

# A Message from the Co-Chairs

"Our new
Tappan Zee
Bridge is
an exciting
symbol of
what we can
accomplish...
It's rising from
the Hudson
like our
aspiration
is rising for
this state."

-Governor Andrew M. Cuomo, 2016 State of the State and Budget Address Dear Governor Cuomo,

We are pleased to present the Mid-Hudson Regional Economic Development Council's 2016 Progress Report, "A Renewed Vitality: Mid-Hudson leading the way forward." Over the past six years, the Council has sought to revitalize our regional economy through strategic investments in the unique places we live, work, and play in the Mid-Hudson. We are proud to continue that work this year.

Through your efforts and the support of New York State agencies, the Mid-Hudson has brought nearly \$400 million into the Region through CFA Rounds I – V, supporting 469 projects. We are extremely proud of the fact that 91% of these projects are either complete or progressing, that they have leveraged private dollars at a nearly 9:1 ratio, and that they have created or retained nearly 9,000 permanent jobs and nearly 6,000 construction jobs. Our Council has a strong track record, and we are focused on continuing this momentum through Round VI and beyond.

This year, we redoubled our efforts to solicit and endorse regionally transformational economic development projects that align with our vision for the future. After extensive community outreach and careful consideration, we have selected 22 Regional Council Capital Fund Priority Projects that have the potential to generate nearly \$355 million dollars in economic activity, to create or retain more than 3,000 jobs, and leverage private dollars at a nearly 19:1 ratio.

Most importantly, these projects promote the continued economic vitality of the Mid-Hudson Region, and we are especially proud of the fact that more than half of this year's Priority Projects are located in our urban centers. Initiatives like the Middletown Community Campus and Medical Complex Development will bolster investments made in Middletown through the Downtown Revitalization Initiative, and we have made an effort to support worthy projects in other downtowns. Projects like the Stockade Works & RUPCO Maker Space will promote the continued revitalization of Kingston, the State's first capital. Projects such as Vassar Brothers Hospital and EFCO will catalyze the revitalization of downtown Poughkeepsie, making the city a vibrant place to live and work. The Memorial Field project and Sport & Event Center will provide important recreational spaces to Mount Vernon and Yonkers, respectively. These improvements to our downtowns will help them to flourish, encouraging residents and visitors alike to stay longer and experience more.

On behalf of the Mid-Hudson Regional Economic Development Council we'd like to thank you, Governor Cuomo, for your pioneering approach to economic development, and the opportunity to partner with you over the past six years. We are excited about the work we have completed in 2016, and look forward to the new opportunities that lie ahead in 2017.

Very truly yours,

Dennis J. Murray, Ph.D.

President Emeritus, Marist College

Dunin J. Murray

Leonard S. Schleifer, MD, Ph.D.

President and CEO,

Regeneron Pharmaceuticals, Inc.

## Mid-Hudson Regional Council Members

REGIONAL CO-CHAIRS

Dennis J. Murray, PhD, President Emeritus, Marist College, Professor of Public Policy College, Professor Observation College, Professor Observation

Leonard S. Schleifer, MD, PhD, President and CEO, Regeneron Pharmaceuticals, Inc.

**GENERAL MEMBERS** 

John J. Bonacic, New York State Senate, 42nd District

Donald P. Christian, President State University of New York at New Paltz

Vincent Cozzolino, Partner, Galileo Technology Group, Executive Vice President, Ceres Technologies

Robin L. Douglas, President, CEO, and Founder, African American Chamber of Commerce Westchester and Rockland Counties

Jonathan Drapkin, President and CEO, Hudson Valley Pattern for Progress

Carol Fitzgerald, Vice Chairman and Executive Vice President, Corporate Development Life Medical Technologies

Aleida Frederico, Senior Vice President, TD Bank

Dr. Marsha Gordon, President and CEO, Business Council of Westchester

Maureen Halahan, President and CEO, Orange County Partnership

Wiley C. Harrison, President and Founder, Business of Your Business, LLC

Ken Kleinpeter, Vice President, Operations, Glynwood

**Jacqueline Leventoff**, Senior Director, Community and Employee Relations, Granite Associates, L.P.

J. Gary Pretlow, New York State Assembly, 87th District

**Paul Ryan**, President, Westchester Putnam Central Labor Body AFL-CIO, Assistant Business Manager, I.B.E.W. Local #3

Al Samuels, President and CEO, Rockland Business Association, Inc.

David Sorbaro, Co-Owner, Mavis Discount Tire

Ned Sullivan, President, Scenic Hudson, Inc.

James Taylor, Jr., CEO, Taylor BioMass, LLC

Cliff L. Wood Ed.D., President, Rockland Community College

### **ELECTED OFFICIALS**

Robert P. Astorino, Westchester County Executive

Ed Day, Rockland County Executive

Mike Hein, Ulster County Executive

Marcus J. Molinaro, Dutchess County Executive

Steven Neuhaus, Orange County Executive

Mary Ellen Odell, Putnam County Executive

Luis Alvarez, Chairman, Sullivan County Legislature

Mike Spano, Mayor, City of Yonkers

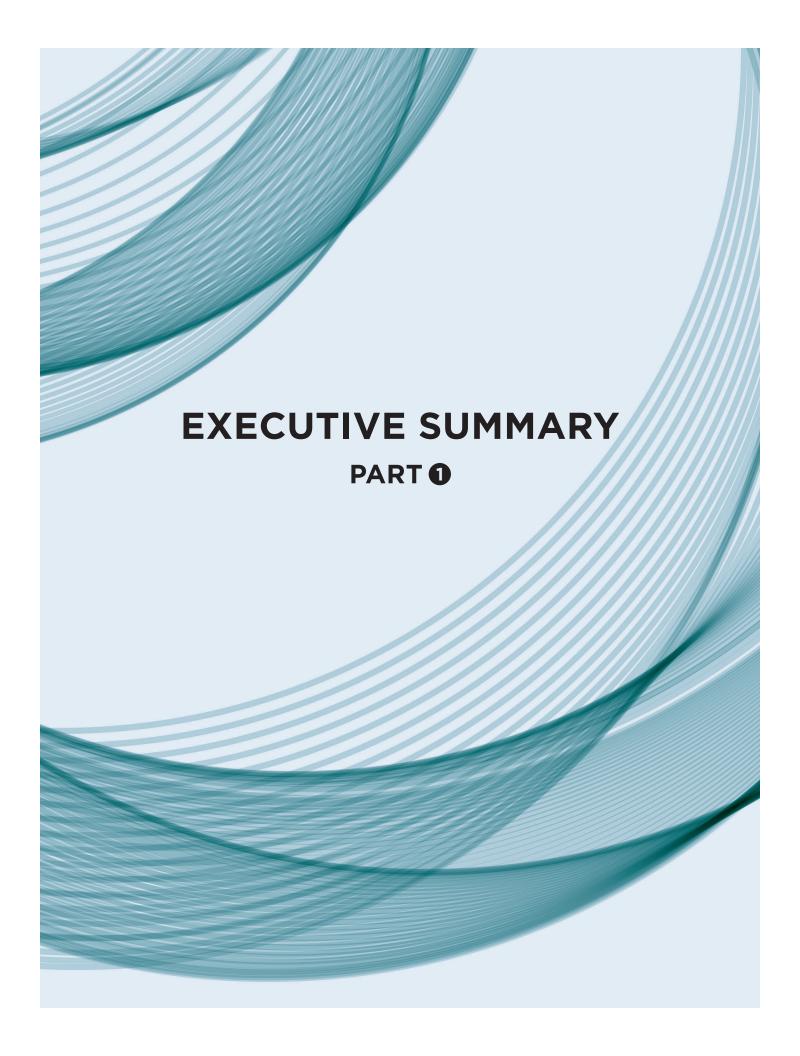
 ${\bf Harley\, Doles}, {\bf Supervisor}, {\bf Town\, of\, Monroe}$ 

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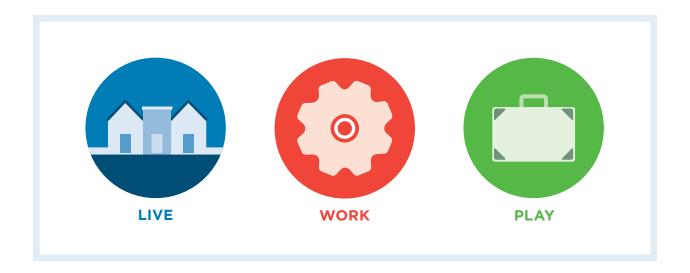
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## **Executive Summary**

In 2016, the Mid-Hudson Regional Economic Development Council ("Council" or "MHREDC") continued to monitor the progress of signature projects and initiatives supported in prior years, while simultaneously refining our economic development strategy to best leverage our region's unique assets and opportunities. We believe that these assets (our proximity to New York City, highly educated workforce, and scenic beauty, among others); the strength of our past performance; and our vision for the future has positioned the Mid-Hudson for renewed vitality in 2016 and beyond.



