

Columbia Economic Development Corporation

Board Retreat

Meeting Report: June 15, 2015

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Background

On June 11th, 2015 the directors of Columbia Economic Development Corporation held a one-day Board Retreat. This report documents the results of that Retreat.

Participants

The following people participated in the Board Retreat.

David Crawford	Tony Jones
Mike Benson	Kim Keil
Bill Better	John Porreca
Bruce Bohnsack	Colin Stair
Greg Fingar	Sarah Sterling
Andrew Howard	Scott Wood

The retreat was facilitated by Bruce Withrow of Meeting Facilitators International.

Agenda

We worked our way through the following agenda.

1. Session Opening
2. Environmental Scan
3. Mission Statement Review
4. Strengths
5. Executive Session
6. Motions
7. Privatization
8. Session Close

Additional notes on each agenda item follows.

1. Session Opening

The session was opened by David Crawford the President of CEDC with a brief description as to why we were here and what we wanted to accomplish. This was followed by introductions of the facilitator and the Board, and an agenda review.

2. Environmental Scan

In preparation for the Board Retreat members of the Board completed an on-line survey prepared by the facilitator. The first section of the survey was an environmental scan which included the following questions;

1. *What are the major Political or Regulatory trends (Federal, State, Local) that will affect the future success of businesses in the County or the future success of CEDC?*
2. *What are the major Economic trends that will affect the future success of businesses in the County or the future success of CEDC?*
3. *What are the major Social trends (including demographics and social norms) that will affect the future success of businesses in the County or the future success of CEDC?*
4. *What are the major Technological trends that will affect the future success of businesses in the County or the future success of CEDC?*
5. *How are Businesses in the County changing and how does this affect CEDC?*
6. *How is the population of people who live or who work, in the County changing and how does this affect CEDC?*
7. *Are there other major trends that will affect the future success of businesses in the County or the future success of CEDC?*

See Attachment A: Environmental Scan for the survey responses.

From the survey responses we extracted eleven key themes. We then priority ranked these themes using a multi-vote where each director voted for what they thought were the top three themes in terms of being areas where CEDC should take action. We concluded this section by discussing what could be done about the four top ranked themes.

1. Increasing number of young creative people moving from NYC to Columbia County as full time residents -- Rising number of small businesses and home based businesses many of which are artistic or creative.

Ten Votes

Potential Actions:

- ✓ Change the way we market or reach out to these people – social media
- ✓ Go see them once we have identified them
- ✓ Develop an incubator space
- ✓ Additional seminars and business support beyond the current business 101
- ✓ Move CEDC location to Hudson
- ✓ Merge with HDC and the Chamber
- ✓ Broaden Board representation to represent this demographic
- ✓ (Change board composition to be smaller and more efficient)
- ✓ Economic Roundtable
- ✓ Develop a mentoring program

2. Increasing importance of Farming, Tourism, Outdoor Recreation, Agribusiness, and Protected Lands as drivers of economic development.

Nine Votes

Potential Actions:

- ✓ Broaden Board representation to represent this demographic
- ✓ Work with the organizations who are active in this area (HVADC, CLC, Farm On etc., County Bounty)
- ✓ Take over tourism from the County
- ✓ Develop a mentoring program

3. Increasing demand for better Broadband access required to support businesses, and residents, in Columbia County

Six Votes

- ✓ This is the County's issue and we should be actively monitoring and encouraging

4. The City of Hudson is very successful and vibrant, although there are many low income households in the City and nearby. Real Estate prices and rents in Hudson are rapidly increasing. We are seeing an increasing gap between the highest income earners and the lowest.

Six Votes

Potential Actions:

- ✓ Move CEDC to Hudson
- ✓ Work with local employers and with schools and colleges to upgrade the skills of the work force (Can we model this on the successful nursing programs and Toyota program)
- ✓ Work with Berkshire Farm to give agricultural skills to youth
- ✓ Develop a program to give summer work opportunities to high potential students who are attending College out of County

Other themes;

Infrastructure is in need of Investment

2 Votes

Businesses face significant Regulatory Burden

1 Vote

Increasing number of households are second home / weekend home or seniors / retired

Increasing Competition for Local Businesses from Big Box stores and online competitors

CEDC is subject to new regulatory oversight by the Authority Budget Office, and increasing scrutiny by special interest groups

3. Mission Statement Review

During this part of the Board Retreat we reviewed and confirmed the Mission of CEDC.

