

**COUNTY OF CHAUTAUQUA INDUSTRIAL DEVELOPMENT AGENCY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2016**

Page 3

I. Discussion and Analysis

The following is a discussion and analysis of the *County of Chautauqua Industrial Development Agency* and its component units' financial performance for the year ended December 31, 2016. This section is a summary of the Agency's financial activities based on currently known facts, decisions, or conditions. It is based on the financial statements. The results of the current year are discussed in the following paragraphs. This section is only an introduction and should be read in conjunction with the Agency's financial statements, which follow this section.

II. Financial Highlights

The following items are the financial highlights experienced by the *County of Chautauqua Industrial Development Agency* during the year ended December 31, 2016:

- Overall net position of the Agency decreased \$267,000 during the year ended December 31, 2016.
- The Agency's total revenue and other sources were approximately \$4,289,000 during 2016 as compared with \$2,271,000 during 2015. This increase was primarily related to the Agency recognizing grant funds from the County to purchase land for development, fees associated with windfarms and harbor project and revenue related to the LECOM Health Challenge Golf Tournament.
- The Agency's total expenses and other uses were approximately \$4,556,000 during 2016 as compared to \$2,578,000 during 2015. This increase was primarily the result an increase in salaries and benefits, costs associated with the LECOM Health Challenge Golf Tournament and bad debt expense related to certain notes receivable that were written off in the current year.
- PILOT payments passed through to local governmental units were approximately \$5,656,000 during 2016 as compared to \$8,923,000 during 2015. This decrease was related to a substantial decrease in the NRG pilot agreement.

III. Overview of the Financial Statements

This annual report consists of three parts: MD&A (this section), the basic financial statements, and required supplementary information.

A. Reporting the Agency as a Whole (Government-wide Financial Statements):

The government-wide statements report information about the entity as a whole using accounting methods similar to those used by private-sector companies. Activities that are fiduciary in nature are not included in these statements.

1. Combined Statement of Net Position-All Fund Types

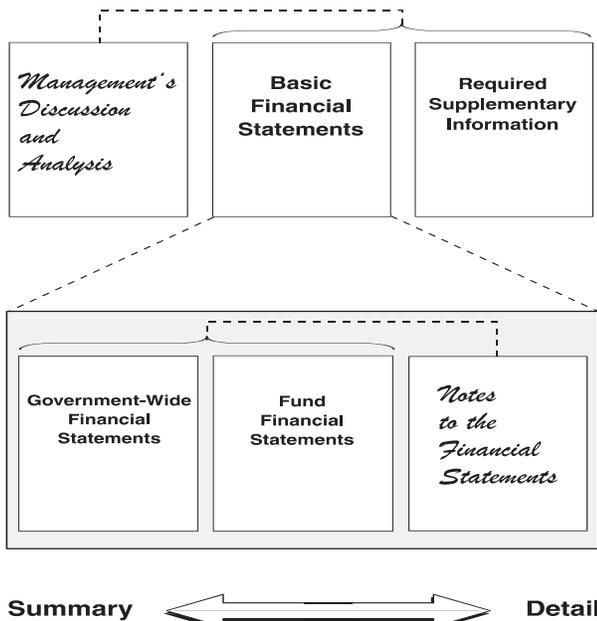
The Combined Balance Sheet (page 9) shows the "assets" (what is owned), "liabilities" (what is owed) and the "net position" (the resources that would remain if all obligations were settled) of the Agency. The Statement categorizes assets to show that some assets are very liquid, such as cash and cash equivalents. Some assets are designated for certain purposes or reserved for emergencies and cash flow purposes. Some assets are available to fund budgets of the following year.

2. Combined Statement of Revenue, Expenditures, and Changes in Net Position-All Fund Types

The Combined Statement of Revenue Expenditures and Changes in Net Position (page 10) shows the amounts of program-specific and general Agency revenue used to support the Agency's various functions.

The two government-wide statements report the Agency's net position and how they have changed. Net Position – the difference between the Agency's assets and liabilities – is one way to measure the Agency's financial health or position. Over time, increases or decreases in the Agency's net position are an indicator of whether its financial position is improving or deteriorating, respectively. To assess the Agency's overall health additional non-financial factors also need to be considered.

Figure A-2 - Required Components of the Agency's Annual Financial Report



IV. Financial Analysis of the Agency as a Whole

Net Position

The Agency's total entity-wide net position at December 31, 2016 was approximately \$13,274,000. This includes: capital assets, net of related debt of \$1,277,000, restricted net assets of \$11,707,000; and unrestricted net assets of \$290,000.

