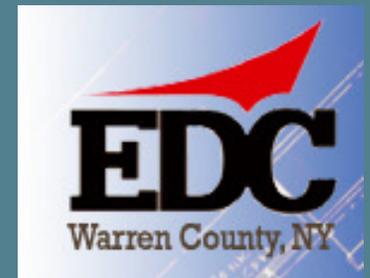


WARREN COUNTY EDC POST-2020 PLANNING



28 September 2020

EDC 2021 WORK PLAN OVERVIEW

➤ **GOAL**

- **To expand economic opportunity in Warren County, supporting job retention and growth, and generating increased tax revenue to support essential public services.**

➤ **RESOURCES:**

- **No increase requested in county funding for 2021.**
- **EDC to tap reserve to expand public service, public outreach and staff and to support county**

➤ **PRIORITIES:**

- **Continuing help for businesses and county government to recover from COVID-19 shutdown**
 - **Leverage ongoing professional migration as new economic development opportunity**
 - **Help local governments prepare plans for and obtain funding for infrastructure needs — broadband expansion, water and sewer**
 - **Support development of year-round tourism, with special focus on remote parts of the county and metrics to measure return on investment in marketing**
 - **Support continued growth of medical device and health care sectors**
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EDC'S MISSION

- **Like most economic development organizations, EDC's classic mission revolved around retaining, growing and attracting business for the area**
 - **In 2020, we initiated a strategic planning update and went through a careful process to redraft our EDC Vision and Mission with input from many including key players from Warren County**
 - **Vision: An economy that creates opportunity and prosperity for all and for all of Warren County**
 - **Mission: We drive economic opportunity, growth and prosperity in Warren County by:**
 - **Responding promptly, accurately and completely to business challenges**
 - **Providing financing and improving infrastructure that generates public benefits; and**
 - **Leveraging the tremendous advantages of doing business to enhance the quality of life for all residents**
 - **And then ... COVID ... followed by the loss of Ed Bartholomew ... and we realized we needed to account for both in our plan by engaging in even further listening, especially in terms of business support and recovery and aspects of infrastructure the COVID crisis had exposed as even more critical**
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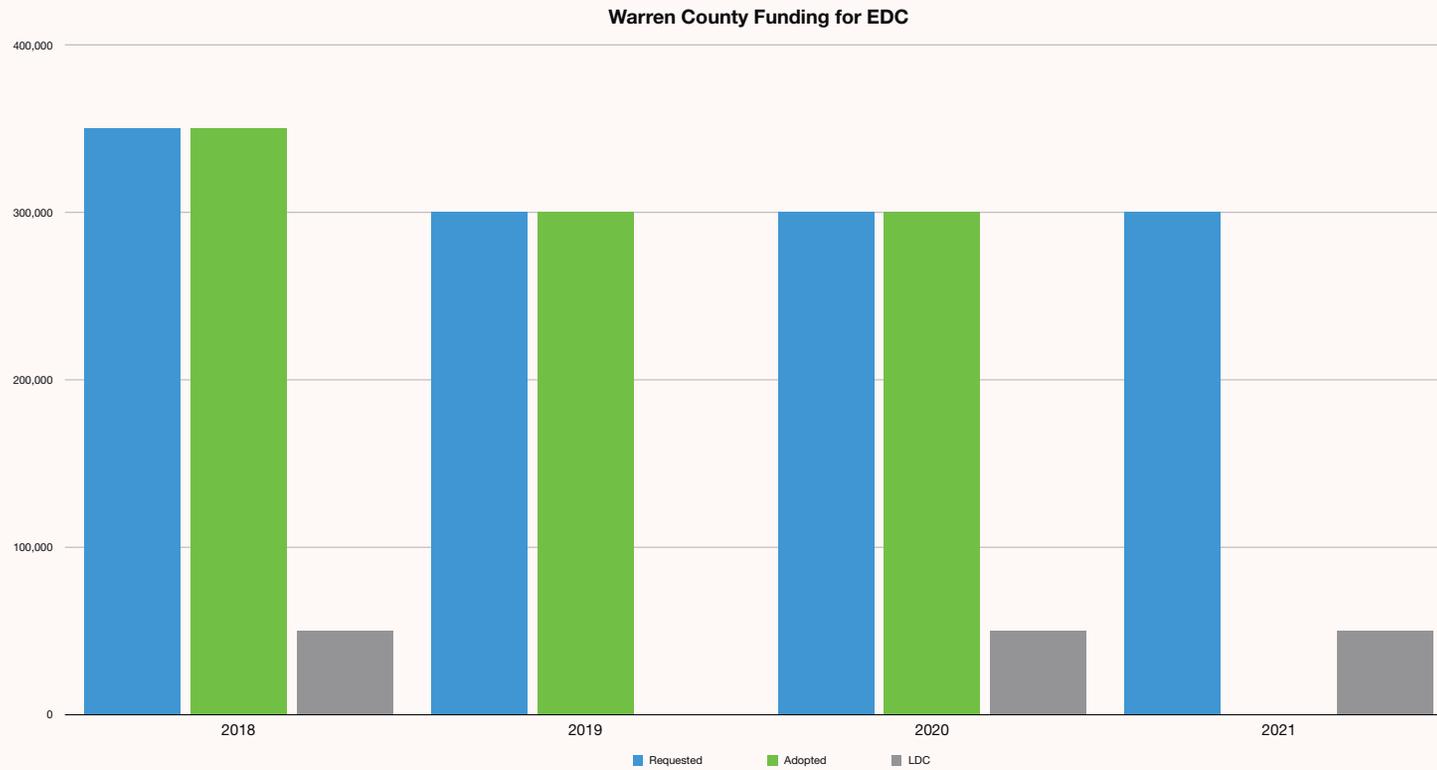
THE PLAN WE LAID OUT ON 29 JULY

