

# 2021

## Annual Report



**Choose Columbia**  
Columbia Economic Development Corporation



David P.  
Fingar

## CHAIRMAN'S MESSAGE

My message last year focused on the unprecedented nature of 2020, looking back at the resilience from our community in facing the severe challenges of the pandemic. Although the crisis continued into 2021, we have been able to move forward from the initial chaos and begin setting our vision for the future.

Late in 2021, CEDC began the process of updating our Strategic Plan for the coming years. The plan will allow us to recommit to Columbia County's strengths, fortify our partnerships, and build on the new lessons that we've learned in the last few years. While some things may have changed, those that make Columbia County special have not – our location, rich landscape, charming Main Streets, artistic culture, and warm character.

With these qualities, and many other strengths, we are excited about the opportunity the future holds, and Columbia County's potential to prosper.

CEDC's ability to help move the County in a prosperous direction is a function of our member participation in our initiatives, for which we are always grateful. I appreciate the tireless work that CEDC's excellent staff, led by President and CEO F. Michael Tucker, perform on behalf of our communities. Finally, I would like to thank the Columbia County Board of Supervisors for its ongoing support and engagement.

David P. Fingar

Board Chair



F. Michael  
Tucker

## PRESIDENT'S MESSAGE

At the beginning of 2021, Columbia County was experiencing a COVID-19 peak. By May, most restrictions were lifted, and New York's State of Emergency was over by June, only to be reinstated in December as we found ourselves in a new surge of COVID cases.

Despite this roller coaster of a year, Columbia County made steady progress in its economic recovery, and CEDC was able to start shifting the focus from crisis response back to job creation and prosperity. We at CEDC are excited that the partnerships that contributed to our economic recovery will continue to drive our future growth.

A new set of opportunities has emerged that complements the strategic industries we've identified in previous iterations of our strategic planning – such as agribusiness, tourism, and the creative economy. Trends such as remote work, community support for small businesses, and reshoring of manufacturing operations can be leveraged to catalyze growth in Columbia County.

However, seizing these opportunities will require effort. The economic landscape remains highly competitive and uncertain in many respects. We are focused on building an attractive economic environment for the decade ahead with a refreshed Strategic Plan to guide us. CEDC will aspire to continuously improve our core activities, and to accelerate development through signature initiatives such as broadband availability and attainable housing.

CEDC's staff is eager to work with all of our partners as we emerge stronger than ever from a turbulent two years. We are honored to serve the community, and ever committed to our mission of improving lives through economic development.

F. Michael Tucker

A handwritten signature in black ink that reads "Mike Tucker". The signature is fluid and cursive, with a large, sweeping "M" and a stylized "T".

President and CEO



## CEDC Mission

Columbia Economic Development Corporation is the lead economic development organization for Columbia County, New York. Our mission is to strengthen the area's tax base through economic development and job creation, to assist businesses to locate and expand within the County, and to promote Columbia County as a premier spot for both business investment and personal opportunity.

### Strategic Planning Update

CEDC engaged a consultant in late 2021 to begin the process of updating our Strategic Plan, the existing version of which guided our activities from 2019-2021. The planning process involves research, analysis, surveys, and strategy sessions that incorporated input from the Board of Directors, partner organizations, the business community, and the public.



## 1

**PILLAR ONE – Entrepreneurship and Innovation**

Create and foster an entrepreneurial ecosystem that promotes establishment, growth and long-term success of businesses.

**Objectives:**

- Connect businesses to information resources.
- Connect businesses to funding resources.
- Advance county business and expansion projects.

## 2

**PILLAR TWO – Infrastructure**

Champion rural and main street infrastructure expansion by leveraging private and public partnerships.

**Objectives:**

- Increase shovel-ready development sites.
- Increase investment in infrastructure to support and attract businesses.
- Monitor countywide activities to expand broadband access.

## 3

**PILLAR THREE – Quality of Life and Sustainability**

Partner with public and private organizations to identify and support improvement and expansion efforts designed to improve quality of life.

**Objectives:**

- Strengthen Columbia County's economic health and competitive advantage.
- Enhance local government economic efforts and opportunities.
- Integrate smart economic development into county and local activities.

## 4

**PILLAR FOUR – Workforce and Education**

Facilitate networking and collaboration among the County's educational, business and government institutions to stimulate purposeful alignment of educational offerings and business needs.

**Objectives:**

- Leverage Columbia County's education to workplace pipeline.
- Increase skilled workforce.
- Increase funding for and investment in skills training.