CEDC Mission

The mission of CEDC is to strengthen the area's tax base through economic development and job creation, to assist business to locate and expand within the County, and to promote Columbia County as a premier spot for both business investment and personal opportunity.

Next Steps:

Review mission statement with ABO to ensure that we do not have an "authorities" conflict.

Remove the mission statement that is linked to the website, and replace it with the short version that we just reviewed¹

4. Strengths

Starting with the results of the online survey we identified the following as the major strengths of CEDC. This included a discussion on accomplishments and on the organizational scorecard for programs. (See Attachment B: Accomplishments and Attachment C: Organization Scorecard)

- ✓ SBA Micro Loan Programs
- ✓ Small Business Seminars
- ✓ Outreach to the community telling who we are and what we do and what is available
- ✓ Roundtable
- ✓ Dairy Goat Project

5. Executive Session

During this part of the retreat we were in Executive Session.

Moved by Bruce Bohnsack that we go into Executive Session on Personnel and Compensation

Seconded by Sarah Sterling

All were in favor

10:00 AM

Moved by Sarah Sterling that we conclude the Executive Session

Seconded by Greg Fingar

All were in favor

11:30 AM

¹ There are apparently two different Mission Statements in circulation and the one currently linked to on the CEDC website is different than the one we reviewed as a group

6. Motions

The following motions were made and approved.

1. Motion that the CEDC terminate Ken Flood as Executive Director of CEDC as of June 11th and direct counsel to prepare correspondence to Mr. Flood and the Chairman of the Board of Supervisors notifying them of the action being taken by the CEDC.
 - o Moved by Mike Benson, Seconded by Colin Stair
 - o All were in favor...
2. Motion that the CEDC form an interim Management Committee consisting of David Crawford, Colin Stair, Tony Jones and Sarah Sterling. That the Management Committee will work with existing staff to manage the organization on an interim basis.
 - o Moved by Scott Wood, Seconded Bill Better
 - o All were in favor
3. Motion to form a search committee, hire a consultant to evaluate the existing organization structure and staff, and advertise for a new Executive Director.
 - o Moved David Crawford, Seconded by Greg Fingar
 - o All were in favor

7. Privatization

The discussion on Privatization began with a presentation by a guest speaker, Joe Scott a partner at HodgsonRuss Attorneys, LLP. Joe has practiced exclusively in the areas of industrial development agency finance, public authority finance, and municipal and school district finance since graduating from law school in 1983. As part of this presentation he suggested that you need to consider three key things. These were;

1. Vision: What is your Vision for the EDC?
2. Funding: How will you fund the EDC?
3. Relationship with the County: How will the EDC and the County work together?²

After the presentation we discussed as a Board three different options. These were;

Option A: Privatize – Under this option CEDC would take no Funding from Columbia County

Option B: Revised Funding – Under this option CEDC would revise what Funding they would take from the County, and what this Funding would be for.

Option C: Status Quo – Under this option CEDC there would be no change in Funding from Columbia County.

As a Board we discussed the pros and cons of each option. We then did a straw poll to see how many of the Directors present could support each of the different options. And finally we asked each Director where they were really at, and why.

² Also; "What should our relationship be with the Hudson Development Corporation and Chamber of Commerce?"

Option A: Privatize

Four Directors could support this option.

<i>Pros</i>	<i>Cons</i>
✓ Gives us the greatest independence	X Loss of \$437,000 of funding
✓ Takes politics out of business decisions	X Highest risk of failure
✓ The public cannot perceive inappropriate use of public funds	X May be harder to hire quality staff due to funding concerns
✓ Direct accountability for the success or failure of our actions	X Relies heavily on board expertise
	X If we suspend with the intention of going back there is no guarantee that the funding will return
	X The separation from the County may make it more difficult to have on going productive cooperation
	X Potential to have the County and the CEDC having conflicting plans or strategies with respect to Economic Development

Option B: Revised Funding³

Nine Directors could support this option

This option would involve, a fee for service for support of Administrative costs for SBA, CRC and IDA from Columbia County – no other public funding. (Could also transfer IDA work back to County and transfer some people back to the County.)