### **REFINING OUR VISION**

Last year, our Council was privileged to be among the seven regions selected to participate in the Upstate Revitalization Initiative ("URI") competition. Although we were not among the three "winning" regions, we benefited immensely from our involvement in the process. URI planning sessions allowed us to come together not as seven counties, but as one region with a singular, focused vision for the future of the Mid-Hudson. We see a future in which our urban centers are transformed into vital, attractive places for our businesses and millennial talent to locate.

A future in which our region is home to thriving businesses in a variety of industries. A future in which our valley is a popular and internationally-known tourist destination. We call this vision LIVE, WORK, PLAY.



LIVE

An initiative that seeks to revitalize the Region's many river, hilltop and crossroads urban centers, encouraging smart growth, transit oriented development, downtown revitalization and infrastructure improvements in order to stimulate job creation and prevent youth flight.



An industry-based initiative that seeks to attract and retain quality jobs in the Region's mature and emerging clusters including biotech, advanced and high-tech manufacturing, information technology, financial and professional services, and distribution, and to match them with the Mid-Hudson's highly educated workforce.



**PLAY** 

An initiative that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

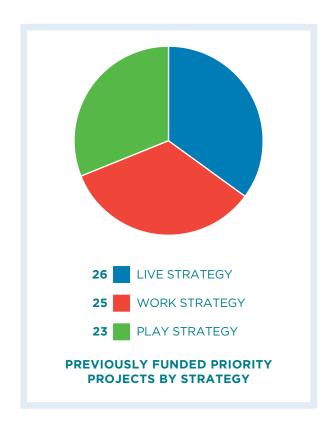
### **MEASURING OUR SUCCESS**

The Council has made good progress in all of the economic and quality of life indicators it tracks as part of its regional dashboard (see pages 13 – 14). While we have seen improvements in areas including average annual employment and total annual wages since the Council's founding in 2011, the Mid-Hudson still trails the statewide average in many of these indicators (as do many upstate regions), and could greatly benefit from targeted State investment this year.

Projects supported by the MHREDC through Consolidated Funding Application ("CFA") rounds I – V have strong completion rates. We have funded 469 projects, of which 91% are either complete or progressing (additional outcomes from prior funding rounds can be found in Part 2, pages 20 – 22). What's more, these projects boast a private investment ratio of nearly 9:1, meaning that a State dollar invested in our region goes a long way in leveraging outside funds.

Of the 74 Priority Projects funded over the past five years. 88 percent are either complete or progressing. Twenty six of these projects directly support the Council's LIVE strategy-projects including Matrix Distribution in Orange County, which has taken virgin land right off I-84's 17K exit, made it shovel-ready, and is currently nearing completion of a 550,000 square foot facility that will house a distribution center for AmeriSource Bergen, which is investing \$39M to fit it out for their needs and will create 121 jobs. Hudson River Housing in Dutchess County has undertaken the adaptive rehabilitation of an historic building in downtown Poughkeepsie, creating 15 units of affordable housing on the second and third floors of the building with the first floor being used for community focused commercial enterprise space. The commercial space is expected to be complete in December 2016.

Twenty five of our previously funded Priority Projects directly support the WORK strategy—projects including the 3D Printing Initiative at SUNY New Paltz in Ulster County, which has undertaken construction of its Additive Manufacturing Center including the purchase and installation of machinery and equipment for the Center. The projected date of the groundbreaking is set for the Fall of 2017. The Council also funded The Center for Discovery's Regional Assessment Center in Sullivan County, which has begun construction on community-based services



in Hurleyville, Sullivan County. The Center is making investments in the surrounding community and Hamlet of Hurleyville including five homes spread throughout the community to provide smaller living arrangements and projects that provide supplemental services such as a MakersLab, and other day-program and educational programs for better integration into the surrounding community.

Twenty three previously funded Priority Projects directly support the PLAY strategy, including the Hudson Valley Brewery in Dutchess County, which has adaptively rehabilitated a former factory into a brewery, with a restaurant and an event space in the heart of Beacon's revitalized downtown) and the Walkway Over the Hudson in Dutchess and Ulster Counties, which has transformed an abandoned railroad bridge into a publicly accessible tourist destination that attracts over 750,000 visitors annually to walk over the Hudson River. Additional information on implementation highlights can be found in Part 3's section on Implementing Strategies through the Project Pipeline (page 32).

### A ROBUST PROJECT PIPELINE

One of the MHREDC's greatest strengths has been our ability to raise public awareness about the Council's work and to solicit quality CFA applications. As detailed in the Public Engagement section in Part 4, (page 101), this year's outreach efforts yielded a record number of strategy-aligned applications, from which the Council named 22 transformational Regional Council Capital Fund Priority Projects.

These Priority Projects are consciously balanced among the Council's three main strategies, with six projects that fit the LIVE strategy, ten in the WORK strategy, and six in the PLAY strategy. Many of these projects advance more than one of these strategies (see page 54 for a complete list of the 2016 Regional Council Capital Fund Priority Projects). Taken together, they have the potential to generate nearly \$355 million dollars in economic activity, to create or retain more than 3,000 jobs, and leverage private dollars at a nearly 19:1 ratio—this would truly have a transformational impact on our regional economy. They also forward many other key state initiatives, including the NYSTAR Regional Economic Cluster Program (see page 41), and Downtown Revitalization Initiative (see page 108).

### A FOCUS ON OUR DOWNTOWNS

Downtown revitalization has been an important area of emphasis in the Council's efforts this year, including but not limited to the work we have done through the Downtown Revitalization Initiative. The Mid-Hudson does not have a single defining urban center, but a collection of them, located along the Hudson River and other historic transportation corridors. It is not surprising then, that our region had the largest response to the DRI competition in the entire state (36 finalized applications). And while Middletown was ultimately named the winner of the DRI competition (see Part 5, page 108), the Council reviewed many other worthy applications, and felt it was important to promote the continued vitality of these urban centers through other means. This commitment to downtown revitalization is evident in the Council's funding recommendations, as fully half of this year's Priority Projects are located in urban centers including

Poughkeepsie, Kingston, Middletown, Yonkers, and New Rochelle.



Saw Mill River Daylighting in Yonkers, NY

### A RENEWED VITALITY

The Mid-Hudson continues to promote LIVE, WORK, and PLAY: three initiatives designed to complement the region's geographic, demographic, and economic diversity. This year's slate of strategy-aligned Priority Projects will harness substantial private sector leverage for community

reinvestment, create jobs, and help the entire Mid-Hudson, including our many and diverse urban centers, experience a renaissance.





## State of the Region/ Performance Measures

In addressing the state of the Region's economy, the MHREDC relies on its strategic plan, economic trends, previous annual reports, and guidance from the State. This year's report contains General Economic Indicators and Quality of Life Indicators as well as Key Regional Indicators. General Economic Indicators address economic conditions in the Mid-Hudson Region by showing key metrics as well as an indication of trends since the Council's inception. Quality of Life Indicators represent measures to assess issues central to the well-being of residents within the Mid-Hudson Region. Key Regional Indicators assess, among other things, the Region's economy as it relates to industry clusters identified by the Council as important to the "LIVE, WORK, PLAY" strategies.