# 2021

## Key Partnerships

**COLUMBIA COUNTY BOARD OF  
SUPERVISORS**

**BERKSHIRE TACONIC COMMUNITY  
FOUNDATION**

**CENTER FOR ECONOMIC GROWTH**

**COLUMBIA COUNTY CHAMBER OF  
COMMERCE**

**COLUMBIA COUNTY TOURISM**

**COLUMBIA-GREENE COMMUNITY  
COLLEGE**

**COLUMBIA GREENE BOARD OF  
REALTORS**

**COLUMBIA GREENE NY WORKS &  
TRAINING CENTER**

**COLUMBIA LAND CONSERVANCY**

**EMPIRE STATE DEVELOPMENT**

**GALVAN FOUNDATION**

**GREENE COUNTY CHAMBER OF  
COMMERCE**

**GREENE COUNTY ECONOMIC  
DEVELOPMENT**

**HENRY L. KIMELMAN FAMILY  
FOUNDATION**

**HUDSON BUSINESS COALITION**

**HUDSON DEVELOPMENT  
CORPORATION**

**HUDSON RIVER BANK & TRUST  
FOUNDATION**

**HUDSON TOURISM BOARD**

**HUDSON VALLEY AGRIBUSINESS  
DEVELOPMENT CORPORATION**

**HUDSON VALLEY PATTERN FOR  
PROGRESS**

**INTERNATIONAL ECONOMIC  
DEVELOPMENT CORPORATION**

**J.M. KAPLAN FUND**

**QUESTAR III & COLUMBIA COUNTY  
SCHOOL DISTRICTS**

**NYS FARM BUREAU**

**NYS ECONOMIC DEVELOPMENT  
COUNCIL**

**NYS RURAL HOUSING COALITION**

**VERIZON**

**U.S. SMALL BUSINESS  
ADMINISTRATION**

# Marketing and Communications Activities

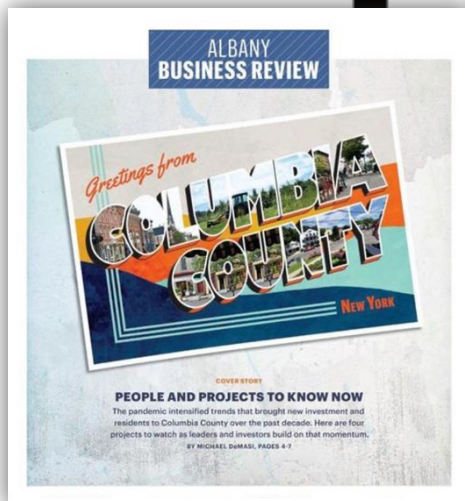
A core component of CEDC's inclusive economic development strategy is maintaining a strong marketing and communications program. These activities support businesses by providing up-to-date information through our **monthly newsletters** and special edition emails, which in 2021 included information on the State Budget and promotions for events such as the Virtual Job Fair and Career Jam. Through email marketing, CEDC distributes the latest economic data, funding opportunities, and business-related events.

With COVID still a concern throughout 2021, CEDC served a leading role in distributing information to County businesses and residents through the **Columbia Comeback** website and email updates.

CEDC also began the process of **updating its website** in late 2021, so that it can continue to serve as a resource hub and economic development promotional tool.

In addition to internal activities to raise awareness for opportunities in Columbia County, CEDC actively engages with local media to provide information about our successes to regional audiences and beyond. Among the media highlights in 2021 was a cover feature in the Albany Business Review.

## COVER FEATURE IN ALBANY BUSINESS REVIEW



COLUMBIAEDC.COM

## STRATEGIC PILLAR:

# Entrepreneurship and Innovation

Business retention and expansion services continue to be a signature feature of CEDC's strategy. CEDC helps businesses access funding opportunities, loan programs, and other resources, and maintains lines of communication to understand the needs of Columbia County entrepreneurs.

### Key Initiatives in 2021:

- Provided more than 25 Small Business & SBA Microloans totaling over \$600,000
- Provided Business Technical Assistance with SBA funding to more than 50 Columbia County small businesses.
- Secured an additional \$400,000 in SBA funding for future loans.
- Administered the Columbia County IDA, Hudson IDA, and Columbia County CRC.
- Continued to support pandemic recovery through the Rapid Recovery Loan Program.



**Ten small business owners successfully completed CEDC's**

### **2021 Microbusiness Seminar Series**

Benjamin Bruckenthal, The Farmers' Feast; Bonnie Davis, Baker Addiction; Katiushka Melo, Culture Cream; Aaron Butkus, Tommy B's Pizza; Tana Williams, Flying Eye Press; Tai Chopping, Upstate Bakes; Elizabeth Cottingham, The Kinderhook Bottle Shop; Kathleen Dunn, Buttercup Treats; Ananda Hall-Pyfrom, Ananda's Healing Arts; and Kyralesa Wiley, River Pilates and Sage Elements.

