



Choose Columbia

Columbia Economic Development Corporation

COLUMBIA ECONOMIC DEVELOPMENT CORPORATION NOTICE OF MEETING

Please take notice that there will be a meeting of the Columbia Economic Development Corporation Executive Committee held on March 21, 2018 at 8:30am, at 4303 Route 9, Hudson, NY 12534 for the purpose of discussing any matters that may be presented to the Committee for consideration.

Dated: March 14, 2018

Sarah Sterling

Secretary, Columbia Economic Development Corporation

CEDC Executive Committee Agenda

Chairman:

Tony Jones

Members:

David Fingar

Sarah Sterling

Rick Bianchi

Colin Stair

1. Minutes, December 6, 2017*
2. Executive Committee Charter*
3. Strategic Planning
4. President's Report
5. CEDC Operation and Accomplishment Report
6. 2017 Goals
7. Activity Metrics
8. Columbia County 2018 Economic Outlook
9. 2018 Goals
10. Project List
11. Real Property Inventory
12. Columbia County 2017 CFA Awards

Attachments:

Draft Minutes, December 6, 2017

Executive Committee Charter

President's Report

CEDC Operation and Accomplishment Report

2017 Goals

Activity Metrics

Columbia County 2018 Economic Outlook

* Action Required



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Choose Columbia

Columbia Economic Development Corporation

MINUTES
COLUMBIA ECONOMIC DEVELOPMENT CORPORATION
Executive Committee
Wednesday, December 6, 2017
4303 Route 9
Hudson, NY 12534

A regularly scheduled meeting of the Columbia Economic Development Corporation (CEDC) Executive Committee held at their offices located at 4303 Route 9, Hudson, NY 12534 on December 6, 2017. The meeting was called to order at 8:32am by Tony Jones, Chair.

Attendee Name	Title	Status	Arrived
Tony Jones	Chair	Present	
David Fingar	Vice-Chair	Excused	
Richard Bianchi	Treasurer	Present	
Sarah Sterling	Secretary	Present	
Colin Stair	Board Member	Present	
Andy Howard	CEDC Counsel	Excused	
F. Michael Tucker	President/CEO	Present	
Brandon Dory	Project Manager	Present	8:45am
Lisa Drahushuk	Administrative Supervisor	Present	
Martha Lane	Business Development Specialist	Present	
Erin McNary	Bookkeeper	Present	
Ed Stiffler	Economic Developer	Present	

Minutes:

Ms. Sterling made a motion, seconded by Mr. Bianchi to approve the meeting minutes from January 18, 2017. Carried.

Committee Discussion:

Mr. Jones noted that two of the committees lacked chairmen, and the two newly elected board members required committee assignments. Due to the holidays and the uncertainty of obtaining a quorum, Mr. Jones asked that the Executive Committee approve the committee assignments. Mr. Jones suggested Gary Spielmann be assigned to the Governance and Nominating Committee due to his experience. He noted that both Mr. Polemis and Mr. Lapenn would be out of town for a great deal of January and Mr. Lapenn would be out for most of February. Mr. Jones suggested Ruth Adams be appointed to the Workforce and Education Committee, noting her extensive contacts.

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Mr. Jones noted that the Loan Committee would be losing their chairman at the beginning of the year. Jim Mackerer had tendered his resignation to the IDA Board effective 1/1/18. Following a discussion, the Committee felt they would rely upon the Loan Committee to suggest candidates for chairman.

Mr. Jones updated the Committee on the search for office space. Mr. Tucker noted the cost would require a formal procurement process. Mr. Jones requested that an simple fact sheet outlining needs be distributed to real estate brokers and plaza owners affording them an opportunity to respond. Mr. Tucker noted the cost of space fit up might be prohibitive at the plazas.

Strategic Planning:

Mr. Jones stated he wished to have a general discussion regarding the Strategic Plan. Mr. Tucker noted it had been nearly 2 years since the rollout of the plan and suggested a report be prepared to outline the actions taken to date. Mr. Bianchi suggested an analysis of the committees. Mr. Jones suggested the topic could be addressed and the December 12th meeting. Mr. Tucker suggested the Strategic Plan be reviewed at that meeting,

Mr. Bianchi felt it would be productive to have a brief presentation of the jobs and businesses brought in by CEDC. Mr. Stair felt a large picture overview would be beneficial, suggesting a top 10 or 12. Ms. Sterling noted CEDC was providing a welcoming atmosphere, which was indirectly responsible for companies locating to the county. .

Mr. Stair seconded by Ms. Sterling made a motion to enter executive session under §105 (f) of the General Municipal Law of New York State to discuss "the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation." Carried. Executive session was entered into at 8:58am.

Ms. Sterling made a motion, seconded by Mr. Bianchi to end executive session. Carried. Executive session ended at 9:28am.

Ms. Sterling made a motion, seconded by Mr. Bianchi to forward the consulting agreement with Tucker Strategies, Inc. to the January CEDC Board meeting. Carried.

With no further business, Mr. Bianchi made a motion to adjourn the meeting, seconded by Ms. Sterling. Carried. The meeting adjourned at 9:31am.

