

Balance Sheet	2014	2015	2016	2017	2018	2019	2020	2021	2022	9 Yr Average
Assets										
Capital Assets	\$ 121,067	\$ 6,540	\$ 12,749	\$ 9,176	\$ 6,782	\$ 13,532	14,340	\$ 12,740	\$ 247,468	49,377
Current Assets		2,073,132	2,288,891	2,350,754	2,273,000	1,955,259	1,965,043	2,165,039	1,960,896	1,892,446
Long Term Assets	3,324,713	1,125,920	943,730	893,374	1,357,448	1,564,374	1,620,577	1,557,844	2,268,458	1,628,493
Total Assets	\$ 3,445,780	\$ 3,205,592	\$ 3,245,370	\$ 3,253,304	\$ 3,637,230	\$ 3,533,165	3,599,960	3,735,623	4,476,822	3,570,316
Current Liabilities	\$ 141,321	\$ 160,262	\$ 137,271	\$ 156,599	\$ 122,293	\$ 151,848	\$ 265,342	\$ 249,975	\$ 265,068	183,331
Long-term Liabilities	555,246	527,869	498,512	489,324	501,835	375,203	608,127	778,552	1,374,989	634,406
Deferred inflow of resources		14,225	18,581	5,464	19,294	11,711	9,404	5,237	102,249	20,685
Net position										0
Unrestricted	\$2,413,413	\$2,314,340	\$ 2,314,727	\$ 2,301,667	2,661,273	2,626,467	2,274,505	2,271,624	2,067,349	2,360,596
Capital	121,067	6,540	12,749	9,176	6,782	13,532	43,340	42,740	239,358	55,032
Restricted	214,733	182,356	263,530	291,074	325,753	354,404	428,242	467,844	427,809	328,416
Total liabilities, deferred inflows and net position	\$ 3,445,780	\$ 3,205,592	\$ 3,245,370	\$ 3,253,304	\$ 3,637,230	\$ 3,533,165	\$ 3,599,960	\$ 3,735,623	\$ 4,476,822	\$ 3,457,003

Profit & Loss	2014	2015	2016	2017	2018	2019	2020	2021	2022	9 Yr Average
Total operating revenues	\$ 406,117	\$ 247,767	\$ 315,697	\$ 317,499	\$ 679,839	\$ 300,981	\$ 491,692	\$ 372,448	\$ 666,045	422,009
Total non-operating revenues	440,559	437,668	440,387	464,006	466,800	487,495	401,854	504,564	465,795	456,570
Total revenues	846,676	685,435	756,084	781,505	1,146,639	788,476	893,546	877,012	1,131,840	878,579
Total operating expenditures	719,467	815,754	667,702	769,733	754,251	787,582	1,170,679	841,782	1,130,690	850,849
Total non-operating expenditures		115,658	612	861	497	299	183	69	18,882	15,229
Total expenditures	719,467	931,412	668,314	770,594	754,748	787,881	1,170,679	841,851	1,149,572	866,058
Total revenues in excess of expenditures	127,209.00	(245,977.00)	87,770.00	10,911.00	391,891.00	595.00	(277,316.00)	35,161.00	(17,732.00)	12,501
Net position at the beginning of the year	\$ 2,622,004	\$ 2,749,213	\$ 2,503,236	\$ 2,591,006	\$ 2,601,917	\$ 2,993,808	\$ 2,994,403	\$ 2,717,087	\$ 2,752,248	\$ 2,419,186
Net position at the end of the year	\$ 2,749,213	\$ 2,503,236	\$ 2,591,006	\$ 2,601,917	\$ 2,993,808	\$ 2,994,403	\$ 2,717,087	\$ 2,752,248	\$ 2,734,516	\$ 2,433,658

Columbia Economic Development Corporation

Our mission 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.

Pillar 1: Entrepreneurship & Innovation



Choose Columbia
Columbia Economic Development Corporation

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

2019

2023

2019		2023	
1.1	Connect businesses to information resources	1.1	Connect businesses to information resources
	- Create and launch long-term business retention and expansion strategy to promote inclusive economic development strategies to foster prosperity for all residents		- Create and launch long-term business retention and expansion strategy to promote inclusive economic development strategies to foster prosperity for all residents
	- Enhance and promote CEDC's online information resources		- Enhance and promote CEDC's online information resources
	- Promote and operate micro-business and allied technical assistance programs		- Promote and expand micro-business and allied technical assistance programs
1.2	Connect businesses to funding resources	1.2	Connect businesses to funding resources
	- Promote SBA Microloan and CEDC loan fund programs		- Promote and expand SBA Microloan and CEDC loan fund programs
	- Engage new businesses and entrepreneurial ideas to identify funding opportunities that leverage county sector strengths and individual business needs		- Engage new businesses and entrepreneurial ideas to identify funding opportunities that leverage county sector strengths and individual business needs
	- Educate and connect businesses to loan, grant and investment capital		- Educate and connect businesses to loan, grant and investment capital
1.3	Advance county business and expansion projects	1.3	Advance county business and expansion projects
			- Proactively engage and build meaningful relationships with existing industries for the purpose of business retention and growth
			- Facilitate and participate in local, regional and state working groups, committees and teams to raise awareness of industry challenges and to provide a customized response to business' challenges
			- Assist and support a collaborative effort with other organizations to develop public official and committee outreach to convey the need for business friendly environment and culture