### **GENERAL ECONOMIC INDICATORS**

Table 1 represents the regional dashboard of economic performance indicators. For each of these indicators, the Council monitors the indicator relative to last year, and longitudinally, over the course of the Council's tenure (between 2011 and 2015) where this trend data is available. In addition, the table indicated the Region's progress with statewide data for comparison. Between 2011 and 2015, average annual employment in the Mid-Hudson improved by 3.69%, yet still trailed statewide progress of 6.77%. The difference between the regional and statewide job growth is due, in part, to continued employment reductions in the public sector, which made up 16.2% of regional jobs in 2015. The average unemployment rate in the Mid-Hudson declined to 4.7%, representing an improvement of 0.60% over the previous year and outpacing the statewide 5.3% unemployment rate by 0.60%. The decline in regional unemployment was similar to statewide improvements, where unemployment fell by 1.0% in 2015.

Between 2011 and 2015, the number of regional employers (establishments) increased by 3.54%. The Region trails the statewide average, which increased the number of establishments by 7.64% during the same time period.

Total annual wages between 2011 and 2015 for the Region increased by 11.19% while statewide total annual wages increased by 16.66%. Helped by the continued economic growth following the recession of 2008 and 2009, average annual wages for the Region increased to \$58,081 in 2015, representing a 4.31% increase over 2014 and 7.27% from 2011 to 2015.

Overall, the regional economic indicators demonstrate the regional economy is improving. Unemployment continues to decline, although at a slow pace. However, the number of individuals employed in the public sector is negatively impacting local employment growth. Despite gains, the regional recovery still lags statewide improvements from 2011 to 2015, demonstrating a need for continued investment in regional economic development.

TABLE 1 / MID-HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL DASHBOARD: GENERAL ECONOMIC INDICATORS<sup>1</sup>

Measures	Region (2015)	New York State (2015)	Regional Progress (% Change 2014-15)	State Progress (% Change 2014–15)	Regional Progress (% Change 2011-15)	State Progress (% Change 2011–15)
		ECONOMIC IN	DICATORS			
Average Annual Employment (2015)	895,872	9,014,381	1.55%	1.93%	3.69%	6.77%
Average Annual Private Sector Employment	750,870	7,648,654	1.96%	2.24%	5.78%	8.50%
Average Annual Public Sector Employment	145,002	1,365,727	-0.54%	0.22%	-5.91%	-2.00%
Unemployment Rate	4.70%	5.30%	0.60%	1.00%	2.70%	3.00%
Number of Establishments	75,332	627,758	1.77%	2.87%	3.54%	7.64%
Total Annual Wages	\$52,033,484,823	\$608,406,284,153	4.11%	4.38%	11.19%	16.66%
Total Annual Wages Private Sector Employment	\$42,112,060,031	\$526,005,089,279	4.82%	4.61%	12.93%	18.34%
Total Annual Wages Public Sector Employment	\$9,921,424,792	\$82,401,194,874	1.21%	2.95%	4.38%	7.01%
Average Annual Wages	\$58,081	\$67,493	4.31%	2.41%	7.27%	9.27%
Average Annual Wages Private Sector Employment	\$56,084	\$68,771	4.80%	2.33%	6.76%	9.06%
Average Annual Wages Public Sector Employment	\$68,423	\$60,335	1.75%	2.72%	10.93%	9.20%



The Region shows improvement in this metric.



The Region is declining in this metric.

The Region is stable in this metric (change of less than 1%).

 $Average\ annual\ unemployment\ represents\ national\ estimates\ obtained\ from\ the\ Current\ Population\ Survey\ (CPS),\ a\ sample\ survey\ of\ households\ conducted\ for\ the\ U.S.\ Bureau\ of\ Labor\ Statistics\ by\ the\ U.S.\ Bureau\ of\ the\ Census\ (labor.ny.gov/stats/lstechlaus.shtm)$ 

 $<sup>^1</sup>$  Average Annual employment, the number of establishments, total annual wages, and average annual wages were determined by The Quarterly Census of Employment and Wages program which collects employment and wage data from employers covered by New York State's Unemployment Insurance Law. This program is a cooperative program between the State of New York and the U. S. Bureau of Labor Statistics. (labor.ny.gov/stats/lstechqcew.shtm)

### **QUALITY OF LIFE INDICATORS**

Table 2 shows regional quality of life indicators including poverty, migration (representing the percentage of individuals living in the same region as the previous year), share of residents lacking health insurance, and estimated visitor spending. The most current available quality of life data is from 2014.

The number of individuals without health insurance in the Region fell 0.80% between 2012 and 2014, and during the same time period fell 0.70% across the State.

Individuals living below the poverty level continues to be one of the quality of life indicators that is of particular interest to the Council. From 2011 to 2014 the Region saw a slight increase of residents living below the poverty line of 0.80% while the State saw a similar increase of 1.1%.

Tourism continues to be an economic driver for the Mid-Hudson, and a key area of focus. Visitors and tourists in the Region spent \$13.7 billion from 2011 to 2014, six percent of the statewide spend of \$232.8 billion. In 2014, the Mid-Hudson recorded the third highest regional tourism dollars, falling behind only New York City and Long Island.

TABLE 2 / MID-HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL DASHBOARD:  QUALITY OF LIFE INDICATORS <sup>2</sup>								
Measures	Region (2014)	New York State (2014)	Regional Progress % Change (2013 - 14)	State Progress % Change (2013–14)	Regional Progress % Change (2011–14)	State Progress % Change (2011–14)		
		ECONOM	IIC INDICATO	RS				
Share of residents lacking health insurance	9.80%	10.60%	0.70%	0.50%	-0.80% (2012 - 14)	-0.70% (2012 - 14)		
Poverty status of resident overall (% living below the poverty line)	10.90%	15.60%	0.10%	0.30%	0.80%	1.10%		
Poverty status of residents <18 (% living below the poverty line)	3.70%	4.90%	-0.10%	0.10%	0.20%	0.30%		
Poverty status of residents 18 – 64 (% living below the poverty line)	6.20%	9.10%	0.10%	0.20%	0.60%	0.80%		
Poverty status of residents >=65 (% living below the poverty line)	1.00%	1.60%	0%	0.10%	0.00%	0.10%		
Estimated visitor spending	\$3,571,875	\$62,454,974	3.24%	5.40%	15.70%	15.85%		



The Region shows improvement in this metric.



The Region is stable in this metric (change of less than 1%).

### GROSS REGIONAL PRODUCT MID-HUDSON REGION, 2014

## \$136,057,981,347

THE GROSS REGIONAL PRODUCT OF THE MID-HUDSON REPRESENTS **9.88%** OF THE STATEWIDE GROSS REGIONAL PRODUCT AND HAS INCREASED **3.61%** FROM 2013 TO 2014









Top to bottom, left to right: Governor Cuomo at Bethel Woods kick-off of the Catskill Challenge; Dutchess County Balloon festival 2016, Courtesy Dutchess Tourism Inc; Lieutenant Governor Kathy Hochul at the Catskill Challenge; Washington's Headquarters, Courtesy Orange County Tourism

### **MIGRATION AND COMMUTING**

The Council also continues to monitor the percentage of individuals living and working in the Region. In 2014, 96.46% of individuals in the Region lived in the same county as the previous year (migration), showing a 0.16% decrease from 2013. In addition to assessing migration, the Council

assesses commuting as measured by the percentage of individuals working in the Region as compared to previous years. In 2014, 73.54% of individuals worked in their region of residence, demonstrating a slight increase of 0.66% from the previous year.