Columbia Economic Development Corporation

Executive Committee Charter

Purpose:

Pursuant to Article IV, Section 1 of the Corporation's bylaws, the Executive Committee is delegated to act for the Board in fulfilling the Board's fiduciary duties by engaging in the activities identified in this Charter and by acting for the Board between meetings of the Board to the extent allowed by law, within the limits established in this charter and the bylaws.

Membership:

The Committee will consist of the Chairperson, Vice-Chairperson, Secretary, Treasurer and one Director as of voted upon by a plurality of the votes cast by the Directors of the Corporation selected by the Board. The Executive Director shall be an ex officio member without a vote, invited to attend meetings of the Executive Committee unless requested not to attend by the person acting as Chair.

Meetings and Quorum:

The Committee shall meet at least monthly, unless the Chair deems a meeting unnecessary. Members of the Executive Committee are expected to attend each committee meeting. A majority of the members of the Committee shall constitute a quorum. The act of a majority of the Committee members present at a meeting at which a quorum is present shall be the act of the Committee. The Chairperson shall preside over Committee meetings, which shall be open to the public in accordance with the salient provisions of the Open Meeting Law of the State of New York, as set forth within Article 7 of the Public Officers Law. Meeting agendas shall be prepared prior to every meeting and provided to the Committee members along with materials five (5) business days before the scheduled Executive Committee meeting.

Minutes of these meetings shall be recorded and a report of the Committee's meeting shall be prepared and presented to the Board at its next scheduled meeting following the meeting of the Committee.

Powers and Authority:

In discharging its role, the Committee is empowered to inquire into any matter it considers appropriate to carry out its responsibilities, with access to all books, records, facilities and personnel of the Organization. The Committee shall have the power to retain outside counsel or other advisors to assist it in carrying out its activities. The Organization shall provide adequate resources to support the Committee's activities, including compensation of the Organization's counsel and other advisors retained by the Committee. The Committee shall have the sole authority to retain, compensate, direct, oversee and terminate counsel and other advisors hired to assist the Committee, who shall be accountable ultimately to the Committee.

The Committee shall undertake the following responsibilities, which are set forth as a guide. The Committee is authorized to carry out these activities and other actions reasonably related to the Committee's purposes or as assigned by the Board from time to time. To fulfill its purposes, the Committee shall:

- Executive Oversight. Subject to limitations on its authority established by the Board, by laws or law, the Executive Committee shall oversee the performance of the Executive Director and executive staff and make annual recommendations to the Board concerning performance, expectations, compensation and other considerations as required.
- Personnel Matters. The Executive Committee shall oversee the development of personnel policies and their implementation by the Executive Director.
- Call special meetings of the Board when required; and
- Maintain minutes of meetings and regularly report to the Board on Committee findings, recommendations and actions, and any other matters the Committee deems appropriate or the Board requests.
- Act on behalf of the Board on matters that arise between scheduled Board meetings or when it is not practical or feasible for the Board to meet, to the extent permitted by applicable law and regulations, the certificate of incorporation and the bylaws. However, the Committee shall **not** have the power or authority to act on behalf of the Board with respect to the following matters:
 - Adopt, amend or repeal any provision of the certificate of incorporation or bylaws;
 - Elect, appoint or remove directors or permanently fill vacancies on the Board or any committee of the Board;
 - Amend any committee charter or resolution of a Board committee previously established by the Board;
 - Amend the Organization's mission;
 - Approve or recommend to members the dissolution, merger, or the sale, pledge or transfer of all or substantially all of the corporate assets;
 - Appointing or terminating the appointment of the Executive Director;
 - Approve or modify the budget;
 - Add or eliminate programs previously authorized by the Board;
 - Change or add membership categories or the rights or benefits of membership;
 - Permanently relocate the main office



2017 Annual President's Report

Executive Summary:

2017 was a strong year for Columbia County's economy, and Columbia Economic Development Corporation (CEDC) is proud to have made progress on many initiatives that contributed to increasing growth and prosperity. The County continues to register the lowest unemployment rates in New York State and has had seen an influx of both private sector and public investment. Building on CEDC's 2016 Strategic Plan, we have accomplished a great deal to further position Columbia County as an attractive destination for workers, businesses and investment.

One of the biggest highlights of the last year was the City of Hudson's being selected by Governor Cuomo as the Capital Region's 2017 Downtown Revitalization Initiative winner, which promises to leverage \$10 million in state funding while attracting millions more in private sector investment. CEDC is proud to have partnered with the City and Hudson Development Corporation (HDC) in developing a successful application, and we continue to play an active role in the implementation of the funding.

Hudson's emergence as a premier destination in Upstate New York is only made stronger by exciting economic development opportunities throughout the county. In 2017, CEDC led initiatives to create new and sustained economic growth through expanded broadband access, emphasizing workforce development and education, spotlighting the County's creative economy, and providing technical assistance, loans and other related services to businesses looking to locate and expand here.

CEDC's successes could not be possible without its dedicated board of directors, staff and members. We have continued to work closely with the County Board of Supervisors, who provide significant financial support, along with our state, federal and other local elected officials.

Included in the following report is a comprehensive review of CEDC's major activities during the last year, many of which we look forward to continuing to work on in 2018.