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Pillar 2: Infrastructure

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

	2019	2023
2.1	Increase shovel-ready development sites	Increase shovel-ready development sites
	- Maintain comprehensive inventory of available sites	- Develop and maintain a database of relevant community information including available properties, demographics and other information pertinent to the County's competitive advantages
	- Assess inventory for market and development	- Develop land development strategies and market sites
	- Investigate and partner to secure investment to development available sites	- Continue to build strong relationships with statewide economic development project managers, site selection consultants and local, regional and national real estate brokers
2.2	Increase investment in infrastructure to support and attract businesses	Increase investment in infrastructure to support and attract businesses
	- Partner with county stakeholders to identify options to mitigate housing needs	- Partner with county and state stakeholders to identify options to mitigate housing needs
	- Partner with county stakeholders to define transportation needs and improvement opportunities	- Continue to understand the current and future water, sewer, treatment and transmission infrastructure capacity issues within the County and support funding assistance leading to upgrade and expansion investments that will accommodate growth
	- Develop and strengthen policies designed to encourage increased infrastructure investment	- Develop and strengthen policies designed to encourage increased infrastructure investment
2.3	Monitor countywide activities to expand broadband access	Monitor countywide activities to expand broadband access
	- Assess implementation of countywide broadband infrastructure expansion	- Support implementation of countywide broadband infrastructure expansion
	- Identify broadband funding gaps	- Continue to implement, advocate, support and secure funding for broadband expansion and access
	- Seek additional financial resources for full execution of plan	

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Pillar 3: Quality of Life & Sustainability

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

2019

2023

	2019	2023
3.1	Strengthen Columbia County's economic health and competitive advantage	Strengthen Columbia County's economic health and competitive advantage
	- Leverage opportunities to secure funding for county and local enhancements	- Support local efforts to create a healthy and sustainable environment by investing in future-focused clean energy solutions
	- Connect creative economy individuals and businesses with regional and local resources	- Connect creative economy individuals and businesses with regional and local resources
	- Collaborate with agribusinesses and tourism enterprises to identify opportunities for new and expansion projects	- Collaborate with agribusinesses and tourism enterprises to identify opportunities for new and expansion projects
3.2	Enhance local government economic efforts and opportunities	Enhance local government economic efforts and opportunities
	- Convene "Main Street" (small business storefront) roundtable exchanges to identify issues of common concern	- Convene business roundtable exchanges to identify issues of common concern
	- Develop a zoning and permitting database to be used as a resource tool	- Continue to be the "go to" entity that supports solutions to a variety of issues that arise for local businesses and entities throughout the County
	- Develop and provide templates and protocols to support local economic planning activities	- Develop and provide templates and protocols to support local economic planning activities
3.3	Integrate smart economic development into county and local activities	Integrate smart economic development into county and local activities
	- Develop a Quality of Life dashboard to measure and market the County's assets and its growth through economic development efforts	- Assist the County's tourism efforts to conduct a tourism summit and disseminate market information
	- Align CEDC marketing and promotions efforts with Quality of Life strengths	- Align CEDC marketing and promotions efforts with Quality of Life strengths
	- Foster local-level understanding of Quality of Life metrics to support integration into local-level promotional initiatives	- Foster local-level understanding of Quality of Life metrics to support integration into local-level promotional initiatives

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Pillar 4: Workforce & Education

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

2019

2023

	2019	2023
4.1	Leverage Columbia County's education to improve workplace pipeline	Leverage Columbia County's education to improve workplace pipeline
	- Catalog and support existing programs to link employers with the workforce	- Collaborate with partners to define mutual educational challenges and opportunities
	- Identify existing challenges and strengths of current education to workforce pipeline	- Assist key stakeholders in the implementation of programs and initiatives focused on strategic workforce solutions
	- Identify and support needs of targeted businesses, cultural, and non-profit communities	- Increase employer engagement through marketing and sharing information
4.2	Increase skilled workforce	Align resources, facilitate collaboration, and leverage expertise
	- Partner with stakeholders to define skill gaps in local industry sectors	- Promote services to respond to the needs of the business community
	- Collaborate with Columbia-Greene Community College, QuestarIII, and public school districts to define mutual educational challenges and opportunities	- Connect key stakeholders to workforce development resources
	- Facilitate identification and development of business training solutions	- Facilitate identification of business training solutions
4.3	Increase funding for and investment in skills training	Increase funding for and investment in skills training
	- Partner with stakeholders to define funding gaps	- Partner with stakeholders to define funding gaps
	- Partner to identify funding opportunities	- Develop and strengthen partnerships with public and private entities to remain abreast of new funding opportunities
	- Partner to secure funding	