With the return of the Capital Region Economic Development Council award process, CEDC once again served local businesses by supplying information and guidance on the variety of state grant programs. **Columbia County applicants received 14 awards totaling over \$11 million.**

AWARDEE	AWARD
<b>Ancram Opera House Theater</b>	\$255,675
<b>Olana Frederic Church Center</b>	\$3,268,000
<b>Protect Taghkanic Headwaters</b>	\$3,057,000
<b>Hudson Forum</b>	\$1,500,000
<b>City of Hudson Combined Sewer Remediation</b>	\$1,400,000
<b>Red Barn Hudson Carbon Neutral Project</b>	\$601,234
<b>Hudson-Athens Lighthouse Restoration</b>	\$500,000
<b>Town of Ghent Stream Crossing</b>	\$133,539
<b>Kiocke Estate Distillery</b>	\$125,000
<b>Hudson Depot District MWBE Initiative</b>	\$120,000
<b>Trout Unlimited</b>	\$97,986
<b>The Luykas Van Alen House Stabilization Project</b>	\$75,500
<b>City of Hudson SmartGrowth Plan</b>	\$67,500
<b>Philmont Beautification</b>	\$20,000

## STRATEGIC PILLAR:

# Infrastructure

Broadband expansion remains the most critical infrastructure element of CEDC’s economic development strategies. CEDC continues to act as the Columbia County Board of Supervisors Broadband Coordinator. In 2021, CEDC released interactive broadband maps and commissioned a County-Wide Broadband Study, in which MC Fiber Services identified 1,100 unserved dwellings in twelve towns. See all of the data, maps, and final report here: [County-Wide Broadband Study](#)

With state and federal funding opportunities anticipated in the near future, this study gives Columbia County a leg-up to attract resources for continued broadband expansion.



MUNICIPALITY	DWELLINGS *
Ancram	110
Austerlitz	231
Canaan	103
Chatham	219
Claverack	36
Copake	38
Gallatin	29
Ghent	86
Hillsdale	272
Kinderhook	37
New Lebanon	28
Stockport	22
Stuyvesant	46
Total	1,257

\* The county 911 database was used for street addresses  
\*\* Some locations are clustered. Refer to ColumbiaCountyUnserved.kmz

## STRATEGIC PILLAR:

## Quality of Life and Sustainability

Columbia County's quality of life, scenic setting, and overall character remain our greatest strategic strengths, especially as the trend of remote work has accelerated in recent years. CEDC works to ensure that these assets continue to underpin successful economic development.

### Key Initiatives in 2021:

- CEDC renewed its focus on **affordable housing** as a critical element of quality of life for Columbia County residents. A report was commissioned with Hudson Valley Pattern for Progress to gather insights on housing trends and recommendations for expanding access to affordable housing.
- CEDC also worked with the Hudson Tourism Board to administer a second round of **Project Hudson grants**, which provided entrepreneurs with resources to hold events that help showcase the quality of life in Columbia County.
- Through the Columbia County IDA, CEDC supported a number of solar energy projects that help position the County as a producer of renewable energy and contribute to its sustainability.



## STRATEGIC PILLAR:

# Workforce and Education

CEDC's work under this strategic pillar is meant to ensure that businesses have the talent pipeline they need for growth, and that Columbia County residents are prepared for tomorrow's jobs.

### Key Initiatives in 2021:

- CEDC was a leading partner in launching a **Career Jam** in Columbia County last year, which connected students in 8th and 9th grade with employers and exposed them to potential career paths.
- In August, CEDC helped organize and market the **Columbia-Greene Virtual Job Fair** to help address the recruitment challenges faced by many employers in the last year.
- CEDC continues to facilitate the **Junior Career Institute**, and expand it through the **Career Connections Program**.
- CEDC reaffirmed its partnership with Columbia-Greene Community College by contributing to the CGCC Foundation.



2020 Junior Career  
**Institute**



**CAREER JAM™**  
WORKFORCE DEVELOPMENT IN ACTION!

## Statement of Net Position

### Year Ending December 31, 2021

<b>Assets</b>	<b>2021</b>	<b>2020</b>
Capital Assets	12,740	14,340
Current Assets	2,165,039	1,965,043
Long-Term Assets	1,557,844	1,620,577
<b>Total Assets</b>	<b>3,735,623</b>	<b>3,599,960</b>
<b>Liabilities</b>		
Current Liabilities	199,589	265,342
Long-Term Liabilities	778,552	608,127
Deferred Inflow of Resources	9,404	11,711
<b>Net Position</b>		
Unrestricted	2,271,624	2,274,505
Capital	12,740	14,340
Restricted	467,881	428,242
<b>Total Liabilities, deferred inflows and net position</b>	<b>3,735,623</b>	<b>3,599,960</b>

## Statement of Revenues, Expenses and Change in Net Position

### Year Ending December 31, 2021\*

	<b>2021</b>	<b>2020</b>
Total operating revenues	372,448	491,692
<b>Non-operating revenues</b>		
Columbia County appropriation	368,000	391,000
Forgiveness of paycheck protection program loans	132,814	-
Interest earnings	3,750	10,854
Total non-operating revenues	504,564	401,854
Total revenues	877,012	893,546
Total operating expenditures	841,782	1,170,679
<b>Nonoperating expenditures</b>		
Interest	69	183
Total non-operating expenditures	69	183
Total expenditures	841,851	1,170,862
Total revenues in excess (deficiency) of expenditures	35,161	277,316
Net position at beginning of the year	2,717,087	1,170,862
Net position at the end of the year	2,752,248	2,717,087

# CEDC Members and Sponsors



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**F. MICHAEL TUCKER**, PRESIDENT & CEO



# Choose Columbia

Columbia Economic Development Corporation

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