Strategic Plan Update:

Throughout 2017, CEDC continued to make progress on each of the four pillars identified during the process of formulating its 2016 Strategic Plan. Selected accomplishments from this year that address each strategic pillar include:

Entrepreneurship & Innovation:

- Conducting a MicroBusiness Seminar Series, which graduated 11 individuals who are starting or expanding businesses in Columbia County.
- Continuing to provide small business financing to 17 companies through CEDC's County Loan and US Small Business Administration's Micro Loan programs.
- Providing free technical assistance to 60+ small business owners in Columbia County.

Infrastructure:

- As Columbia County's designated Broadband Coordinator, CEDC staff attended multiple public hearings and meetings, and served as a resource hub, for broadband expansion in the County.
- Continuing to work on securing funding to address wastewater treatment issues relating to the County Commerce Park.
- CEDC received a \$12,500 matching grant from the Hudson River Greenway to study the feasibility of the Albany Boston Rail Trail.
- CEDC serves on City of Hudson Mayor's Housing Task Force and we continue to work with the Columbia County Social Service Commissioner on county housing issues.

Quality of Life and Sustainability:

- Hosted a Creative Economy Forum; spotlighting arts, culture and tourism, which is one of Columbia County's strongest economic sectors and one that leads to a higher quality of life.
- Partnered with Hudson Opera House on Visitors Survey funded by I Love NY.
- Partnered with the City of Hudson and HDC on the Hudson DRI Application; providing staff support on DRI Local Planning Committee. Partnered with HDC to lead the Hudson DRI Public Engagement Workgroup.
- CEDC was appointed by the Board of Supervisors to coordinate the Energize NY PACE funding program for the county.

Workforce and Education:

- Creating a Board Workforce and Education Committee to provide a clearer focus on the importance of an educated and well-trained workforce.
- Participating in regular Roundtable meetings with representatives of various county businesses, the Chamber of Commerce, BOCES, School Superintendents, Workforce NY and Community College to address Workforce Development and Education issues.
- Piloting a Junior Leaders Summer Camp in partnership with the Chamber of Commerce.
- Leading discussions with partners and stakeholders on a possible "Fabrication Manufacturing Cluster" workforce training initiative.

Board of Directors: CEDC's dedicated Board of Directors had a productive year driving the initiatives of the organization. The full Board held ten meetings; the Audit and Finance Committee met four times; the Executive Committee met two times; the Governance and Nominating Committee met two times; the Loan Committee met eight times; and the new Workforce and Education Committee met three times. Members of the Board attended countless other meetings and events as representatives of CEDC throughout the year.

CEDC welcomed two new members to the Board at the November 2017 meeting. Ruth Adams, the Executive Director of Art Omni International Arts Center, will add a valued perspective that represents Columbia County's strong creative sector. Gary Spielman also joined the Board, bringing decades of experience in government and community work.

Business Retention and Expansion: CEDC staff met with more than 35 existing businesses throughout 2017 and fielded numerous other inquiries to help local businesses retain jobs and expand their operations. By providing local market information, business expertise, zoning and planning guidance and financing options, among other services, CEDC helped maintain job creation and retention as one of its core focuses throughout 2017.

Marketing Activities: CEDC continues to market Columbia County to businesses outside the County through advertising, trade shows and eMarketing, providing one-on-one site selection assistance and other economic development information. In addition, CEDC provides its members, as well as county stakeholders, with a monthly newsletter that includes updates on CEDC's activities and other business related information.

CEDC Loan Programs and Technical Assistance: CEDC maintains a revolving loan fund that start-up and expanding businesses can access. In addition, CEDC administers the U.S. Small Business Administration's (SBA) MicroLoan Fund providing loans to small, medium, and even large businesses. CEDC provides free Technical Business Assistance to prospective borrowers and other qualified businesses, including business plan development, marketing and other business-related services. Over 60 local businesses received technical assistance in 2017.

CEDC 2017 Loans	Loan Amount
State 11 Distillery	\$25,000
Nick Jennings	\$10,000
Brown's Custom	\$12,500
Philmont Beautification	\$30,000
Central Market	\$25,000
Hudson Athens Retail Venture	\$25,000
Copake General Store SUH6 Enterprises	\$25,000
41 Cross Street	\$75,000
<u>2017 Total CEDC Loans</u>	<u>\$227,500</u>

SBA 2017 Microloans	Loan Amount
State 11 Distillery	\$25,000
Nick Jennings	\$5,000
Browns Custom	\$12,500
Central Market	\$25,000
Fox & Harrow	\$8,500
A Green Beauty	\$5,000
Hudson Athens Retail Venture	\$25,000
Copake General Store SUH6 Enterprises	\$25,000
Rockhoundzz	\$2,000
2017 CEDC MicroLoans	\$133,000

MicroBusiness Seminar Series: On October 31st, CEDC congratulated 11 individuals that completed its 2017 MicroBusiness Seminar Series. The Series included seven weeks of classroom training by accountants, attorneys, lenders and marketing experts.

Gerald R. Simon Commerce Park: CEDC continues to market and administer development sites in the County's Commerce Park located at Rts 9H and 66 in the towns of Ghent and Claverack. CEDC worked with the County's engineering consultant on planning and a CFA grant application in connection with a sewer line expansion project to replace the aged waste water treatment plant at the commerce park.

