

A regular meeting of the Broome County Industrial Development Agency (the "Agency") was convened in public session via a telephone conference held on Wednesday, November 18, 2020, at 12:00 o'clock p.m., local time.

The meeting was called to order by the Chairman and, upon roll being called, the following members of the Agency were:

PRESENT:	John M. Bernardo	Chairman
	Wayne L. Howard	Vice Chairman
	Richard A. Bucci	Secretary
	John J. Stevens	Treasurer
	Daniel E. Crocker	Member
	James R. Peduto	Member
	Cheryl I. Sacco	Member
	Brian Rose	Member
	Joseph Mirabito	Member

ABSENT:

THE FOLLOWING PERSONS WERE ALSO PRESENT:

Stacey M. Duncan	Executive Director
Joseph B. Meagher, Esq.	Agency Counsel

The following resolution was offered by Mr. Stevens, seconded by Mr. Peduto, to wit:

RESOLUTION AUTHORIZING THE ADOPTION OF AN ORGANIZATIONAL STRATEGIC ACTION PLAN FOR THE BROOME COUNTY INDUSTRIAL DEVELOPMENT AGENCY FOR YEARS 2021 THROUGH, AND INCLUDING, 2025, A COPY OF WHICH IS ATTACHED HERETO AS EXHIBIT "A".

This Resolution shall take effect immediately.

The question of the adoption of the foregoing Resolution was duly put to a vote which resulted as follows:

John M. Bernardo	voting	Aye
Wayne L. Howard	voting	Aye
John J. Stevens	voting	Aye
Richard A. Bucci	voting	Aye
Daniel E. Crocker	voting	Aye
James R. Peduto	voting	Aye
Cheryl I. Sacco	voting	Aye
Brian Rose	voting	Aye
Joseph Mirabito	voting	Aye

The foregoing Resolution was thereon declared duly adopted.

STATE OF NEW YORK:

: ss.:

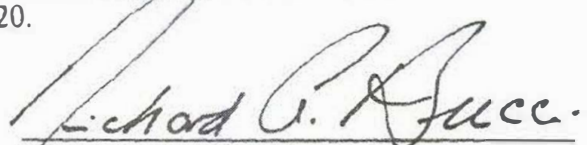
COUNTY OF BROOME:

I, the undersigned Secretary of the Broome County Industrial Development Agency (the "Agency"), do hereby certify that I have compared the foregoing extract of the minutes of the meeting of the members of the Agency, including the Resolution contained therein, held on November 18, 2020 with the original thereof on file in my office, and that the same is a true and correct copy of said original and of such Resolution set forth therein and of the whole of said original so far as the same relates to the subject matters therein referred to.

I FURTHER CERTIFY that (A) all members of the Agency had due notice of said meeting, (B) said meeting was in all respects duly held, (C) pursuant to Executive Order No. 202.72 dated November 3, 2020 regarding the suspension of Article 7 of the Public Officers Law (the "Open Meetings Law"), said meeting was held remotely by telephone conference call and that the general public had the ability to listen to the proceeding, that such meeting has been transcribed and is available upon request, and that due notice of the date and telephone conference call-in instructions were duly provided to the public in accordance with Executive Order No. 202.1 and such Open Meetings Law; and (D) there was a quorum of the members of the Agency present throughout said meeting.

I FURTHER CERTIFY that, as of the date hereof, the attached Resolution is in full force and effect and has not been amended, repealed or rescinded.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Agency this 25 day of November, 2020.


Richard A. Bucci
Secretary

(SEAL)

EXHIBIT “A”

(SEE ATTACHED STRATEGIC ACTION PLAN 2021 – 2025)

THE AGENCY
BROOME COUNTY IDA / LDC

STRATEGIC ACTION PLAN

2021-2025



**“TO BE THE DYNAMIC, APPROACHABLE DRIVER OF
ECONOMIC DEVELOPMENT IN BROOME COUNTY”**



EXECUTIVE SUMMARY

The Agency is the lead economic development organization for Broome County. The Agency governs both the Broome County Industrial Development Agency (IDA) and the Broome County Local Development Corporation (LDC).

The vision of The Agency is to be the dynamic, approachable driver of economic development in Broome County. In pursuit of this, the Agency staff and its Board of Directors identify and pursue strategic priorities to spur economic activity in Broome County. These priorities guide every day operations as well as the long term projects of The Agency.

The Strategic Action Plan for 2021-2025 is divided into five key priorities with a holistic approach to economic development with important community, industry, education and government partners.