MIGRATION FOR THE POPULATION AGED ONE AND OVER 2013-2014 AMERICAN COMMUNITY SURVEY (ACS) <sup>1</sup>								
Round	Population, One Year and Over	Stayed in Same Region	% Stayed in Same Region	Left NY State	% Left NY State			
2013	2,294,822	2,217,425	96.62%	45,561	2.0%			
2014	2,304,149	2,222,623	96.46%	49,992	2.2%			

### **REGIONAL COMMUTATION IN THE MID-HUDSON REGION** FOR THE CIVILIAN EMPLOYED<sup>2</sup> 2013-2014 AMERICAN COMMUNITY SURVEY (ACS)3

Following is a representation of the percentage of residents living and working in the region:



**1,076,285** CIVILIAN EMPLOYED 20131 791,082 LIVE AND WORK IN SAME REGION 2013



1,082,852 CIVILIAN EMPLOYED 20141 796,310 LIVE AND WORK IN SAME REGION 2014

### OTHER KEY REGIONAL INDICATORS

Each year, regional progress toward MHREDC goals is evaluated by examining strategic clusters of specific industries. In 2015, the Mid-Hudson re-evaluated their ongoing 4 core goals and strategies including investing in technology, attracting and retaining mature industries, growing natural resource sectors, and building upon the Region's infrastructure, and set forth an aggressive re-defined vision for the Region's economic growth: LIVE, WORK, PLAY.

Table 3 shows average annual employment, the number of establishments, and average annual wages for each industry cluster in the Region associated with the Council's industryspecific goals. Economic data from 2014 is included along with the percentage change from the prior year. Additionally, the table includes regional progress between 2011 - 2015, the time in which the Council has been active.

<sup>1</sup> Prepared by NYS Department of Labor, Division and Statistics. Source 2013 and 2014 ACS Public Use Micro Sample (PUMS).

<sup>&</sup>lt;sup>2</sup> Excludes those who are employed but not at work.

<sup>&</sup>lt;sup>3</sup> Prepared by NYS Department of Labor, Division of Research and Statistics. Source: 2013 and 2014 ACS Public Use Micro Sample (PUMS).

	TABLE 3 / GOAL SPECIFIC PROGRESS USING INDUSTRY DATA FOR THE NUMBER OF ESTABLISHMENTS, EMPLOYMENT, AND WAGES									
		# OF ESTABLISHMENTS		EMPLOYMENT			WAGES			
STRATEGY	CLUSTER	2015 ТО		GRESS DATE 2015		PROGRESS TO DATE				RESS
STR.		Avg. # of Est.	% Change 2011-15	% Change 2014-15	Avg. Annual Emp.	% Change 2011–15	% Change 2014-15	Avg. Annual Wages\$	% Change 2011–15	% Change 2014-15
	Biotech and Biomedical	247	0.82%	1.23%	10,313	-8.28%	0.10%	\$226,985	88.41%	16.78%
	Healthcare	5,910	0.07%	-0.57%	136,475	3.10%	2.18%	\$57,068	7.84%	2.21%
	High Tech Manufacturing	497	-4.61%	1.02%	20,371	-10.72%	0.56%	\$107,093	-0.65%	5.49%
WORK	Information Technology	1,390	-3.41%	-2.32%	7,979	-5.22%	2.61%	\$96,760	-6.61%	4.01%
	Distribution	853	1.91%	0.83%	10,313	-1.30%	-8.72%	\$52,505	-7.81%	0.83%
	Financial and Professional Services	11,337	-1.67%	0.28%	82,917	1.69%	-0.35%	\$104,321	6.81%	1.80%
	Goal Subtotal	20,234	-1.19%	-0.10%	268,368	0.57%	0.74%	644,732	19.52%	7.58%
	Agriculture	546	5.41%	1.87%	5705	7.42%	-0.40%	\$50,108	4.30%	6.90%
	Other Industry Sectors	5,732	-7.14%	-0.98%	61,996	-2.93%	1.01%	\$65,041	4.80%	2.33%
PLAY	Tourism, Arts, and Culture	2,085	4.41%	1.51%	31,897	6.22%	-0.93%	\$29,942	-10.19%	-12.71%
	Food and Beverage	839	2.44%	0.84%	12,387	12.38%	3.29%	\$39,260	12.90%	3.11%
	Goal Subtotal	9,202	5.11%	3.23%	111,985	23.67%	2.97%	184,351	28.52%	27.37%

### WORK

The WORK Initiative is an industry-based initiative that seeks to attract and retain quality jobs in the Region's mature and emerging clusters including biotech, advanced and high-tech manufacturing, information technology, financial and professional services, and distribution, and to match them with the Mid-Hudson's highly educated workforce. The WORK cluster employed 268,368 individuals in 2015, which is made up of a mix of industries including, biotech and biomedical, healthcare, high tech manufacturing, information technology, distribution, and financial and professional services.

The industry which saw the largest increase in establishments from 2014 – 2015 was biotech and other life sciences at 1.23%, followed closely by high tech manufacturing at 1.02%. The average annual wage of the biotech and other life sciences sector saw a dramatic 88.41% increase in average annual wages from 2011 to 2015, which is a great measurement of the MHREDC's recent successes in attracting companies in this key industry.

The greatest loss came in the information technology sector with a 2.32% loss in establishments from 2014-2015, but it is important to note that from 2011-2015 the industry lost a total of 3.4% of establishments.

### **PLAY**

The PLAY Initiative is defined as one that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

The Mid-Hudson Region had 111,985 establishments employing workers in the PLAY cluster during 2015. The number of regional employers in the PLAY cluster grew by 3.23% from 2014, largely in part to a 1.87% increase in agriculture establishments.

The food and beverage cluster continues to grow ending 2015 with 839 total establishments, representing an 0.84% increase from 2014. The food and beverage average annual employment from 2011 – 2015 has increased by 12.38%, which further proves the statistics and initiatives around the Mid-Hudson's Regional Economic Cluster Program, the Food and Beverage Manufacturing Supply Chain (See page 41 for details).



## Status of Past Priority Projects

### **PRIORITY PROJECT PROGRESS**

A key component of Governor Cuomo's Regional Economic Development Council initiative is the requirement that all CFA awarded projects be tracked in order to ensure success and State assistance in fostering the Region's continued growth. Below is a look at the Priority Projects awarded since 2011.

### **PROJECT STATUS GUIDE**

Blue: Project is complete

Green: Project is on schedule

**Yellow:** Project is progressing more slowly than anticipated

Orange: Project contract not yet executed

Red: Project concerns need to be resolved

Black: Project canceled or funding declined



### PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)

CFA	Project Name	Status
15293	Dover Knolls	Black

### **PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)**

CFA	Project Name	Status
30986	Mid-Hudson Opportunity Area (Peekskill/Brewster)	Blue
30408	White Plains Multimodal Transportation Ctr.	Green
32206	${\bf Extension}\ of\ Water\ Services\ to\ Dutchess\ Airport$	Green
31855	FITT to Grow New York	Green
30425	Scobie Drive Industrial Park Infrastructure	Yellow
32278	TBE Montgomery, LLC	Black
31877	Teutonia Buena Vista	Black
29966	Warwick Valley Local Development Corp.	Black

### PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)

CFA	Project Name	Status
41765	Williams Lake Resort Community	Green
38871	Middle Main Revitalization Program	Green
43407	Wappingers Falls Waterfront Strategic Investment	Green
38915	Hudson Valley Opportunity Fund	Green
39716	Saw Mill River Daylighting – Phase 3	Green
39792	Ashburton Avenue Rehabilitation Project	Green
40666	Green Chimneys School Expansion	Green
41094	SoYo Mixed-Use TOD Project	Green

### PRIORITY PROJECTS FUNDED IN 2015 (ROUND 5)

CFA	Project Name	Status
56436	Orange County Amy's Kitchen WWTP	Green
54177	${\bf StewartAirportInfrastructureImprovementProject}$	Green
52472	SoYo – Phase 2	Green
52545	Greystone Bakery Capital Improvements	Green
51725	Queen City Lofts Poughkeepsie Main Street Project	Green
52574	Middletown Community Campus Redevelopment	Green
52824	Yonkers Downtown TOD Riverwalks	Green
54163	Repurposing New Hope Farms	Orange
54111	Yonkers Carpet Mill Arts District Portal	Orange