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none"> ✓ Buys us a permanent cushion of having some guaranteed funding ✓ Provides greater independence than the Status Quo – The CEDC Loan Portfolio would be funded by us and outside of Public control / influence ✓ Continues relationship with government and county ✓ Allows for a clean contract that would be better understood and accepted by public 	<ul style="list-style-type: none"> X More confusing to the public than if we take no funding – can be misconstrued either inadvertently or intentionally X Will have to come up with an agreement as to appropriate model for calculating amount of reimbursement X Still has the potential for negative public opinion X Giving up a significant amount of funding without becoming free of all potential for perceived conflict

³ Later in the meeting it was noted that the actual wording of the Contract between CEDC and Columbia County is very similar in form to this option...

Option C: Status Quo

Eight Directors could support this Option

<i>Pros</i>	<i>Cons</i>
<ul style="list-style-type: none"> ✓ Greatest total funding ✓ Long term stability ✓ Best circumstances to recruit a new Executive Director into 	<ul style="list-style-type: none"> X Puts everything we do under the public microscope X Least separation between business and politics in decision making X Will not have the immediate PR lift of being able to announce separation from public funding

Where are you really at and why?

- ✓ Stay at status quo for the next three months while we develop a detailed plan to move to revised funding
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to funding
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to the County with a new plan and return to funding
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to the County with a new plan that either pursues revised funding or status quo funding
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to the County with a new plan that either pursues revised funding or status quo funding
- ✓ Ditto – with the inclusion of signing a new contract
- ✓ Take six months to reorganize. New Executive Director, new structure, new plan and then come to the County with a new plan and revised funding
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to the County with a new plan that either pursues revised funding or status quo funding. Plan must be ready for October Budget presentations.
- ✓ Suspend county funding for two quarters while we hire a new Executive Director and reorganize, and then return to the County with a new plan that either pursues revised funding or status quo funding. Plan must be ready for October Budget presentations.
- ✓ Hire a new Executive Director, re-organize, and develop a new plan with the intention of being on revised funding with a contract. Tell the County that we are willing to suspend funding while reorganizing.

8. Session Close⁴

During the session close we addressed issues related to the Motions that were passed including notifying the Executive Director, notifying staff, preparing a press release, and preparing to meet with the County Supervisors. We agreed on the following as a summary of the key messages that we wanted to communicate.

Key Messages

The board held a full day board retreat, and at the conclusion of the retreat we have agreed.

We are going to reorganize and develop a new plan for the future. A cornerstone of this plan is to move to a full time dedicated Executive Director. We will begin the search for the new Executive Director immediately, and will also undertake a review of the current organization. The board has formed a special Management Committee who will work with existing staff to continue all current programs and initiatives during our period of reorganization and Executive Search. The Board appreciates the support provided by Columbia County by allowing Kenneth Flood to act as Executive Director for CEDC, but we will no longer avail ourselves of this service.

⁴ During the meeting we addressed the majority of the opportunities identified in the online survey. These will be further explored as CEDC continues the process of reorganizing. The brainstormed opportunities have been attached as [Attachment D: Opportunities](#)

Attachment A: Environmental Scan

Major Trends based on survey responses to questions about changes in; Political, Regulatory, Economic, Social, Technological, Business, Population, and Other areas.

Increasing number of young creative people moving from NYC to Columbia County as full time residents. Rising number of small businesses and home based businesses many of which are artistic or creative.

- ✓ Changing demographic with New Yorkers moving up, locals needing jobs
- ✓ More clientele locating here from NYC with different needs and CEDC should have a better understanding of what these special needs and situations are?
- ✓ Socially, we are seeing a population increase migrating from NYC. The lack of blue collar jobs is making it difficult for young local people to find employment allowing them to remain in the area. Many of the downstate new residents are couples without children which is why we have seen no population growth and local school population has actually declined significantly over the past decade.
- ✓ Increasing numbers of younger families moving here to re-focus their economic lives around small-scale, sustainable enterprises (both agricultural and creative). This is unlike what the county has experienced in the past, where most of influx of new people were as weekenders or weekenders transitioning to retirement.
- ✓ We are seeing an influx of young people from Manhattan and Brooklyn. They bring an entrepreneurial spirit and enthusiasm for new ways of doing things.
- ✓ The population is remaining the same but there are more weekenders and young people arriving seeking relief from the high prices of the metropolitan areas. This is driving out residents who can no longer afford to live here. Rents have increased dramatically.
- ✓ The NYC residents relocation to Columbia County are, for the most part, not supportive of the types of industry we have had in the past. More antique shops and restaurants are generally what are acceptable business types.
- ✓ influx of New Yorkers
- ✓ The rise of smaller business is the future
- ✓ Big business and big employers are of diminishing importance in Columbia County, where the labor pool is relatively small. Growth enterprises for future revolve around tourism, outdoor recreation, internet based businesses, and creative endeavors of many stripes. CEDC board does not reflect much of that new economy.
- ✓ I believe we are in a great position to expand small business or home based business. Situated just 100 miles north of NYC (2hrs) by car, and having rail access makes Columbia County a very attractive alternative to the City and Long Island.
- ✓ We are shifting to Tourism and Agribusiness as a main source of income. Solar energy is emerging. A shift to more small owner managed businesses and incubators. Artists, craftspeople, musicians abound and will be finding ways to be self supporting.
- ✓ People being able to tele commute, no space to start small businesses
- ✓ More and smaller businesses require that while CEDC continues to troll for bigger fish, it has to reach out to, support, and help grow the smaller successful businesses that are here already. CEDC has a mixed reputation in these quarters. Board needs to reflect and represent more of new economy.