STRATEGIC

PRIORITIES

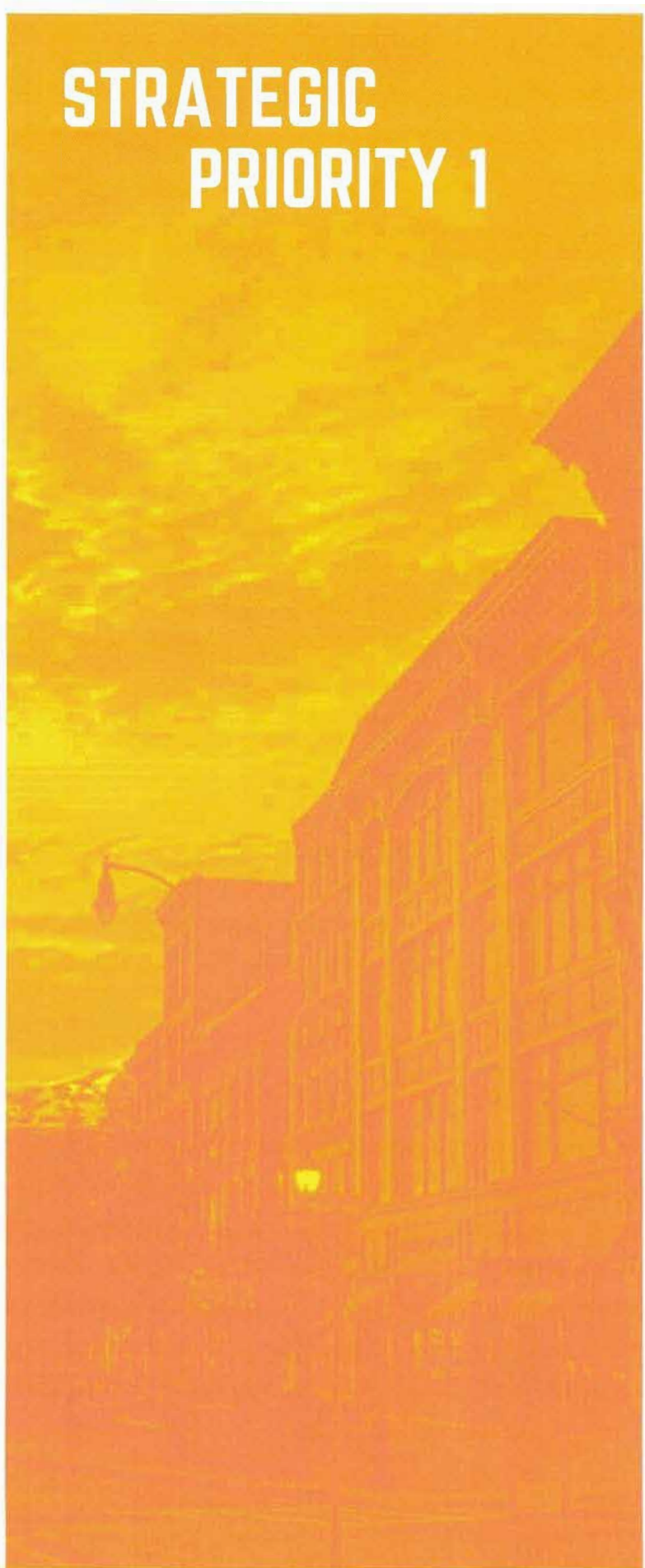
2021-2025

- 1. REDUCE AND MITIGATE DEVELOPMENT BARRIERS, PARTICULARLY INFRASTRUCTURE, AVAILABILITY OF SITES AND WORK TO ADVANCE SITE READINESS IN PARTNERSHIP WITH LOCAL MUNICIPALITIES.**
- 2. FACILITATE A COLLABORATIVE APPROACH TO ADVANCING THE ECONOMIC REVITALIZATION OF THE BINGHAMTON, ENDICOTT AND JOHNSON CITY URBAN CORES AND POSITIONING THE TARGETED AREAS FOR LONG-TERM ECONOMIC SUSTAINABILITY.**
- 3. CONTINUE AS A LEAD PARTNER IN THE DEVELOPMENT AND IMPLEMENTATION OF A WORKFORCE DEVELOPMENT AND TALENT ATTRACTION INITIATIVE.**
- 4. CONTINUE TO ADVANCE COMPREHENSIVE BUSINESS RECRUITMENT AND RETENTION STRATEGY THAT RESPONDS TO THE MOST CRITICAL ISSUES INCLUDING POST-COVID RECOVERY, GAP FINANCING AND STRENGTHENING THE INNOVATIVE AND ENTREPRENEURIAL ATMOSPHERE.**
- 5. STRENGTHEN THE CAPACITY IDA AND LDC ENTITIES IN SUPPORT OF THESE STRATEGIC PRIORITIES.**