Hudson Downtown Revitalization Initiative Winning Application: As outlined above, in partnership with HDC, CEDC provided funding and staffing to the development of the City of Hudson's Downtown Revitalization Initiative (DRI) Application, which was selected as the Capital Region's \$10 million DRI winner. Governor Cuomo announced Hudson as a winner at Hudson Hall in July, and a Local Planning Committee has since convened to detail how the funds will be implemented. The winning application included exciting mixed-use development projects, infrastructure improvements, workforce training initiatives, and many other concepts designed to make Downtown Hudson more connected, livable, and tourist-friendly. CEDC continues to provide staff and other support, and it is anticipated that we will provide on-going assistance once the final allocations are announced in mid-2018.

Expanding Broadband Access: As Columbia County's designated broadband coordinator, CEDC continued to provide mapping services to providers, businesses and residents. In addition, CEDC actively participated in public hearings throughout the year regarding investment in the County's broadband infrastructure.

New CEDC Website: In December, CEDC completed a redesign of our website to provide its stakeholders with a modern, user-friendly and informative online experience. The new website includes an improved organizational structure, including a Public Document Room, a design that is adaptive to all devices, and it provides a stronger emphasis on marketing Columbia County to businesses seeking to relocate or expand.

Workforce Development and Education: 2017 marked the first year of the CEDC Board's Workforce and Education Committee, which is discussing how to better facilitate collaboration between various organizations focused on the workforce pipeline in Columbia County. These discussions have led to early-stage planning of events and initiatives to take place in 2018 in partnership with the Chamber, Columbia-Greene Community College, Questar III BOCES, the Columbia Greene Workforce Investment Board, and the County's six school districts. CEDC also partnered with the Chamber of Commerce to pilot a Junior Leadership Camp, which six local high school students completed over the summer.

Job Recruitment Expo: In late 2017, CEDC began planning a Job Fair series in partnership with Columbia-Greene Media, NY Works and Columbia-Greene Community College. Titled "Columbia County Recruitment Expos", there will be events at CGCC in April and at a location to be determined in October that aim to revolutionize job-seeking and recruitment in Columbia County by expanding participation and providing access to an extensive marketing package for employers.

Creative Economy Forum: On December 8th, CEDC hosted over 200 attendees at Hudson Hall for "Columbia County's Creative Economy: Arts, Culture, and Tourism Forum." Leading experts in arts and tourism from Columbia County, the Capital Region and national organizations presented on their experiences and how Columbia County can leverage its strong creative economy for future economic development. The Keynote Speaker was Sarah Calderon, Managing Director at ArtPlace America, a national grant maker for art-based community development projects. Calderon was followed by a panel that was moderated by Upstate Alliance for the Creative Economy Director Maureen Sager and included Basilica Hudson Co-Founder Melissa Auf de Maur, CEO of Proctor's Theatre Phillip Morris, and President of Audience Research & Analysis George A. Wachtel.

Hudson River Skywalk: The Hudson River Skywalk project connecting the Olana State Historic Site in Greenport to the Thomas Cole National Historic Site in Catskill has been the recipient of two state economic development grants and is scheduled to be completed in 2018. The 1.8 mile scenic pedestrian trail promises to bring increased tourism and economic activity to Columbia County in the coming years. CEDC has been an active partner throughout all phases of the project. The Governor included in his 2018 State of the State a third phase proposing that the State will reconstruct the current intersection of Route 23 and Route 9G in Columbia County into a pedestrian and bicycle friendly roundabout with a direct connection to Olana. Further, the State's Empire State Trail, which is currently under construction, will provide pedestrian and bicycle friendly travel north from Olana and the Rip Van Winkle Bridge directly into the City of Hudson.

Wick Hotel: CEDC has worked with The Wick Hotel's development team and stakeholders in the City of Hudson during the last two years to ensure a strong opening and start to their business. Also, CEDC, as the administrator of the Columbia County IDA, assisted The Wick with its IDA bond financing.

Hudson Valley Creamery: CEDC continues to work with Hudson Valley Creamery (HVC) on its plans to expand their artisanal goat cheese processing plant in Livingston and implement state economic development funding. The completion of HVC's business expansion will bring new jobs to Columbia County's agribusiness sector, continuing the County's history of producing craft food.

Hudson Hall Visitor's Survey: CEDC partnered with Hudson Hall to conduct a study on tourism in the City of Hudson, which has provided valuable insight to promoting the tourism sector in Hudson and the surrounding county. The data collected from the survey was presented at the December Creative

Economy forum hosted by CEDC. The study was funded by the State's I Love NY Tourism Marketing program.

Rail Trail: CEDC has participated in meetings throughout the year to expand recreational opportunities in Columbia County via the Empire Rail Trail initiatives which will contribute to higher quality of life for residents and increased tourism. Working with the Columbia County Land Conservancy, CEDC received a \$12,500 matching grant from the Hudson River Greenway to study the feasibility of the Albany Boston Rail Trail.