- ✓ artisan, small biz, support to Nyorkers.... less traditional manufacturing, "blue collar"
- ✓ Businesses have always been small operations in the county and will continue to be. Due to a lack of an adequate workforce large businesses will probably go elsewhere. With adequate broadband coverage an increase in home based businesses should flourish.
- ✓ There are more small entrepreneurs and less emphasis on the big companies. We need to be actively supporting these growth areas of tourism and agribusiness and careful when we support large projects that are seen as taking money from the taxpayer with Pilots and grants. We have one of the largest populations of artists in the US and that can be an asset if nurtured properly.
- ✓ more educated people are moving here with allot of big business experience and wanting to start small businesses
- ✓ CEDC is working with smaller diverse businesses
- ✓ Similarly CEDC has to reach in the other direction to smaller businesses, many of which currently feel that the organization ignores their interests.
- ✓ The Arts play a big role. The combined Olana / Thomas Cole House art show this summer is a big draw. Tourism of all sorts is a major force.

Increasing importance of Farming, Tourism, Outdoor Recreation, Agribusiness, and Protected Lands as drivers of economic development.

- ✓ Farming will definitely be the trend of the future and CEDC should embrace and work with the farming community maybe by a trade show at the college.
- ✓ decrease in manufacturing jobs increase of agritourism
- ✓ Farmers are now able to make a living and we are very supportive of farming families.
- ✓ Farming Growth

Businesses face significant Regulatory Burden

- ✓ Just because the ads state it, New York is not business friendly. Trying to get projects through local planning boards, State and County DOT, ENCON, the Regional Business Councils all make it terribly time consuming and costly.
- ✓ planning and zoning

The City of Hudson is very successful and vibrant, although there are many low income households in the City and nearby. Real Estate prices and rents in Hudson are rapidly increasing. We are seeing an increasing gap between the highest income earners and the lowest.

- ✓ A smaller and shrinking traditional labor pool. Increasing influx of 'creatives,' gen xers and yers.
- ✓ its decreasing
- ✓ The population is diminishing slowly in CC. We need to work closely with community leaders and try to develop a better relationship with the public to have people remain here. There is far too much in the way of laws prohibiting the way people can live in CC? The laws restrict the individual from having a user friendly lifestyle. Prices, taxes are way too high and need to be kept in check. How can CEDC help with some of that is simply by supporting programs that will guarantee lower taxes and pricing.
- ✓ Our local population has remained unchanged from 2000 to 2010. I would refer this question to what I stated in question 3

- ✓ Rents and house prices in Hudson are increasing rapidly. What out of town weekenders can pay is much more than what lower income local residents can pay

Increasing number of households are second home / weekend home or seniors / retired

- ✓ Second home market/ Weekenders Popularity of Hudson for visitors and new residents
- ✓ Senior Housing is Critical (Retirement Needs) Moderate Income Needs for people to live a healthy life style.
- ✓ Catering to a mostly elderly population and to second home owners will be part of the equation in making businesses prosper. The young are not staying in the County which leads to a lack of an adequate workforce.
- ✓ Anecdotally at least retiree population also increasing, helping feed county's status of one of NYS oldest county populations.
- ✓ older, in general...new arrivals seem more affluent
- ✓ Second and primary homeownership from downstate transplants continues to change the political landscape and the call for additional services. These additional services bring a price that many local residents may not be willing or able to afford. CEDC can help in seeking business to provide services to these new homeowners.
- ✓ Second homeowners/weekenders increasing

Increasing demand for better Broadband access required to support businesses, and residents, in Columbia County