### PRIORITY PROJECTS FUNDED IN 2011 (ROUND 1)

CFA	Project Name	Status
5867	New York Medical College BioInc	Blue

### PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)

CFA	Project Name	Status
17078	New York Medical College BioInc	Blue
18180	New York State Cloud Computing and Analytics Center	Blue
19111	Center for Global Advanced Manufacturing	Blue
14841	Touro College of Osteopathic Medicine	Blue
15929	Northern Westchester Hospital	Blue
19253	The Center for Discovery Regional Assessment Center	Green
11147	Crystal Run Healthcare	Green
19033	Matrix Distribution	Green
18714	Bon Secours Regional Cancer Center	Black
18646	Sound Shore Medical Center	Black

### PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)

CFA	Project Name	Status
27942	Kolmar Laboratories Inc. SKINCARE2013	Blue
27880	3D Printing Initiative at SUNY New Paltz	Green
29942	Clear Solution Labs	Black

### PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)

CFA	Project Name	Status
39912	USAI Expansion	Green
42096	CGAM 2014 – Additional SMARTT Lab Equipment	Green
42716	Anellotech DS3	Green
39349	Jawonio Integrated Health, Wellness, and Work	Green
38757	Pathway to Health	Yellow

### PRIORITY PROJECTS FUNDED IN 2015 (ROUND 5)

CFA	Project Name	Status
52144	Vassar Brothers Medical Center Patient Pavilion	Green
57574	Fulton Technology Crossroad Project	Green
55681	Clemson Distribution and Bottling Plant	Green
55255	EFCO Products, Inc. Capacity Improvement	Green
53796	SMARTT Labs and SMARTT Pods	Orange
55084	New Precision Glass Surfaces (Gillinder Brothers)	Orange



### PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)

CFA	Project Name	Status
17030	Hudson Valley Food Hub – Phase 2	Green
19089	Echo Bay Waterfront	Green
19129	Yonkers Rising Development	Green
14734	Hudson Landing Promenade Project	Green
17045	Glenwood Power Plant Restoration	Orange
14353	Hyde Park Hotel Ventures	Black
16826	Crown Maple Visitor Center	Black

### PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)

CFA	Project Name	Status
30713	M-H Capital Region Local Food Distribution Hub	Orange

### PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)

CFA	Project Name	Status
OFA	F10ject wante	Status
42279	Hepworth Farms Hudson Valley Grown Farm Hub	Blue
41937	Sing Sing Historic Prison Museum	Blue
38762	Equilibrium Brewery	Green
42781	Hudson Valley Brewery	Green
4345	LEGOLAND New York	Green
40583	$Stone\ Ridge\ Or chard\ Hard\ Cider\ Plant/Food\ Hub$	Orange
4242	Hudson Valley Craft Beer, Cider, and Spirits Project	Orange
4020	Mensch Grasmere, LLC (Grasmere Farm)	Orange

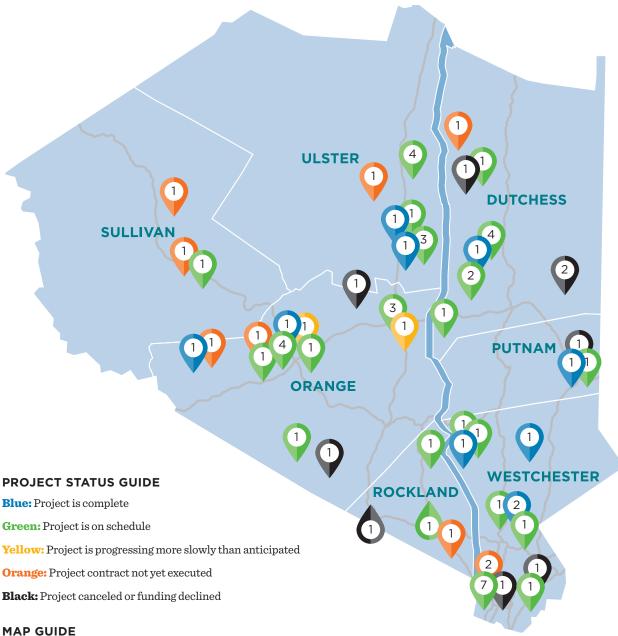
### PRIORITY PROJECTS FUNDED IN 2015 (ROUND 5)

CF	A.	Project Name	Status
517	49	Walkway Visitor Facility Improvement/Accessibility	Green
575	95	LEGOLAND New York	Green
507	25	Wildberry Lodge	Green
513	16	Bellefield at Hyde Park	Green
505	577	Black Dirt Distillery and Tourism Expansion Project	Green
569	005	Food and Beverage Manuf. and Agritourism Center	Green
540	)59	Sullivan County Stave Mill and Cooperage	Orange

Updates on successful past Priority Projects including The Center for Discovery, LEGOLAND New York, and Saw Mill River Daylighting can be found in Part 3's section on "Implementing Priorities through the Project Pipeline" (see page 32).

### MAPPED STATUS OF PAST PRIORITY PROJECTS

The MHREDC makes a concerted effort to ensure appropriate geographic distribution of Regional Council Capital Fund dollars, as shown in the map below:



Pin numbers represent the number of Priority Projects with the same status in a particular location.

### **SUMMARY OF ALL PAST PRIORITY PROJECTS**

### 2011 (ROUND 1)

1 Project	Project Status
1	Blue

### 2012 (ROUND 2)

18 Projects	Project Status
5	Blue
7	Green
1	Orange
5	Black

### 2013 (ROUND 3)

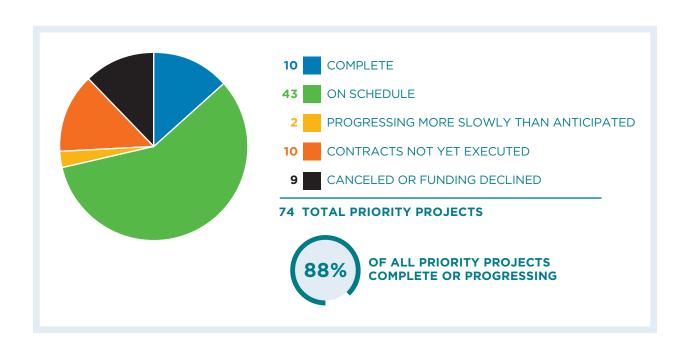
12 Projects	Project Status
2	Blue
4	Green
1	Yellow
1	Orange
4	Black

### 2014 (ROUND 4)

21 Projects	Project Status
2	Blue
15	Green
1	Yellow
3	Orange

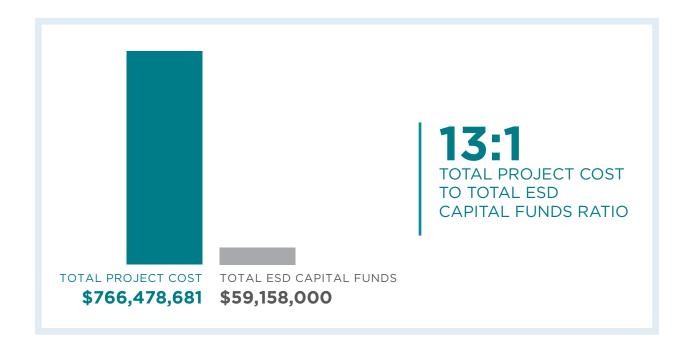
### 2015 (ROUND 5)

22 Projects	Project Status
17	Green
5	Orange



### LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

The table below shows the leverage of State investment in all past Priority Projects. Excluded from these calculations are nine projects that were either canceled, or where the award was declined. The ratio of total project cost to total ESD Capital Fund awards for all Mid-Hudson Priority Projects over the past five rounds is nearly 13:1, demonstrating the Region's commitment to maximizing the impact of public dollars.