REDUCE AND MITIGATE DEVELOPMENT BARRIERS, PARTICULARLY INFRASTRUCTURE, AVAILABILITY OF SITES AND WORK TO ADVANCE SITE READINESS IN PARTNERSHIP WITH LOCAL MUNICIPALITIES

- Facilitate meetings and forums of key stakeholders to discuss physical and technology infrastructure necessary to support community and economic development; including housing and mixed-use development.
- Continue to proactively work with local municipalities to be prepared for new business development, with a focus on infrastructure development.
- Identify and pursue site development opportunities. Closely monitor potential opportunities such as on the redevelopment of the former BAE site, the Greater Binghamton Airport development sites, the historic Victory Building, Oakdale Mall, former Heritage site, Stowe site, Binghamton Plaza site, the Endicott Plaza (former K-Mart), and additional sites in Broome County.

STRATEGIC PRIORITY 1





STRATEGIC PRIORITY 2

FACILITATE A COLLABORATIVE APPROACH TO ADVANCING THE ECONOMIC REVITALIZATION OF THE BINGHAMTON, ENDICOTT AND JOHNSON CITY URBAN CORES AND POSITIONING THE TARGETED AREAS FOR LONG-TERM ECONOMIC SUSTAINABILITY.

-  Work with industry, education and government partners to strengthen advanced manufacturing, healthcare, arts and new-technology development and supply chain growth.
-  Support existing businesses, new businesses, and developers by identifying grants and other financing opportunities to fill project financing gaps.
-  Seek and pursue grant funding from federal and state agencies, such as the EPA Assessment grant, and other funding that can be reinvested into the community.
-  Prepare and maintain an asset and project development profile and mapping for target areas in each community.
-  Proactively seek opportunities in these target communities and leverage programs such as Tax-Exempt Bond Financing, Historic Tax Credits, the Brownfield Opportunity Program, Opportunity Zones and other public financing tools.

CONTINUE AS A LEAD PARTNER IN THE DEVELOPMENT AND IMPLEMENTATION OF A WORKFORCE DEVELOPMENT AND TALENT ATTRACTION INITIATIVE.

-  Support a private-sector driven task force to develop a comprehensive strategy to address current and future workforce gaps/issues identified in the 2021-2025 Broome Talent Task Force Work Plan.
-  Link the Good Life program to the new talent attraction strategy.
-  Develop a sustainable funding strategy for the Good Life Campaign, with a focus on reoccurring revenue. Create conversion metrics utilizing the Good Life program as a way to bring new residents and businesses to the community.
-  Work with local municipalities to address quality of life issues such as vibrant downtowns and housing options.
-  Develop a strategy and implementation tools to address issues critical to workforce development, including transportation and the need for county-wide housing revitalization. Examples include creation of a residential pilot concept and a housing revitalization partnership initiative.

STRATEGIC PRIORITY 3



STRATEGIC PRIORITY 4

CONTINUE TO ADVANCE COMPREHENSIVE BUSINESS RECRUITMENT AND RETENTION STRATEGY THAT RESPONDS TO THE MOST CRITICAL ISSUES INCLUDING POST-COVID RECOVERY, GAP FINANCING AND STRENGTHENING THE INNOVATIVE AND ENTREPRENEURIAL ATMOSPHERE.

- ☐ Annually expand the reach of the Business Retention initiative.
- ☐ Actively respond to the most critical issues and barriers identified by the business community and seek out sources to establish gap financing opportunities such as Broome Business Retention Fund.
- ☐ Link to Strategic Priority #1. Workforce Development and Housing.
- ☐ Develop and Implement the business attraction component of the strategy.
- ☐ Participate as a stakeholder in strengthening the innovative and entrepreneurial atmosphere.
- ☐ Pursue opportunities to develop new industry sector cluster and supply chain development where there are local and regional strengths. Staff will research and educate the Board on critical industry sectors including advanced manufacturing and distribution, energy development, cannabis, health care technologies and information technology.
- ☐ Leverage the newly formed partnership with the Greater Binghamton Chamber of Commerce to create an "Economic Development Blueprint" document coordinating the existing efforts of stakeholder groups and agree on priorities.