- ✓ Internet internet internet. We simply have to catch up on broadband capacity, availability, where we have seemingly been caught flat-footed and having to play catch-up to other rural counties in state.
- ✓ internet based..NEED for support
- ✓ Broadband Improving is essential -- Many more of the businesses arriving in CC depend on advance computers and technology.
- ✓ Internet availability/ Broadband access
- ✓ Broadband, broadband, broadband.
- ✓ Broadband access throughout the county is desperately needed. Without it we just can't compete. Solar energy is still emerging and seems to be viable so far. Even farming relies heavily on technology now to become more efficient and profitable.
- ✓ The biggest win CEDC could notch right now would be a significant improvement county-wide in broadband infrastructure.

Increasing Competition for Local Businesses from Big Box stores and online competitors

- ✓ As a small business owner () for 85 years, we are finding it increasingly difficult to compete with on line Insurance Carriers. I am not sure if other service type businesses are experiencing similar hardships, but I would envision they are.
- ✓ Big Box stores are here to stay. We should make every attempt to meet and greet these businesses either by telephone or e-mail, mail.

Infrastructure is in need of Investment

- ✓ The largest most important issue that we are faced with is the necessary improvements to our Infrastructure. This would include roads, bridges, utilities i.e.: Water, Waste

Water facilities, pipe replacements/additions. This in my opinion would help developers decide whether or not to grow the prospective client's businesses in CC.

- ✓ Water/Waste Water Needs - Expansion is necessary.
- ✓ Any service which aids in the moving of goods, services and information should be of prime interest to the CEDC and the County IDA. Whether it's by air, by rail, by water, by road or over the Internet, any increase in the transport of goods, services and information increases the overall economy. Both organizations should seek ways to increase local business's access to all these means of transport for the economic health of the County and the County business community.
- ✓ Businesses will come to CC if the CEDC helps to encourage those businesses to establish here. The Infrastructure needs on this area are great. The roads and bridges are in disarray and need repairs or expansion. The Route 9 Fairview Avenue Corridor is way over do for a 3rd lane as well as sidewalks or bicycle paths. The major stores (Big Box) seem content locating on Route 9 Greenport and apparently the trend will continue. CEDC should concentrate on industries. The Route 66 corridor and 9-H in Claverack would be a good start. The Greenport 66 Corridor would be another area for industrial growth in the future.

CEDC is subject to new regulatory oversight by the Authority Budget Office, and increasing scrutiny by special interest groups

- ✓ New ABO requirements change how CEDC has functioned historically; organization has not fully adapted to new requirements.
- ✓ more government regulation/need for assistance navigating such..
- ✓ Recently we have come under the regulatory authority of the NYS ABO (Authority Budget Office) Many new regulations have created a learning curve that has presented an opportunity for anti business development people to criticize our operations.
- ✓ Too much Regulation Extreme difficulty for Project approvals (Planning Boards, Zoning Boards, etc.)
- ✓ There are more regulatory trends like the APO requirements. Transparency is required and CEDC is having trouble complying with these requirements. Most board members are used to running their own companies and not having to report to anyone. This is causing a problem as it reflects badly on the integrity of the board.
- ✓ In my opinion there is a bit too much oversight NYS
- ✓ Local residents and activists keeping a keener eye on CEDC and its transactions; greater sensitivity to private use of public tax dollars.
- ✓ Tighter and tighter centralized control at the state level will erode home rule to the extent that projects good for Columbia County will go unnoticed and unfunded.
- ✓ The trend in Dutchess County was to retool how the IDA and DEDC work together freeing the EDC to work independently and not be so heavily taxpayer supported. This model would be good for us to consider at this time as a more practical way to operate effectively and not have to spend so much valuable time in paperwork.
- ✓ For CEDC to be effective it has to build enough bridges to county government leaders to provide assurance that what resources are available for economic development are intelligently matched and maximized.

Attachment B: Accomplishments

From the on-line survey...