## Status of all Projects Awarded CFA Funding

### AGGREGATED STATUS OF ALL PROJECTS

### 2011 (ROUND 1)

65 Projects	Project Status
41	Blue
12	Green
2	Yellow
0	Orange
0	Red
10	Black

### 2014 (ROUND 4)

118 Projects	Project Status
18	Blue
78	Green
3	Yellow
13	Orange
0	Red
6	Black

### 2012 (ROUND 2)

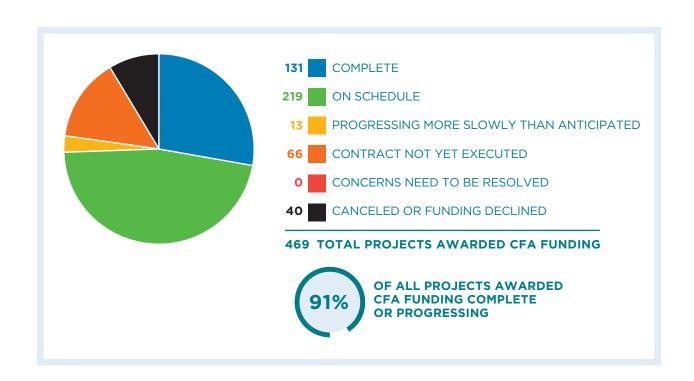
88 Projects	Project Status
45	Blue
23	Green
2	Yellow
3	Orange
0	Red
15	Black

### 2015 (ROUND 5)

108 Projects	Project Status
0	Blue
61	Green
2	Yellow
45	Orange
0	Red
0	Black

### 2013 (ROUND 3)

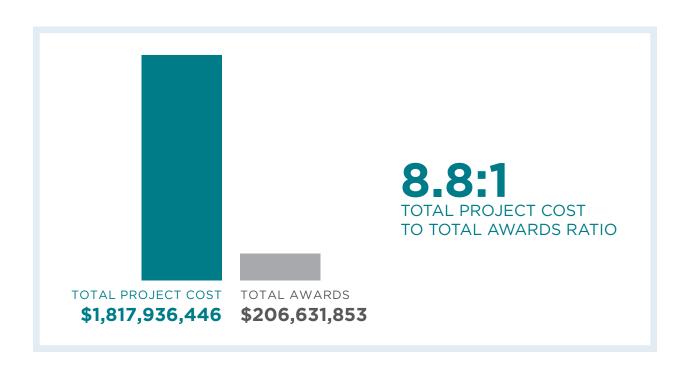
90 Projects	Project Status
27	Blue
45	Green
4	Yellow
5	Orange
0	Red
9	Black



### LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

The table below shows the leverage of State investment in all CFA projects. Excluded from these calculations are 40 projects that were either canceled, or where the award was declined. The ratio of total project cost to total ESD Capital Fund awards for all Mid-Hudson CFA projects over the past five rounds is 8.8:1.

LEVERAGE OF ALL STATE INVESTMENT IN ALL CFA PROJECTS				
Round	Total Awards	Total Project Cost	CFA Award Amount	Leverage All Projects TPC
2011	55	\$166,940,536	\$28,306,381	5.90
2012	73	\$433,498,056	\$65,548,833	6.61
2013	81	\$106,010,253	\$22,026,855	4.81
2014	112	\$367,840,151	\$48,930,258	7.52
2015	108	\$743,647,450	\$41,819,526	17.78
Total	429	\$1,817,936,446	\$206,631,853	8.80



### **JOB CREATION**

The MHREDC closely tracks job creation numbers related to all funded CFA projects. It is important to note that the numbers below are not truly representative of the Council's full impact as several State agencies, including DEC, EFC, DOS, HCR, NYSERDA and ONCS do not track job creation numbers. In addition it is important to note that these numbers to date do not represent the total number of jobs that will be created, or retained as projects that have been awarded funding previously are in various stages of the project life cycle (construction, build out, etc.) The numbers shown are representative of job creation as of September 2016.

## PRIORITY PROJECT JOB CREATION

The numbers in the accompanying table show total construction/indirect jobs, total jobs created, and total jobs retained. Excluded from the calculations are nine projects that were either canceled, or where the award was declined.

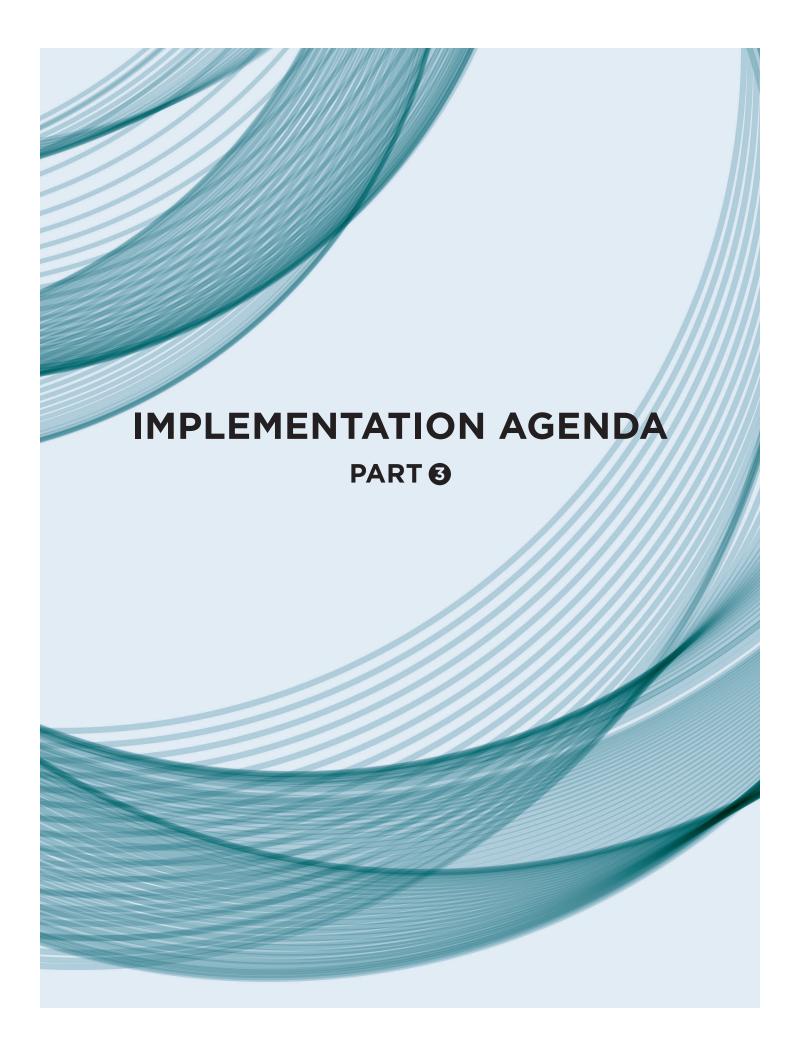
### **ALL CFA JOB CREATION**

The numbers in the accompanying table show construction jobs, total jobs retained, and total jobs created, over the past five years of funding. Excluded from the calculations are 40 projects where CFA funding was either canceled, or where the award was declined.

CFA PRIORITY PROJECTS 2011-2015				
Round	Construction/ Indirect Jobs	Total Jobs Retained	Total Jobs Created	Total
2011	90	N/A	N/A	90
2012	1,035	2,650	458.5	4,143.5
2013	20	412	53	485
2014	222	447	95	764
2015	5	259	13	277
Total	1,372	3,768	619.5	5,759.5

ALL CFA PROJECTS 2011-2015				
Round	Construction Jobs	Total Jobs Retained	Total Jobs Created	Total
2011	253	353	188	794
2012	1,938	3,396	852.5	6,186.5
2013	278	874	317	1,469
2014	1,621	1,635	413	3,669
2015	2,674	301	258	3,233
Total	6,764	6,559	2,028.5	15,351.5





## Implementation of 2016 State Priorities

### IMPLEMENTING STRATEGIES THROUGH THE PROJECT PIPELINE



An initiative that seeks to revitalize the Region's many river, hilltop and cross-roads urban centers, encouraging smart growth, transit oriented development, downtown revitalization and infrastructure improvements in order to stimulate job creation and prevent youth flight.