Revenue

The Agency's total revenue and other sources were approximately \$4,289,000 during the year ended December 31, 2016. The Agency also received approximately \$5,656,000 of pass-through revenue during the year ended December 31, 2016. The Agency acts as an intermediary for these funds, and appropriately recognizes each pass-through amount as an expenditure upon distribution.

Figure A-4 presents the major sources of revenue of the Agency. The most significant sources of governmental revenue in the Agency are more thoroughly discussed as follows:

- Rental revenue which represents approximately 16% of the Agency's total revenue decreased by \$79,000 during the year ended December 31, 2016. This decrease was primarily attributable to the loss of a tenant part way through 2015.

IV. Financial Analysis of the Agency as a Whole (continued)

Revenue (continued)

- Revenue from application and administrative fees increased \$464,000 during the year ended December 31, 2016. This increase was primarily related to fees associated with the Ball Hill Wind Farm and the Chautauqua Harbor Project.
- Grant income increased \$542,000 during the year ended December 31, 2016. This increase was primarily related to grant income from Chautauqua County to purchase land for development. This increase was partially offset by revenue recognized in the prior year related to Empire Specialty Cheese Co., LLC grant from the New York State Office of Community Renewal.
- Revenue from interest income decreased \$15,000 during the year ended December 31, 2016.
- Revenue related to the LECOM Health Challenge totaled \$1,077,000 during the year ended December 31, 2016.

Expenses

The total cost of all programs and services of the Agency was approximately increased. The Agency's expenses consist primarily of grant expenses, in-kind expenditures, depreciation, interest expense and general and administrative expenses.

The Agency's expenses are more thoroughly discussed as follows:

- The Agency's total costs were approximately \$4,556,000 during the year ended December 31, 2016 as compared with \$2,578,000 during the year ended December 31, 2015. This increase was primarily related to salaries and benefits, costs associated with the LECOM Health Challenge Golf Tournament and an increase in bad debt expense related to the AI-Tech loan fund.
- The Agency's general and administration costs were approximately \$1,714,000 during the year ended December 31, 2016 as compared with \$1,574,000 during the year ended December 31, 2015. This increase in management and administration costs was mainly the result of an increase in costs associated with the LECOM Health Challenge Golf Tournament, along with an increase in payroll and benefits.
- The Agency's loan funds by their very design often function as a lender of last resort. Because of this, management is constantly challenged to evaluate its loan portfolio with respect to its collectability. At December 31, 2016, the Agency has reserved against potential uncollectible loans approximately as follows: \$40,000 and \$525,000 for the Chautauqua Revolving Loan Fund and the AI-Tech Trust Fund, respectively. Bad debt expense totaled and during the years ended December 31, 2016 and 2015, respectively.

**COUNTY OF CHAUTAUQUA INDUSTRIAL DEVELOPMENT AGENCY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2016**

Figure A-3 - Combined Statement of Net Position

County of Chautauqua Industrial Development Agency and Component Units Combined Statement of Net Position (in thousands of dollars)			
	Total Government-wide		
	2016	2015	% Change
Assets			
Current and other assets	\$ 3,225	\$ 6,621	-51%
Capital assets, net	3,863	3,982	-3%
Other assets	12,071	12,732	-5%
Total assets	\$ 19,159	\$ 23,335	-18%
Liabilities			
Current liabilities	\$ 3,097	\$ 6,781	-54%
Long-term liabilities	2,788	3,014	-7%
Total liabilities	5,885	9,795	-40%
Net Position			
Invested in capital assets, net of related debt	1,277	535	139%
Restricted	11,707	12,714	-8%
Unrestricted	290	291	0%
Total net position	13,274	13,540	-2%
Total liabilities and net position	\$ 19,159	\$ 23,335	-18%

Figure A-4 Statement of Revenue & Expenses

County of Chautauqua Industrial Development Agency and Component Units Changes in Net Position from Operating Results (in thousands of Dollars)			
	Total Government-wide		
	2016	2015	% Change
Revenue			
Application & administration fees	\$ 826	\$ 362	128%
Grant income	937	395	137%
In-kind donations	39	40	-2%
Rental income	529	608	-13%
Interest income	478	493	-3%
LECOM health challenge revenue	1,077	--	n/a
Other income and gain (loss) on sale	403	373	8%
Total revenue	4,289	2,271	89%
Expenses			
General and administrative	1,714	1,574	9%
LECOM health challenge expenses	1,032	-	n/a
Grant expenses	50	159	-69%
In-kind expenditures	39	40	-2%
Bad debt expenses	1,214	225	440%
Other expenses	207	290	-29%
Depreciation	158	142	11%
Interest expense	142	148	-4%
Total expenses	4,556	2,578	77%
Change in net assets	\$ (267)	\$ (307)	