STRENGTHEN THE CAPACITY IDA AND LDC ENTITIES IN SUPPORT OF THESE STRATEGIC PRIORITIES.

☐ Seek to achieve long-term financial sustainability of both the IDA and LDC.

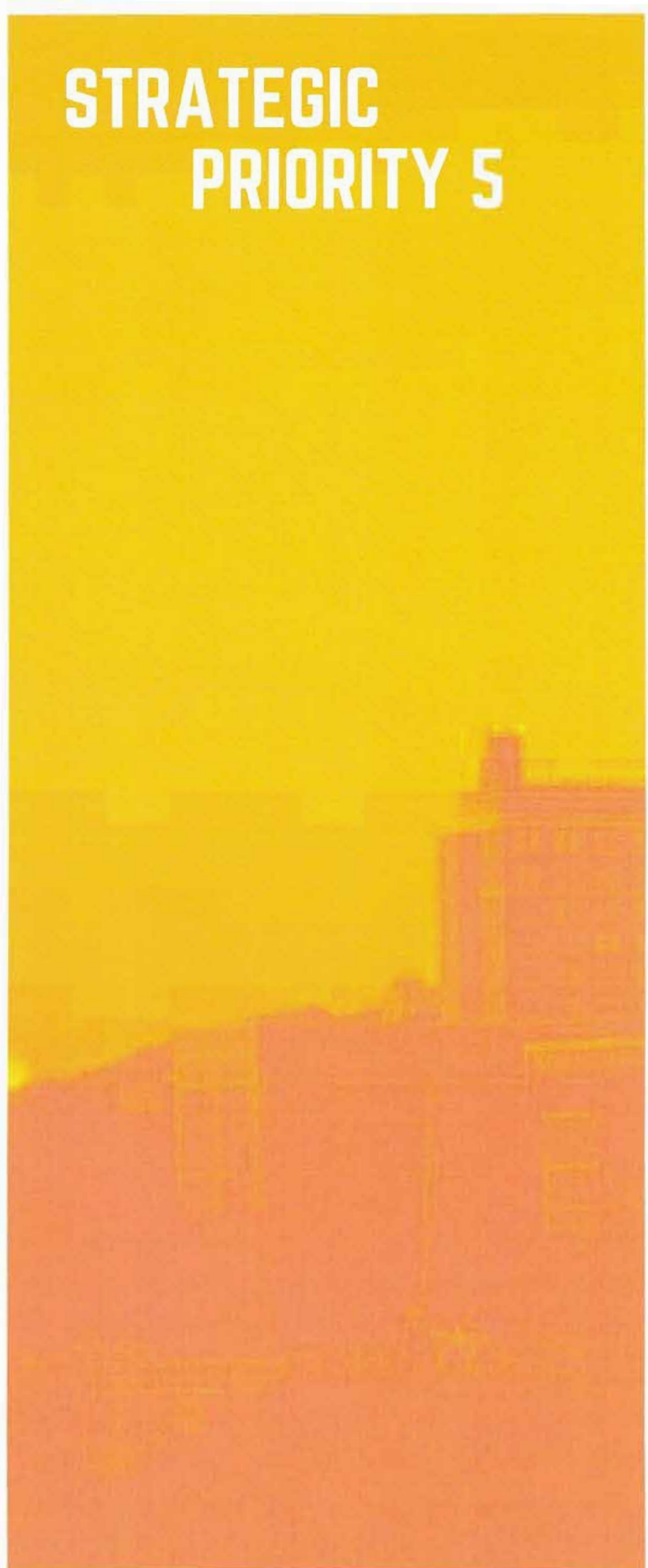
☐ Work to maintain ABO compliance.

☐ Provide continuing education opportunities for the Board of Directors.

☐ Advance professional development opportunities to create a strategic and knowledgeable staff.

☐ Leverage newly formed Leadership Alliance – a partnership with the Greater Binghamton Chamber of Commerce to become the central point of contact, an impactful voice and a powerful driver of economic development in Broome County.