Craft Beverages Industry: CEDC has been working with a number of companies seeking to expand or locate in Columbia County in the craft beverages industry, which has been growing throughout Upstate New York. This industry is perfectly suited to thrive in Columbia County by complimenting its strong creative economy, tourism and agribusiness sectors.

Farm-to-table Initiative: CEDC worked with the Hudson Valley Agribusiness Development, the Berkshire Taconic Foundation and Hawthorne Valley Farms, along with several local school districts and other interested partners, on an application for New York State's Farm-to-School grant program, which provides funding for initiatives to increase the amount of fresh local food included in school districts. While the application did not result in funding during this year's round, Governor Cuomo has committed to doubling funding for the program in the upcoming year's State budget and we are optimistic that Columbia County will be highly competitive in 2018.

Ramboll Young Planners Summit in Hudson: CEDC partnered with Ramboll Group to promote their annual Young Planner's Summit in the City of Hudson. Ramboll is an international consulting company that works in the areas of buildings, transport, planning & urban design, water, environment & health, energy, oil & gas and management consulting. The summit trains young people in creating livable cities across the U.S. and highlighted Hudson as a city that is representative of many of the challenges and trends in planning throughout the country.

Energize NY: Columbia County became the 41st municipality in New York State to become a member of Energize NY, an organization that offers low-cost financing solutions to businesses seeking to implement clean energy sources. CEDC will be leading efforts to promote their PACE program (Property Assessed Clean Energy) and assist businesses and residential property owners with finding energy cost-savings.

Regional Economic Development Council Round XII: Columbia County enjoyed a strong showing in the 2017 Regional Economic Development Council's competitive grant process, with 15 projects combining to receive nearly \$3 million. CEDC actively assisted many of the applicants during the process, and will continue to help awardees and future applicants as needed. Three Columbia County projects were spotlighted by the Capital Region Economic Development Council in their annual progress report:

- **PGS Millwork, Inc.** was designated a regional priority project and received \$300,000 to make improvements to their custom woodwork manufacturing facility.
- **The River House Project** received \$225,000 to complete renovations that will contribute to further developing Columbia County's strong creative economy by creating a workspace for creative professionals.
- **Digifabshop** received \$500,000 to expand their business, which is already Columbia County's largest advanced manufacturing employer.

2017 CFA Columbia County Award Winners	Award
723 Warren St LLC	\$120,000
Basilica Arts Inc	\$45,000
Basilica Arts Inc	\$75,000
COARC Columbia County Chapter	\$230,000
Columbia Greene Community College	\$50,330
Columbia Land Conservancy	\$51,776
Digital Fabrication Workshop, Inc	\$200,000
Digital Fabrication Workshop, Inc	\$300,000
Hudson Mohawk Resource Conservation Development	\$500,000
Hudson Opera House	\$45,000
PGS Millwork, Inc.	\$300,000
River House Project LLC	\$225,000
Shaker Museum Library	\$49,400
The Olana Partnership, Inc.	\$420,000
Thomas Cole Historic House	\$225,000
Total	\$2,836,506

Key Partnerships:

- **Center for Economic Growth:** CEDC has worked to improve its competitive position by aligning with and leveraging the Capital Region's economic strategy. As a member of CEG and attending their events such as the 87/90 Semiconductor Summit in 2017, CEDC ensures that it stays actively engaged in regional economic development strategy and activities.
- **Columbia County Chamber of Commerce:** CEDC maintains a strong relationship with the Columbia County Chamber of Commerce through regular dialogue and meetings between the board and staff of each organization, in addition to working together on various collaborative initiatives.
- **Hudson Development Corporation:** Among many jointly supported initiatives, CEDC partnered with HDC to develop the winning Hudson DRI application in 2017 and continues to support the development of the implementation plan.
- **Hudson Valley Agribusiness Development Corporation (HVADC):** CEDC has a long-standing partnership of working together with HVADC to assist both existing agri-businesses and supporting policies and regulations that recognize and support New York State's agricultural economy.
- **Professional Service Providers:** CEDC regularly discusses the County's economic strategy with local bankers, realtors, developers, and engineers, etc. to better understand the needs of key industries to assist them in serving their business clients.
- **Utilities:** Reliable access to energy and electricity are among the most important factors for companies in the site selection process, and CEDC maintains relationships with National Grid and NYSEG to develop solutions for the County's energy needs.
- **Other nonprofit organizations and associations:** CEDC seeks engagement on economic development initiatives and has partnered with many organizations throughout the County in 2017, including the New York Farm Bureau, New York State Economic Development Council,

Columbia Land Conservancy, Hudson Valley Pattern for Progress, and the Berkshire Taconic Foundation, among others.

Organizations Administered by CEDC:

Columbia County Industrial Development Agency (CCIDA):

Board of Directors: Jim Mackerer (Chair), Sidney Richter (Vice-Chair), Bob Galluscio (Treasurer), Sarah Sterling (Secretary), William Gerlach, Brian Keeler, Carmine Pierro

The CCIDA actively promotes, encourages, attracts and develops job opportunities throughout the County. The agency offers companies comprehensive services including needs assessment, site selection, financial incentives, and access to other public-sector programs. CCIDA's Board of Directors met five times during 2017. Among projects that CCIDA participated in, included development and/or expansions at The Wick, SunStream Solar and Architectural Cast Stone. As part of CEDC's new website, new pages were created for CCIDA that include a better organized public documents page.