Figure A-5 Sources of Revenue

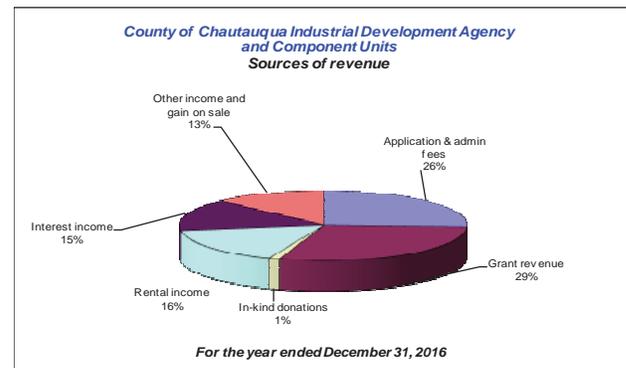
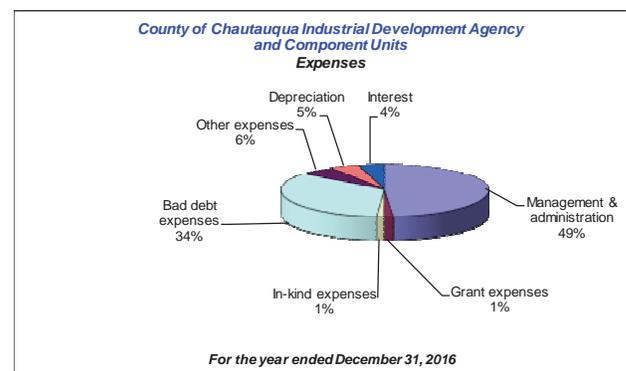


Figure A-6 – Expenses



V. Financial Analysis of the Agency Funds

Industrial Development Agency (IDA)

Net Position

During the current year, IDA general fund total revenue exceeded total expenses by \$883,000. Total net position increased from \$347,000 to \$1,230,000.

Revenue

During the current year, total general fund revenue and other sources were \$2,640,000 as compared with \$1,271,000 during 2015. This increase was primarily the result of an increase in grant income from the County of Chautauqua to purchase land in the current year and an increase in administrative fees related to the Ball Hill Wind Farm and Chautauqua Harbor project.

Expenses

During the current year, total general fund expenses were \$1,756,000 as compared with \$1,614,000 during 2015. This increase was primarily the result of an increase in general and administrative, grant expenses and depreciation. These increases were partially offset by a decrease in industrial park expenses.

**COUNTY OF CHAUTAUQUA INDUSTRIAL DEVELOPMENT AGENCY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2016**

**V. Financial Analysis of the Agency Funds
(continued)**

Chautauqua Revolving Loan Fund (CRLF)

The IDA operates a revolving loan fund which originated from grant revenue received from the Appalachian Regional Commission for the purpose of extending loans to companies for eligible energy improvements. This fund is operated on a revolving basis and is administered by the IDA.

Net Position

During the current year, the CRLF's total revenue exceeded total expenses by approximately \$5,000 causing total net position to increase from \$564,000 to \$568,000.

Revenue

During the current year, total revenue of the CRLF was \$20,000 as compared with \$19,000 during 2015. This increase was primarily the result of an increase in interest income.

Expenses

During the current year, total expenses of the CRLF were \$15,000 as compared with \$31,000 during 2015. This decrease was attributable to a decrease in bad debt expense.

AI-Tech Trust Fund

The AI Tech Trust Fund was established as a result of a \$10,000,000 grant from the U.S. Economic Development Administration (EDA) to Chautauqua and Albany Counties. Pursuant to a letter dated April 20, 2006, the EDA authorized a transfer of the AL Tech Trust Fund to the IDA, which was previously administered by the Job Development Authority (JDA).

Net Position

During the current year, the AI-Tech Trust Fund total expenses exceeded total revenue by approximately \$1,056,000 causing total net position to decrease from \$12,133,000 to \$11,077,000 as of December 31, 2016.

Revenue

During the current year, total revenue and other sources of AI-Tech Trust Fund was \$417,000 as compared with \$453,000 during the prior year. This decrease was primarily the result of a decrease in application fees and interest income.

**V. Financial Analysis of the Agency Funds
(continued)**

AI-Tech Trust Fund (continued)

Expenses

During the current year, total expenses of the AI-Tech Trust Fund were \$1,473,000, as compared with \$436,000 during the prior year. This increase primarily resulted from an increase in bad debt expense from certain significant notes receivable that were written off during the current year.

