,197.55	0.00	2,197.55
540 · Stanton Hill	81.74	0.00	81.74
Spring St	0.22	0.00	0.22
Berry Road (47)	97.94	112.64	-14.70
Carmichael Road	3.74	3.41	0.33
Smith Creek Road	16.27	18.71	-2.44
Glenmary Drive	10.06	9.06	1.00
Metro Road	8.39	7.55	0.84
Total Property Taxes	2,415.91	151.37	2,264.54
Recording fees	1,295.00	915.50	379.50
6300 · Repairs			
6310 · Building Repairs	748.30	0.00	748.30
Total 6300 · Repairs	748.30	0.00	748.30
6770 · Supplies			
6780 · Marketing	0.00	75.00	-75.00
6790 · Office	518.49	0.00	518.49
6770 · Supplies - Other	0.00	259.32	-259.32
Total 6770 · Supplies	518.49	334.32	184.17
6340 · Telephone	503.56	0.00	503.56

Tioga County Industrial Development Agency

Profit & Loss

11/02/18

October 2017 through October 2018

Accrual Basis

	Oct '17 - Oct 18	Oct '16 - Oct 17	\$ Change
6350 · Travel & Ent			
6370 · Meals	558.08	133.97	424.11
6380 · Travel	2,518.12	2,761.76	-243.64
Total 6350 · Travel & Ent	3,076.20	2,895.73	180.47
Total Expense	734,537.20	346,648.92	387,888.28
Net Ordinary Income	1,884,755.33	1,443,953.05	440,802.28
Other Income/Expense			
Other Income			
TSB- CCS	7.33	106.30	-98.97
Total Other Income	7.33	106.30	-98.97
Other Expense			
Transferred Assets	2,899,623.29	0.00	2,899,623.29
Total Other Expense	2,899,623.29	0.00	2,899,623.29
Net Other Income	-2,899,615.96	106.30	-2,899,722.26
Net Income	-1,014,860.63	1,444,059.35	-2,458,919.98

Tioga County Industrial Development Agency

11/02/18

Transaction Detail by Account

Accrual Basis

October 2018

Type	Date	Num	Name	Memo	Amount
Restricted Cash Accounts					
Community- Facade Improvement					
Deposit	10/02/2018			Facade Payments	993.75
Deposit	10/04/2018			Facade Loan Deposit	540.73
Deposit	10/04/2018			Facade Loan Deposit	185.00
Deposit	10/04/2018			Deposit	625.00
Check	10/10/2018	1051	Beth Johnson &...	Draw #2 - Project C...	-2,777.22
Deposit	10/17/2018			Facade Loan Pmt	1,013.65
Deposit	10/23/2018			Facade Loan Pmt	273.48
Deposit	10/30/2018			Facade Loan Pmt	694.44
Deposit	10/31/2018			Interest	2.20
Deposit	10/31/2018			Facade Loan Pmt	299.31
Total Community- Facade Improvement					1,850.34
USDA Funds					
TSB- IRP 2016 (Formerly IRP 4)					
Deposit	10/02/2018			Loan Payments	4,229.30
Deposit	10/04/2018			Loan Deposit	1,088.88
Deposit	10/04/2018			Loan Deposit	306.00
Deposit	10/04/2018			Loan Deposit	559.08
Check	10/16/2018	1073	CBC Innovis	Credit Report: Invoi...	-17.35
Deposit	10/18/2018			Loan Pmt	478.86
Deposit	10/31/2018			Loan Pmt	881.35
Total TSB- IRP 2016 (Formerly IRP 4)					7,526.12
Total USDA Funds					7,526.12
Total Restricted Cash Accounts					9,376.46
Unrestricted Cash Accounts					
TSB- checking					
Deposit	10/02/2018			PILOT payment	12,354.07
Check	10/03/2018	6121	Cathy Haskell	Administrative Assis...	-775.00
Check	10/03/2018	6122	Verbatim Court ...	TBD HD, LLC Publi...	-231.50
Check	10/03/2018	6123	Newark Valley ...	NVHS Depot Reimb...	-748.30
Check	10/03/2018	6124	Madison K. Tinn...	September Professi...	-200.00
Check	10/03/2018	6125	LeeAnn Tinney	L. Tinney October 2...	-1,500.00
Check	10/03/2018	6126	Thomas, Colliso...	September 2018	-2,998.00
Deposit	10/05/2018			PILOT Payment	105,647.63
Check	10/09/2018	6127	Bryant R. Myers	Payroll 9/23-10/6/20...	-1,486.26
Deposit	10/12/2018			PILOT Payment/OH...	15,221.19
Deposit	10/12/2018			PILOT Pmt	84,128.39
Check	10/15/2018	X	NYS Division of ...	September 2018	-176.08
Check	10/15/2018	X	NYS Division of ...	October 2018	-176.08
Check	10/16/2018	6128	Tioga Central S...	PILOT Payments:Ti...	-84,020.89
Check	10/16/2018	6129	Waverly Central...	2018-2019 School T...	-21,363.16
Check	10/16/2018	6130	Jan Nolis, CPA	Professional Services	-180.00
Check	10/16/2018	6131	Bryant R. Myers	Travel 9/11/2018-10...	-180.94
Check	10/16/2018	6132	Economic Devel...	Ink	-256.25
Check	10/16/2018	6135	Intuit	VOID: check order	0.00
Check	10/16/2018	X	Intuit	check order	-183.59
Check	10/16/2018	6136	Village of Owego	2018 PILOT Payment	-5,106.53
Check	10/16/2018	6137	village of Nichols	2018 PILOT Pymt	-107.50
Deposit	10/17/2018			WTC Pass Through	25,320.00
Check	10/17/2018	6138	Owego Apalachi...	2017-2018 School T...	-3,117,836.84
Check	10/17/2018	6139	Town of Owego	2018 Town PILOT- ...	-533.01
Check	10/17/2018	6140	Tioga County Tr...	2018 CNYOG PILO...	-1,148.33
Check	10/17/2018	6141	Stagecoach Ga...	2018 PILOT Payme...	-28,432.13
Check	10/19/2018	6133	Bryant R. Myers	Payroll 10/7/2018-1...	-1,486.25
Check	10/19/2018	6134	Franklin Temple...	Bryant R. Myers/Tio...	-387.70
Check	10/23/2018	6142	Tioga County Tr...	October 2018 Wirel...	-40.01
Check	10/23/2018	6143	Erdman Anthony	Invoice 54593	-25,320.00