- **Initial 30 Days - Focus on Being Visible, Continuity with In-Process Opportunities and Key Stakeholders, Communication, Relationships and Organizing**
 - **Rest of 2020 - Develop, Communicate and Execute Post-COVID Support for Warren County Supervisors, Members and Community, Support Emerging and Long-Term Projects, Build Scorecard and Communication Tools for Board/Stakeholders and Community, Staff for Execution, Appropriate and Efficient Integration with LDC's/IDA's/other entities, Engage and Support Members and Bring New Opportunities to Bear**
 - **Post 2020 - Implement Strategic Plan and Organization consistent with resources and input from Plan Engagement**
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THE KEY NEEDS REQUIRING INVESTMENT ARE EMERGING

- **Traditional Mission ... support of existing businesses, resource for potential new ones**
 - **But also, based on input from county leaders and local business leaders ...**
 - **COVID response and recovery resource (in conjunction with County and Chamber)**
 - **Infrastructure Solutions (Broadband, water/sewer, energy, developable property)**
 - **Local Business Growth (specific projects including medical device, Route 9 corridor follow-up, support for tourism)**
 - **Communications Re-Tooling (resources to be visible to professional relocation, greater social media, enabling full data access to website resources on workforce, area assets, usable content for region)**
 - **These needs, along with our traditional mission will require more resources to execute; moving our fulltime staff from 2 to at least 4-5 in the coming year along with appropriate team of outsourced/contract functional support**
 - **The full set of the resources to meet these priorities will take time, suggesting phases tied to return on investment to pace the hiring**
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EDC IS REQUESTING FLAT FUNDING FOR 2021



OUR KEY TAKEAWAYS FROM THE CAMOIN STUDY

Creating the Economic Development Corporation that Warren County needs now: Adaptive, Nimble and Responsive

- **Target Key Industries — Medical devices, health care and tourism**
 - **Formalize Business Retention and Expansion Program**
 - **Infrastructure and Sites: Facilitate development of public infrastructure and commercial and industrial sites to accommodate business growth, new employment opportunities, and a stronger tax base, and deployment of Broadband countywide**
 - **Downtowns, Housing, and Placemaking: Eliminate barriers and friction for developers**
 - **Workforce Development and Talent Attraction: Work with education and workforce development stakeholders to bring about cohesion with workforce and economic development strategies**
 - **Organizational Plan: Engage additional staff resources in Economic Development, compliance, accounts and marketing and communications.**
 - **Support for other economic development organizations (County LDC and IDA, City of Glens Falls LDC, IDA and CDB): Digitization of files, back-office support and dialogue on ongoing governance**
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FUNDING IS ONLY THE START OF HOW WE WORK TOGETHER

- **While we are seeking the same funding from the county in 2021 as in the last several years, we are looking at investing our savings to meet the needs of the community we serve**
 - **To achieve success in recovery and business support for the long term, we need to expand the ways we work together**
 - **Debrief on our Strategic Plan and associated actions to implement**
 - **Development of meaningful metrics to monitor progress and demonstrate impact**
 - **Ongoing communication and teaming on key priorities**
 - **Developing a process to consider increased funding to results and needs as we move forward**
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