1. *What are five of the biggest accomplishments of Columbia Economic Development Corporation over the past three years?*

The SBA Micro-loan program

- ✓ SBA Micro-loan program
- ✓ Successful SBA loan program
- ✓ Various small business loans; support of agriculture
- ✓ loan program
- ✓ Funding assistance for Catamount Ski Area

Our Marketing Programs

- ✓ Hiring a marketing director
- ✓ Marketing advancements-Carol Wilbur an asset

Small Business Seminars

- ✓ small biz seminars

Farm Programs

- ✓ Farm Growth
- ✓ Continued development of the Dairy Goat Industry

Other

- ✓ Filling out Commerce Park
- ✓ Ginsberg expansion
- ✓ Networking improvements
- ✓ A sound program moving in the right direction with a great Multi-Disciplinary membership of the board.
- ✓ Facilitating cooperation and study for North Bay recreation area
- ✓ Defined town-by-town visitation program to businesses around the county
- ✓ I frankly am not able to name the biggest ones
- ✓ It's a telling statement that I can't list any big accomplishments

Attachment C: Organization Scorecard

From the on-line survey...

2. How well is CEDC doing in terms of the following programs... Where 1 is the worst and 10 is the best

	1	2	3	4	5	6	7	8	9	10
Our Grant Programs to secure funds for businesses and Public Works (Avg. 3.6)		2	2	4		1				
Our Loan Programs to provide funds for business formation, business growth, and job creation (Avg. 4.9)		1	1	3		2	1	1		
Our Business Assistance programs to provide advice, guidance and services to business (Avg. 5.8)			1	3		2	1	1		1

Comments;

- ✓ Lack of Metrics, kept year by year make evaluation/measurement VERY subjective.....
- ✓ Believe we should be applying for many more grants than we do today as well as providing additional loans.
- ✓ Believe the Executive Director doesn't adequately manage his grant writing and loan staff for peak performance.
- ✓ Believe the business Community is not knowledgeable of the services CEDC does and can provide.

Attachment D: Opportunities

From the On-line Survey...

3. *What are five opportunities for CEDC?*
4. *If CEDC were to focus the majority of your effort on the achievement of just three visible milestones over the next three years, what would those milestones be?*

Improved Governance and Planning

- ✓ To scale back the Board to 9 members
- ✓ To hire a new Executive Director
- ✓ Leadership
- ✓ To build transparency, educate the public on its functions, and make a case for renewed public trust and engagement
- ✓ adopt and FOLLOW "procedures/processes/bylaws etc." which are clear, and are followed
- ✓ be very CLEAR/reduce to writing on what constitutes "conflict"....
- ✓ improve/re-agree with City on "what role is"..
- ✓ To help create a shared vision for what economic development goals in the county should be for the next 5 years
- ✓ adopt meaningful metrics , and continually publicize
- ✓ communicating our efforts, successes, failures WELL
- ✓ Transparent, above board conduct
- ✓ New Executive Director
- ✓ Hire a new Executive Director by October 2015
- ✓ Successful transition to new leadership (1-yr time frame)
- ✓ Preparation of a county-wide economic development plan
- ✓ Develop an economic marketing plan to attract businesses to Columbia County

Focus on the "new economy" (Agribusiness, Tourism, SMB) for Hudson and on the "new residents" (including Weekenders and Retired)

- ✓ To build a case for why agriculture, conservation, recreation and tourism are legitimate levers of economic development
- ✓ include the "new" folk somehow
- ✓ Columbia County's renewed agricultural climate
- ✓ Develop a successful model for small businesses to work together to save costs, some kind of cooperative.
- ✓ Dairy Goat Industry and agritourism
- ✓ To solidify its links to the successful sectors of the new economy growing here
- ✓ Green energy

Make CEDC private by giving up County Funding

- ✓ To give up all county funding to become a private membership organization
- ✓ Cut all funding and representative ties with the County government
- ✓ Self sufficiency
- ✓ Privatize
- ✓ Cut all funding and representative ties with the County government

- ✓ privatize
- ✓ reorganize

Investment in Broadband and Green Energy

- ✓ Broadband, green energy

Economic Growth & Jobs

- ✓ Economic Growth
- ✓ attracting JOBS, increases in jobs
- ✓ One new business relocating to Columbia County

Infrastructure

- ✓ Water and Sewer expansion around Commerce Park
- ✓ Better communication resources (broadband or similar)

Other

- ✓ To show it has the support of businesses in the county (grow membership income)
- ✓ become more aggressive
- ✓ additional small business loans
- ✓ education of the public
- ✓ additional small business loans
- ✓ Good business climate as it relates to national and local economy
- ✓ The corporation is well financed
- ✓ Hudson is a hot city now
- ✓ Columbia County's recreational opportunities
- ✓ Develop an inventory of shovel-ready properties throughout the County by working with Town Supervisors and Planning Boards
- ✓ Become Columbia County's economic marketing agency by default
- ✓ Attract viable businesses to expand the tax base