### LIVE STRATEGY

The MHREDC strongly believes that key anchor infrastructure projects that facilitate immediate job creation, support downtown revitalization efforts, while encouraging smart growth and transit oriented development are worthy of Council support. These include the New NY Bridge, The Strategic Taxpayer Relief through Innovative Visions in Education (STRIVE) project, and SoYo Phase 2 to name a few. Over the past four rounds of the CFA competition, the Council has funded 26 LIVE Priority Projects and many other strategy aligned CFAs (see Part 2, page 20 for more information). The Council closely monitors the progress of these projects; below are a few status updates on projects funded through Rounds II – V and proposed in Round VI.

### Smart Growth/Transit Oriented Development

Poughkeepsie Waterfront Development LLC (PWD) is proposing to redevelop a 14-acre parcel along the southern waterfront in the City of Poughkeepsie, referred to as the Poughkeepsie Landing Waterfront Redevelopment Project. Both the City and PWD have made significant investments in remediating contamination on the property, stabilizing the shoreline, and preparing the site for development. PWD has requested State support to implement Phase 2, which includes: 1) expansion of the only marina in Poughkeepsie, doubling the capacity for both seasonal and transient boaters, 2) a high-end Marina Club, which includes a pool, restaurant, and bathrooms, 3) an 80,000 square foot mixed-use building for commercial and housing, and 4) public-access amenities, including two green spaces featuring bandstands and a connector to the Dutchess Rail Trail, two sets of public restrooms, a Hudson River Interpretive Center, parking facilities, and other supportive infrastructure. These developments, in addition to a complementary City project to develop a waterfront promenade that will connect to the Walkway Over the Hudson, will contribute greatly to the revitalization of the City of Poughkeepsie and support transit oriented development.

Yonkers TOD Riverwalks, a 2015 Priority Project, is creating a series of pedestrian improvements in the heart of the City of Yonkers, the Region's largest city. When completed, the project will provide two miles of publically accessible recreation trails along the acclaimed Saw Mill River Daylighting and historic Hudson River with world class views of the New York City skyline and The Palisades. Truly supporting smart growth and TOD, the project will stabilize a deteriorated bulk head and will create streetscape improvements along the streets parallel to the Hudson River.

### Downtown Revitalization

 ${\bf Middletown\ Community\ Campus\ Project-Phase\ 2: The}$ City of Middletown has requested funding in this round for Phase 2 of the infrastructure improvements needed to enhance the shovel-readiness of the Middletown Community Campus. The 232-acre Community Campus site is situated in a low-moderate income area, near two of the City's public housing projects. The project will leverage \$11.2M in private investment that will go toward the establishment of the Fei Tian Academy of the Arts and the Fei Tian College on the Campus. The project site includes 90 acres of undeveloped lands, as well as access roads, parking, and numerous buildings that remain from the abandoned State Psychiatric Hospital. This project will provide shovel-ready development sites, prepare existing buildings for adaptive reuse, attract potential employers, and link unemployed individuals in Middletown to employment opportunities.

The Memorial Field Sports Complex Redevelopment Project proposed by the City of Mount Vernon will revitalize the sports complex that sits in the heart of the City, which will continue to deteriorate if left alone. The plan is to install a synthetic field and six-lane track as Phase 1. Completion of this element of the multi-phased project will represent significant progress in the City's effort to return this major site to residents of Mount Vernon, and the Region as a whole. Once completed, Memorial Field will be a premier sports and entertainment venue, providing active and passive recreation for all. It will revitalize the City of Mount Vernon as well as the emerging commercial corridor of Sandford Boulevard. The entire project will include a range of elements and amenities, including an illuminated, synthetic turf multi-sport field, an accessory playing field, grandstands with seating for 3,500, a six-lane, all-weather 400m track, six U.S.T.A. official standard tennis courts, a two-story tennis facility building with viewing space, an indoor training/ exercise area, a ticket booth, and seating area.



Village of Rhinebeck Courtesy Dutchess Tourism, Inc.

### Infrastructure

The New NY Bridge: While not funded through the CFA, the MHREDC continues to strongly support and monitor the significant progress of the replacement of the Tappan Zee Bridge. The New NY Bridge continues its advance towards its opening in 2018. The \$3.98B project will replace the 3.1 mile Tappan Zee Bridge across the Hudson River with a state-of-the art, twin span crossing. More than 5,800 people have worked on the bridge and design-builder Tappan Zee Constructors has used more than 660 subcontractors and suppliers based in New York, providing a significant economic boost in the lower Hudson Valley and throughout the State as envisioned.

The Town of Warwick, in partnership with private investors, has acquired the closed Mid-Orange Correctional Facility to redevelop approximately 130 acres. It is in the process of turning this old campus into a business and technology park housing incubators, research facilities, and light manufacturing sites on pre-approved parcels that will allow immediate occupancy. The State's 2013 investment is allowing for generic site approval and detailed infrastructure improvement designs, which will then be constructed using private and public investment. The redevelopment of this site will create 100-150 construction trade jobs and when completed will create approximately 350 full time jobs. To date, the Town has seen significant interest in the site. One lot has already been sold to a firm for light manufacturing and office work. Other existing buildings on the site are under contract, and two have been leased to Trans Tech bus company for 11/2 years. This firm has almost doubled its production of small school buses since they moved to the site. In addition, a 2016 proposed Priority Project, Star Kay White, wants to relocate their ice cream manufacturing facility to the Warwick technology park.

### **IMPLEMENTATION AGENDA & TIMELINE**

### Action Identified by Council

### Progress-To-Date

## Future Actions and Timeline for Completions

Prioritize anchor infrastructure projects across the Region to ensure capacity for economic growth.

The New NY bridge project is on schedule, Stewart International Airport continues to attract interested manufacturing and distribution companies, and various projects across the Region are supporting the revitalization of infrastructure for communities to be better positioned for growth (see narrative above).

Continuing to support the progress of these various key projects (ongoing).

Continue to identify and promote strategy—aligned CFA applications.

The Council has identified six such Priority Projects for this round of funding (see complete list of 2016 Priority Projects on page 54). Following award announcements continue to track project status and monitor implementation (ongoing).



An industry-based initiative that seeks to attract and retain quality jobs in the Region's mature and emerging clusters including biotech, advanced and high-tech manufacturing, information technology, financial and professional services, and distribution, and to match them with the Mid-Hudson's highly educated workforce.

### **WORK STRATEGY**

The Mid-Hudson Region's technology-intensive industries are anchored by the presence of Regeneron, IBM, and other major employers, and are supported by the Mid-Hudson's well-educated workforce. Believing that the Region is poised for growth in high-tech industries, the Council has invested in this strategy, previously funding 24 WORK Priority Projects and many other strategy-aligned CFAs (see Part 2, page 21 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V, and proposed in Round VI.

### **Biotech**

Regeneron Pharmaceuticals, Inc. located in Tarrytown was recently named the third most innovative company in the world, across all industries, by Forbes Magazine. Although not funded through the CFA, Regeneron has received support from New York State to expand and enhance their laboratory and office space. Regeneron recently invested \$150M at their Westchester Headquarters, which added an additional 300,000 square feet and enabled this global industry leader to commit to hiring over 500 new full time employees by 2019.

## Advanced Manufacturing and High-Tech Manufacturing

The Fulton Street Technology Crossroad Phase 2 project at Marist College is the continuation of the Fulton Technology Cross Road Project (a 2015 Priority Project), which will expand the existing steel fabrication plant with the addition of 26,000 square feet to include digital printing, two art galleries, maker space, advanced manufacturing space, and the creation of The Art and Fashion Design Manufacturing Lab. This adaptive reuse project will create a center for the study and development of new technologies that enable fast prototyping, product engineering, and materials testing-all in a virtual environment. Among other enterprises, this lab will support the manufacturing and distribution of clothing and accessories currently branded under the MPorium and River + Stone labels, with future label development possible. In addition, it will make these resources available to small and medium size businesses through the Cloud, with the goal of stimulating micro-manufacturing throughout the Region.