Columbia County Capital Resource Corporation (CCRC):

Board of Directors: Jim Mackerer (Chair), Sidney Richter (Vice-Chair), Bob Galluscio (Treasurer), Sarah Sterling (Secretary), William Gerlach, Brian Keeler, Carmine Pierro

Specifically designed to assist not-for-profits, the Columbia County Capital Resource Corporation encourages community and economic development by assisting not-for-profit capital projects with obtaining lower-cost financing. Using the CCRC as a tool, lenders receive financial benefits on loans they provide to qualified not-for-profits, thereby lowering the cost to the borrower. The CCRC Board of Directors met five times during 2017. CEDC staff began working on a plan to better promote CRC resources at the end of 2017. As part of CEDC's new website, new pages were created for CCRC that include a better organized public documents page.

James Mackerer, a long-time CCIDA and CRC member, who also served on the CEDC Board as an ex-officio member, retired from in December. We thank Jim for his significant contributions in working to grow and expand businesses and job opportunities during his long tenure on all three boards.

Hudson Industrial Development Agency (HIDA):

Board of Directors: Tiffany Garriga (Chair), Thomas DePietro (Vice Chair), Heather Campbell (Treasurer), Tiffany Martin Hamilton, Pricilla Moore, Justin Maxwell.

The HIDA also actively promotes, encourages, attracts and develops job opportunities and economically-sound commerce and industry in the City of Hudson. The HIDA Board met six times during 2017. CEDC's contract with the City of Hudson to serve as the administrator of HIDA was extended through December 2018. HIDA approved a PILOT agreement with Redburn Development for The Wick, which was incorporated into the CIDA' project financing agreements. CEDC also updated and reorganized HIDA's webpage on the City of Hudson's new website, which launched in December.

Conclusion:

The first full year of executing CEDC's Strategic Plan brought renewed focus and energy to fulfilling our mission of economic development and job creation. As our implementation strategies show, our mission is one that extends to a wide range of sectors and components of life throughout Columbia County. While collaborating among a diverse set of stakeholders and partners to improve the economy is challenging, it is critical to do so in the complex and competitive 21st century environment. CEDC continues to be the best positioned organization to facilitate this collaboration countywide.

The four pillars of the 2016 Strategic Plan provide a comprehensive framework for approaching economic development in this challenging environment, and the early results are showing results. We are increasingly being recognized by the Capital Region and New York State as an economy on the rise, which is demonstrated by the winning Downtown Revitalization Initiative application for the City of Hudson and the strong group of CFA project awards. With these highly publicized economic development wins in 2017, Columbia County benefits from increased awareness and the optimism that comes with new job creating and additional investment. New projects coming to completion in 2018 will ensure that this momentum continues to build.

In 2018 and beyond, CEDC is ready to lead in the process of continuously readapting Columbia County's economy to maximize our competitiveness and create more good jobs for residents. The endeavor of developing a more innovative economy, a stronger workforce, modern infrastructure, and a better quality of life is unending. Our past and future successes would not be possible without the engagement of businesses, nonprofits, educational institutions, governments, and our residents. CEDC's staff and Board are excited to continue the conversation of prosperity in Columbia County with our many partners and stakeholders and turning ideas into initiatives that provide tangible results for the community.

Columbia Economic Development Corporation
Operations and Accomplishments
January 1, 2017 – December 31, 2017

Operations:

The Columbia Economic Development Corporation (CEDC) assists businesses with financial incentives, technical assistance, loans, site location assistance and training. Since 1992, CEDC has helped hundreds of local businesses through its MicroBusiness training program, SBA Microloan program, technical assistance program, revolving loan funds, and Community Development Block Grant loans. CEDC provides assistance in accessing New York State funding through the Empire State Development grant funds as well as Excelsior Jobs tax credits. CEDC has hosted outreach events targeted to the creative economy, as well as Columbia County's part-time residents.

Accomplishments:

- Monthly newsletters and eblasts were distributed to 1500 recipients.
- Onsite business visits were conducted to large and small existing businesses to determine issues and potential areas of assistance. Visitations also included technical assistance recipients, microloan recipients and current and potential loan clients as well as businesses interested in locating or re-locating to Columbia County.
- Approved for a \$69,745 grant from the U.S. Small Business Administration for the provision of technical assistance.
- Provided technical assistance to 63 small business owners in Columbia and Greene Counties.
- Conducted a 7 week MicroBusiness Seminar Series that graduated 12 entrepreneurs.
- Closed on 9 SBA microloans totaling \$133,000. 8 CEDC loans closed, totaling \$227,500. Three existing loans were modified.
- Reviewed, completed and submitted confidential board evaluation, mission and measurements statement, 2016 audited financials, assessment of internal controls.
- Annual meeting held with 125 attendees amended and revised by-laws were adopted.
- CEDC and the Columbia County Chamber of Commerce hosted a Junior Leadership Camp, a joint pilot program for local incoming high school juniors focused on career awareness opportunities and leadership skills.
- Contracted with the City of Hudson IDA to provide administrative support services. Organizational policies were updated, required documents were reviewed, discussed and approved.
- Governance Committee interviewed and nominated 2 board candidates, reviewed the charter, Corporate by-laws, reviewed board member compliance, authorized formation of an ad hoc Workforce and Education Committee.
- Audit and Finance Committee reviewed audited financials, auditor correspondence, 990, PARIS, and 2018 budget.
- Continued partnership with the Columbia Greene Workforce Investment Board, Hudson Valley Agribusiness Development Corporation and the Center for Economic Growth amongst others.