Chautauqua Region Economic Development Corporation (CREDC)

Chautauqua Region Economic Development Corporation was incorporated in 1986 under the Non-profit Corporation Law for the purpose of: relieving and reducing unemployment, promoting and providing for additional and maximum employment, bettering and maintaining job opportunities, etc. The financial statements of CREDC are treated as a blended component unit and are included in the audit report with the Industrial Development Agency.

Net Position

During the current year, the CREDC's total expenses exceeded total revenue by approximately \$98,000 causing total net position to decrease from \$496,000 to \$398,000.

Revenue

During the current year, total revenue of CREDC was \$1,244,000 as compared with \$527,000 during 2015. This increase was primarily due to revenue from the LECOM Health Challenge golf tournament. These increases were partially offset by grants received from local Foundations for the Chautauqua Watershed in the prior year.

Expenses

During the current year, total expenses of CREDC were \$1,343,000 as compared with \$491,000 during 2015. This increase related to costs associated with the LECOM Health Challenge golf tournament expenses. This increase was partially offset by grant expense passed through to Chautauqua Lake and Watershed Management Alliance during the prior year.

**COUNTY OF CHAUTAUQUA INDUSTRIAL DEVELOPMENT AGENCY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2016**

**V. Financial Analysis of the Agency Funds
(continued)**

**Chautauqua County Capital Resource Corporation
(CCCRC)**

The Chautauqua County Capital Resource Corporation was incorporated in 2011. The key focus of the Corporation is to assist not for profit institutions, manufacturing and industrial businesses to obtain access to low interest tax-exempt and non tax-exempt financing for their eligible projects as well as other projects within the County for the purpose of promoting economic development and reducing unemployment. There was no activity in the CCCRC during the current year.

VI. Capital Asset and Debt Administration

Capital Assets

As depicted in Figure A-7, as of December 31, 2016, the Agency and its component unit had invested approximately \$3,863,000 in a broad range of capital assets, including industrial parks, buildings and furniture and equipment. Capital additions made during the year ended December 31, 2016, totaled approximately \$70,000. These costs were mostly attributable to furniture and fixtures in the Agency's new leased office space. More detailed information about the Agency's capital assets is presented in the notes of the financial statements.

Long-term Debt

As depicted in Figure A-8, as of December 31, 2016, the Agency and its component units had approximately \$5,041,000 in bonds, notes payable and other liabilities, a decrease of approximately \$238,000 as compared with the previous year. This decrease was related the Agency making debt principal payments on the SPEC buildings and notes payable.

VI. Capital Asset and Debt Administration (continued)

Figure A-8 – Long-term Debt

<i>County of Chautauqua Industrial Development Agency and Component Units Long-term Debt</i>			
	2016	2015	Change
Bond - Stoneman Park SPEC Building	\$ 1,108	\$ 1,260	-12%
Bond - Chadwick Bay SPEC Building	1,555	1,632	-5%
Bond - Dunkirk Building	2,000	2,000	0%
Notes payable	242	242	0%
Other bonds	136	145	-6%
Total long-term debt	\$ 5,041	\$ 5,279	-5%

Figure A-7 – Capital Assets

<i>County of Chautauqua Industrial Development Agency and Component Units Capital Assets</i>			
	2016	2015	Change
Buildings	\$ 4,371	\$ 4,371	0%
SPEC Buildings	2,849	2,849	0%
Improvements	116	158	-27%
Equipment	128	118	8%
Accumulated depreciation	(3,601)	(3,514)	-2%
Capital Assets - net	\$ 3,863	\$ 3,982	-3%

**COUNTY OF CHAUTAUQUA INDUSTRIAL DEVELOPMENT AGENCY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED DECEMBER 31, 2016**

Page 8

VII. Factors Bearing on the Agency's Future

At the time these financial statements were prepared and audited, the Agency was aware of the following existing circumstances that could significantly affect its financial health in the future:

- During 2016, the Agency moved its office location from the Harrison Street to 201 West Third Street, Jamestown, New York. The Agency is in the process of selling its Harrison Street Property.

VIII. Contacting the Agency's Financial Management

This financial report is designed to provide citizens, taxpayers, customers and investors and creditors with a general overview of the finances of the Agency and to demonstrate our accountability with the money we receive. If you have any questions about this report or need additional financial information, please contact:

County of Chautauqua Industrial Development Agency
Mr. Kevin Sanvidge, Administrative Director/CEO
Mr. Richard Dixon, CFO
201 West Third Street
Jamestown, New York 14701