11:38 AM

Tioga County Industrial Development Agency

11/02/18

Transaction Detail by Account

Accrual Basis

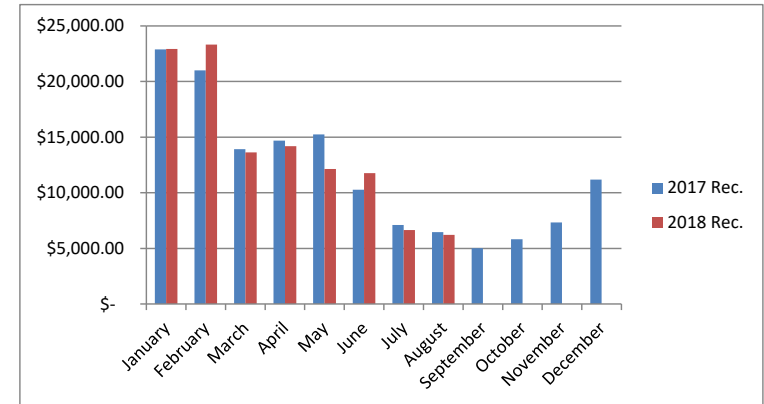
October 2018

<u>Type</u>	<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
Check	10/30/2018	6144	Tioga County Tr...	3rd Qtr 2018 Postag...	-33.26
Check	10/31/2018	X	EFTPS	October 2018	-932.82
Total TSB- checking					-3,053,169.15
Total Unrestricted Cash Accounts					-3,053,169.15
TOTAL					-3,043,792.69

2018 Owego Harford Railway Income

10% up to \$1,000,000; 5% \$1,000,000 +

	2017 Rec.	2018 Income	2018 Rec.	Date
January	\$ 22,886.50	\$ 229,235.00	\$ 22,923.50	3/1/2018
February	\$ 20,996.00	\$ 233,154.00	\$ 23,315.40	4/1/2018
March	\$ 13,910.00	\$ 136,260.00	\$ 13,626.00	5/1/2018
April	\$ 14,681.00	\$ 141,899.00	\$ 14,189.90	6/13/2018
May	\$ 15,254.70	\$ 121,363.00	\$ 12,136.30	7/13/2018
June	\$ 10,270.00	\$ 117,762.00	\$ 11,762.00	8/17/2018
July	\$ 7,109.95	\$ 112,623.00	\$ 6,654.30	9/13/2018
August	\$ 6,457.00	\$ 124,242.00	\$ 6,212.10	10/12/2018
September	\$ 5,013.60			
October	\$ 5,814.00			
November	\$ 7,331.00			
December	\$ 11,193.60			
	\$ 140,917.35	\$ 1,216,538.00	\$ 110,819.50	N/A



2018 OHRY Income Total \$ 1,216,538.00

2018 Payment to IDA \$ 110,819.50