- List of 2017 CFA Funding Received for Columbia County Projects (project and \$ amount)

Applicant	Award
Basilica Arts Inc.	\$45,000
Basilica Arts Inc.	\$75,000
723 Warren St. LLC	\$120,000
COARC	\$230,000
Columbia-Greene Community College	\$50,330
Columbia Land Conservancy	\$51,776
Digital Fabrication Workshop Inc.	\$500,000
Hudson Hall	\$45,000
Hudson Mohawk Resource Conservation Dev. Council	\$500,000
PGS Millwork Inc.	\$300,000
River House Project LLC	\$225,000
Shaker Museum Mount Lebanon	\$49,400
The Olana Partnership Inc.	\$420,000
Thomas Cole Historic House	\$225,000
Total	\$2,836,506

- List of 2017 MicroLoans and CEDC Loans Awarded (business name and \$ amount)

CEDC Loans	Loan Amount
State 11 Distillery	\$25,000
Nick Jennings	\$10,000
Brown's Custom	\$12,500
Philmont Beautification	\$30,000
Central Market	\$25,000
Hudson Athens Retail Venture	\$25,000
Copake General Store SUH6 Enterprises	\$25,000
41 Cross Street	\$75,000

SBA Microloans	Loan Amount
State 11 Distillery	\$25,000
Nick Jennings	\$5,000
Browns Custom	\$12,500
Central Market	\$25,000
Fox & Harrow	\$8,500
A Green Beauty	\$5,000
Hudson Athens Retail Venture	\$25,000
Copake General Store SUH6 Enterprises	\$25,000
Rockhoundzz	\$2,000

- Total \$ amount of MicroLoans

2017 CEDC MicroLoans	\$133,000
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- Total \$ amount of CEDC Loans

2017 CEDC Loans	\$227,500
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- Total number of small business owners receiving technical assistance in 2017

63

- List of graduates from 2017 MicroBusiness Seminar Series

2017 Seminar Graduates	Business
Andrew Gates	Houlihan Lawrence
John Grayzel	Art Gallery
Antoine Guerlain	Artisan Bakery
Tracey Hicks	Pretty Perfectly
Erik Lehtinen	Integrative Financial Life Management
Kelly Leonardo	Tin Can Juicery
Gavin Preuss	Home and Property Photography LLC
Laurie Pulver	Pulver's Creative Studio LLC
Mara Schiavetti	A Green Beauty
Maria Smirensky	HR & Benefit Consulting
D'Arcy Smith	Rekhoundzz

Columbia Economic Development Corporation – CEDC 2017 GOALS

EXTERNAL GOALS

- **Make significant advances in collaborative plan to improve broadband access in CC**
 - Issue is how to have tangible, explainable goal when we are so dependent on plans, actions of others, i.e., Spectrum, NYSBO, BOCES, etc.
 - Is affordability, which probably assumes multi-provider access, any part of our stated plan?
 - What role will CEDC be asked to serve in a Public Private Partnership in Phase 3?
- **Advance development and funding of Commerce Park Sewer Line tie-in to Town of Greenport Treatment Facility**
 - Can we aim to advance completion date prior to end of 2018?
 - How can CEG advance a comprehensive corridor plan to promote development
- **Complete inventory of available manufacturing/commercial sites in CC and certify at least one as 'shovel ready'**
 - Work in cooperation with Board of Realtors in assuring online resource of potential sites in available
 - Work with officials in an identified town/village to advance pre-permitting process as far as possible
 - Re Publish County Development Guide, along with County Zoning & Planning Maps
- **Targeted outreach to CC's largest 25 employers to understand and address their issues for retention/expansion**
 - Create template package to collect information on them and to communicate information on our policies, procedures and programs that can help them
 - Also to recruit them to membership in CEDC
 - Amounts to one visit every two weeks – Accelerate to complete in 26 weeks
 - Ongoing opportunity to reach local companies with which we have no high-level contact (i.e., Flanders, UFS, Etsy, DigiFab Shop, etc)
- **Institute a Workforce Development Program targeting CC high school students**
 - Two-tier possibility, 11th grade Internship, 9th grade business/entrepreneur fundamentals, in cooperation with interested districts and possibly parents
 - Initiative to be defined and launched by CEDC's new WFD ad hoc committee
 - Coordinate possible certificate and apprentice programs with CGCC, BOCES, School District's and Employers, designed to address specific major employer needs

