

COUNTY OF OTSEGO INDUSTRIAL DEVELOPMENT AGENCY
REORGANIZATION COMMITTEE

March 6, 2017

Meeting Minutes

CALL TO ORDER

The COIDA Reorganization Committee meeting was called to order at 8:03 a.m. at the Otsego Now offices located at 189 Main Street, Suite 500, Oneonta, NY. Members present were Cheryl Robinson, Craig Gelbsman, Jeff Lord, Sarah Harvey and Devin Morgan (who joined at 8:20 a.m.); counsel A. Joseph Scott; and staff Sandy Mathes and Elizabeth Horvath.

The following topics were discussed:

- Transition Plan: Example of NYS EDC and 6-month overlap between current and incoming CEO; recommendations around handing off relationships, CFA process know-how, knowledge of political and economic development at the State level as well as regionally; benefits of hiring someone with local roots. Peter Fairweather and Brian McMahon as possible contacts for further knowledge.
- Key Active Projects: Mr. Mathes will continue to take the lead on current active projects (with understanding that priorities could shift based on developments, momentum, funding sources, opportunities). Current key projects include:
 - Schenevus site
 - Railyards (housing study as well)
 - Market St (food and beverage hub) → DRI
 - Site selectors marketing and promotion (Pony Farm land, railyards, and Schenevus)
 - Power: NYSEG, PSC, MOU
 - Workforce (summit and program strategic direction) → in support of site selection and HR needs from companies looking to utilize the site (need to have the numbers, pipeline for new workforce, and training)
 - Federal funding (what is available)

Mr. Mathes to utilize staff to a greater extent to move projects forward

- Business Model/Structure Ideas:
 - Importance of connection if possible to a larger regional group (Syracuse, Utica, Binghamton all have regional groups)
 - Private local development corporation with no public support appears to be most successful model
 - Public funding most useful for use in infrastructure and power, for site preparation and readiness, with a structured agreement/arrangement with funder. Another option is public funds dedicated to specified projects, tied to RFP.

- MVEdge has a similar model where the IDA and CRC are “under” the organizational structure with tools to support project and deals. Sullivan county, Montgomery county, Orange County Partnership reviewed as examples. Mr. Scott supplied a handout concerning the main organizational structures, the funding, and county examples of each:
 - Not for profit business model (private)
 - IDA sole model (IDA has money and employees)
 - Municipal model (governmental sourced funding)

- Business Model Selection – Considerations:
 - Goals: one call, single source, efficiency in organization, business friendly, funding stream
 - Future value proposition to private businesses/entities in Edge-like model, and determination of critical mass necessary before migrating to new structure
 - Discussion around coalition of nearby rural/impoverished counties as a possibility to explore
 - Discussion around gap analysis: what the County needs, what we supply, what others supply.

NEXT STEPS:

- The reorganization committee must determine how it wants to handle new developing projects that are not on the current list, as opportunities arise
- EAH to list outsourced expenses including total spend, financing source (operational funds vs. grant), and the skill/expertise brought by the vendor/consultant
- EAH to develop a list (“Chinese menu”) of economic development activities/services including what we currently do/offer and if another local organization provides the services --- include list of local organizations that touch ED and their services (matrix)
- Committee members each to create a list of key job requirements and attributes for CEO position for discussion on 3/20/17.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at 9:55 a.m.