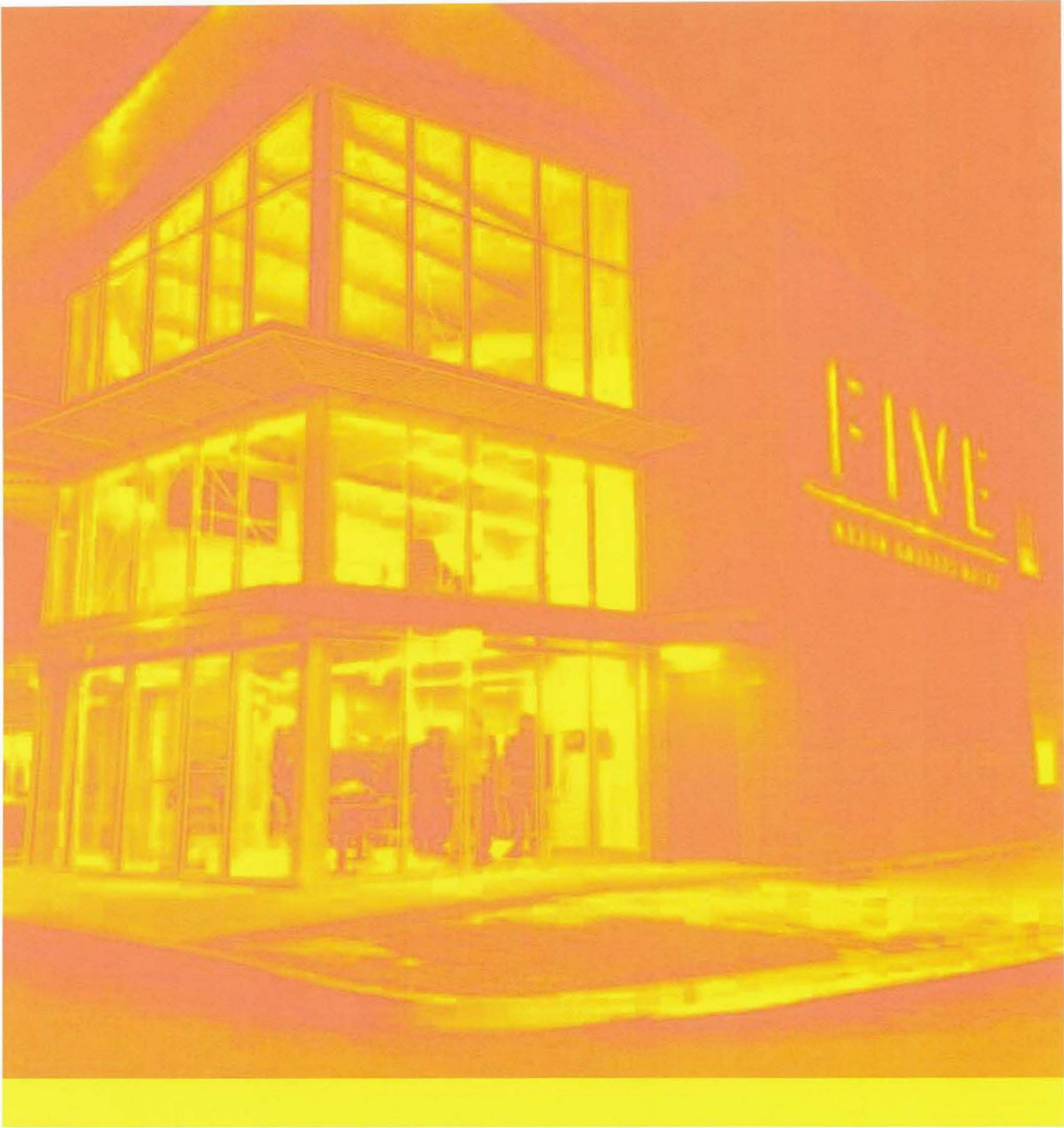
STRATEGIC PRIORITY 5



2021 ACTION PLAN

This sheet serves to isolate the critical and immediate next steps The Agency staff will take to guide the organization towards the achievement of our strategic priorities. The action items have been selected in response to the impact of COVID-19 on our community as well as the success of our previous strategies.

- Continue to leverage partnership with the Greater Binghamton Chamber of Commerce through the Leadership Alliance to better connect with businesses and address their needs during and in the recovery period after the COVID-19 pandemic.
- Develop and maintain a detailed directory of available sites within the Broome County area to improve efficiency when interacting with interested developers.
- Investigate the current state of the housing market and work with community partners to develop a home-buying incentive program as part of workforce attraction and retention.
- Continue to promote quality of life and available opportunities through the Good Life; develop conversion metrics to better track and improve the campaign.
- Provide a variety of continuing education opportunities for both Agency Board and Staff to better prepare the organization for a diverse range of projects.
- Staff will research and educate the Board on critical industry sectors including advanced manufacturing and distribution, energy development, cannabis, health care technologies and information technology.



The Agency - Broome County IDA/LDC
5 South College Drive Suite 201
Binghamton NY 13905
607.584.9000
theagency-ny.com

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