- **Develop a demonstration program with a town or group of adjoining towns to model pre-approval of a desired business activity**
 - Way to move forward with a "go where people want you and where it is sustainable" model
 - Possible to pursue in combination with a CEDC-sponsored Sustainability Conference (per NYSDoS conference of 11/29/16)
 - Sponsor with others additional Zoning and Planning Board Training
- **Sponsor a Smart Growth forum event in 2017**
 - Can fulfill promised follow-up to Weekender Forum of 2016
 - Possibly modeled on Warren County presentation
 - Crossover between public audience and audience of town elected/planning/zoning officials—no such forums currently available
- **Sponsor some form of Creative Economy event in 2017**
 - At minimum we need some sort of placeholder to keep CC's creative economy and digital economy resources in public eye.
- **Define some initiative related to affordable workforce housing in CC**
 - Require something to be responsive to expressed needs of employers and to BoS EDC
- **Strengthen partnerships in support of Columbia Memorial Health and Columbia-Greene Community College**
 - Both institutions are key to the economic development strengths of CC, so they should remain on our 'assets to protect' list
 - Other partnerships to consider for additional focus include CCCoC, HDC, HVADC

INTERNAL GOALS

- **Promote CEDC/SBA loan programs with goal of lending \$250k in 2015**
 - Structured expectations in terms of loans at various dollar levels
 - Possibility of bringing more underwriting experience to Loan Committee
 - Develop targets for how much of loan income supports loan program and how much supports CEDC operations
- **Redesign CEDC website**
 - Focus on better structure, better content, improved functionality
 - Issue Annual Update of Key Demographics and Eco Dev Metrics
- **Get Entrepreneurial Portal functional**
 - Determine degree of cooperation with CC and CCCoC

- **Improve profile of CEDC Membership Plan**
 - Revisit benefit structure, improve recruitment efforts, target numbers of added memberships necessary to reach 2017 and 2018 budget goals

- **Institute quarterly board education topics for review/discussion**
 - 15-20 minutes at a board meeting with readings circulated ahead of time
 - One topic could be the the balance between CEDC's focus on manufacturing and jobs vs needs of non-profits in the county
 - Another topic, where Mike already has a good collection of materials, is strategies rural counties can use to present a strong ED profile/argument

- **Institute an annual (Fall) awards program to recognize outstanding manufacturers/creatives/non-profits in CC**
 - Needs to be defined so that doesn't appear too chamber-like, but can serve to raise our profile and to encourage membership growth
 - Sponsorship opportunities could provide additional income—as can sponsorships at a more robust CEDC annual meeting as is already being planned

- **Find more appropriate office space**
 - Better meeting facilities, space better-suited to staff interaction, adequate parking, ease of access and proximity to downtown Hudson

Columbia County 2018 Economic Outlook

Economists at major financial institutions are largely optimistic about the national and global economy in the coming year. Low unemployment rates, increasing GDP growth, strong consumer confidence, and low inflation have made for a strong 2017 and these trends are expected to persist in the next year.

Columbia County's economic indicators have improved along with the nation's in recent years, a trend which should be expected to continue in 2018. The County's November unemployment rate of 3.6% was the second lowest in the state, and significantly outpaced the 4.1% nationwide rate. Local individuals and businesses will continue to benefit from a healthy job market and strong consumer spending as long as the national economic environment remains healthy.

The recent tax reform legislation adds new dynamics for the coming year, which amount to a mixed bag for Columbia County. While businesses will benefit from a large corporate tax reduction, many New Yorkers will see an increased individual tax burden because of new limits on deductions for state and local taxes.

The most severe downside to the tax reform may be individuals choosing to move to lower-tax states and municipalities in the future. However, local policy-makers and economic development organizations will continue to work hard to make Columbia County, the Capital Region, and New York State as economically competitive as possible.

Any negative impacts from the reform are unlikely to be significantly felt in the next year, and many projects in the pipeline throughout the County promise to make 2018 an overall strong year of local investment and job creation.

Projects funded by the \$10 million Downtown Revitalization Initiative (DRI) grant awarded to the City of Hudson will break ground, bringing many construction jobs that will be followed by many more permanent jobs as the development projects envisioned in the application transform the Hudson waterfront.

The community-driven DRI planning process will be completed in the coming months and the details on how the funding will be invested will be finalized, which will be an exciting day for the City of Hudson and Columbia County that kicks off a flurry of economic activity in the coming years.

15 other projects in Columbia County also received funding through the Regional Economic Development Council Awards in December totaling nearly \$3 million, each of which are scheduled to begin development in 2018. These include \$500,000 for DigiFabShop's expansion, \$300,000 for PGS Millwork's expansion, \$420,000 for the continued restoration of the Olana Historic Site, \$225,000 for renovations at the River House, and \$225,000 for marketing and a special event for the Skywalk Project.

Columbia County will also benefit from the ongoing investments in expanded broadband access throughout the county from state programs and telecommunication company mergers.

Ten years ago, we were in the middle of what came to be known as the Great Recession, which followed the housing bubble and financial crisis then resulted in slow growth and high unemployment for years afterward. The economy has since accelerated and stabilized, and the consensus among economists is that this will continue in the short-term.

CEDC understands that high points in the business cycle are the time to redouble efforts on initiatives that will lead to sustained growth and attracting investment to Columbia County in industries that will thrive in the economy of the future.

With a strong outlook for in 2018, we will be focused on taking advantage of economic confidence to build on our strategic advantages to position Columbia County for the years after.