#### Healthcare

The Center for Discovery Regional Assessment Center: The Center for Discovery's 2012 CFA Priority Project was reimagined in order to meet new standards set forth by the Center for Medicaid and Medicare Services (CMS). The Center continues to use cutting edge technology to serve its clients and the surrounding community, while supporting downtown revitalization and the technology industry sector. The Center has undertaken the construction of community-based services in Hurleyville, Sullivan County, with \$32M in investments that include 5 homes spread throughout the community to provide smaller living arrangements and projects that provide supplemental services such as a MakersLab, and other day programs and educational programs for better integration into the surrounding community which had originally been planned for development on their campus and in a specialty hospital setting. Awarded a \$2.5M RCCF Capital Grant, this project will result in 231 net new full time permanent jobs and allow The Center for Discovery to continue to be a provider of research, intervention and residential services for children and adults with developmental disabilities and medical complexities, including autism spectrum disorders, and will expand its services into a community-based setting.







Top to bottom: Models wearing the Marist Fashion student-designed River + Stone label; The Center for Discovery, Hurleyville, New York; Regeneron research and development headquarters in Tarrytown, NY

#### **IMPLEMENTATION AGENDA & TIMELINE**

#### Action Identified by Council

#### Progress-To-Date

## Future Actions and Timeline for Completions

Improve access to capital for start-up technology firms.

The Hudson Valley Startup Fund, an early seed-round venture fund for Mid-Hudson start-ups, has attracted committed and pending angel investors. The fund recently invested approximately \$175,000 in Newburgh-based Eco Shrimp Garden LLC in a historical district in the City of Newburgh.

Continue to support the attraction of qualified investors to supplement the funds already raised by the Hudson Valley Startup Fund. Continue to connect entrepreneurs to the State Venture Capital division (ongoing).

Continue to identify and promote strategy-aligned CFA applications.

The Council has identified 10 such Priority Projects for this round of funding (see complete list of 2016 Priority Projects on page 54). Following awards announcements, continue to track project status and monitor implementation (ongoing).



**PLAY** 

An initiative that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

#### **PLAY STRATEGY**

As discussed elsewhere in this report (see Part 2), the industries falling under the MHREDC's PLAY strategy employ almost 50,000 people across the Region, and has grown by almost 26% since 2011. The Council recognizes the importance of nurturing this sector to improve regional quality of life and growth potential for employment in industries including agriculture, tourism, arts, culture, and food and beverage. Over the past five rounds of competition, the Council has funded 23 PLAY Priority Projects and many other strategy-aligned CFAs (see Part 2, page 22 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V, and proposed in Round VI.



Hudson Highlands Fjord Trail

#### **Premier Tourist Location**

LEGOLAND NY, (Merlin Entertainments, as project sponsor), proposes to construct LEGOLAND New York, a theme park and resort, on approximately 153 acres of a 524 acre site off Harriman Drive in the Town of Goshen. The park will include rides and attractions, an aquarium, theaters, educational facilities, restaurants, a hotel, and various back of the house facilities including offices and staff areas as well as associated parking and drainage facilities. Educational facilities and programs are included to attract strong school visitation. LEGOLAND NY continues to move through the local planning process and has been named a Priority Project by the MHREDC in 2014, 2015, and again in 2016. This project will create 500 full time employees and additional seasonal positions. Once completed, it will continue to position the Region as a premier tourist destination.

#### Scenic Beauty and Local Agriculture

Hudson Highland Fjord Trail Welcome Area Project, led by the Town of Fishkill, the Village of Cold Spring, Putnam County and Scenic Hudson will result in \$1.68M being invested to construct a visitors center, signage, and amenities along the Hudson Highland Fjord Trail along the Route 9D corridor between the City of Beacon and the Village of Cold Spring. This project will capitalize on the thousands of visitors from the Breakneck Ridge hiking trails that travel near and far to experience one of the State's most popular trail ways. Construction is set to begin late fall of 2016.

#### Food and Beverage

Hepworth Farms Hudson Valley Grown Farm Hub was awarded \$300,000 to be used for property acquisition, construction, renovation, and purchase of machinery and equipment to expand Hepworth Farms, which has now been completed. Hepworth Farms, established in 1818, is a seventh-generation family farm in Milton, New York. The farm is located on the Hudson River approximately 75 miles north of New York City. After graduating from Cornell University in 1982, farmer Amy Hepworth assumed leadership and began the process of dechemicalization, transitioning from standard farming practices to a "whole systems approach." Today, Hepworth Farms has 400 acres of NOFA-certified production land yielding more than 400 varieties of organic vegetables. They specialize in tomatoes, peppers, eggplants, zucchini, cucumbers, and many varieties of greens.







Top to bottom: Taste NY Market at Todd Hill; Farm Produce stand—McEnroe Organic Farm, Millerton, Courtesy Dutchess Tourism, Inc.; Black Dirt Distillery (Warwick Valley Winery), Courtesy Orange County Tourism

Taste NY Market at Todd Hill: On June 9, 2014,
Governor Cuomo announced the opening of the very
first stand-alone Taste NY Market in the entire state.
The storefront is located at the Todd Hill rest area on
the Taconic State Parkway in Dutchess County and is a
great example of inter-agency collaboration, as the State
Department of Agriculture and Markets, the Department
of Transportation, and the Office of General Services







Top to bottom: Team Cuomo rafting on the Delaware at the Catskill Challenge; Cuomo presents a ceremonial key to the Catskills region to actor Robert De Niro; Walkway over the Hudson

partnered with Cornell Cooperative Extension, in Dutchess County to create the unique Taste NY experience on the Parkway. In August, 2016, Governor Andrew M. Cuomo announced that sales at the Taste NY Market at Todd Hill were up 34% in the first six months of 2016 compared to the same time period in 2015. The Market, which is celebrating its second year of operation, recorded sales of \$480,990 between January and June for its Taste NY store. The Todd Hill store is one of 54 Taste NY locations statewide that helped Taste NY more than triple gross sales from 2014 to 2015. The Market features a wide selection of local foods, beverages, and agricultural products from dozens of New York State producers and has become a "must stop" for many.

#### Arts, Culture, History, and Recreational Assets

Walkway Over the Hudson, The Poughkeepsie-Highland Railroad Bridge Company invested \$39.1M to undertake the renovations and repairs necessary to the Poughkeepsie-Highland Railroad Bridge, to create the Walkway Over the Hudson, an elevated pedestrian park over the Hudson River. In 2014, the glass elevator opened to the public, offering direct access to the Poughkeepsie waterfront, regional transit via Metro-North and provided easy access to the park near the center of the bridge. As a result over 750,000 people from all 50 states and 40 nations visit the Walkway Over the Hudson State Park annually. Governor Andrew M. Cuomo announced this summer a \$5.5M initiative to construct new energy efficient visitor centers on both sides of the river as part of the Governor's NY Parks 2020 initiative.

#### **IMPLEMENTATION AGENDA & TIMELINE**

# Action Identified by Council

#### Progress-To-Date

## Future Actions and Timeline for Completions

Continue to identify and promote strategy-aligned CFA applications.

The Council has identified six such Priority Projects for this round of funding (see complete list of 2016 Priority Projects on page 54). Following awards announcements, continue to track project status and monitor implementation (ongoing).

Assist regional food and beverage producers – especially the newly identified craft brew industry cluster.

The number of regional craft breweries doubled between 2012-2015, from 95 to 207.

The Council identified and funded 11 craft brewing projects as Priorities in CFA Round IV – V and two food and beverage-related projects in Round VI.

Following awards announcements, continue to track project status and monitor implementation (ongoing).

Continue interregional collaboration through the Hudson Valley Tourism Group's promotional tools for the areas encompassing the Hudson Valley and Catskill regions.

Hudson Valley Tourism implemented a marketing grant through the Capital District REDC that benefited both the Mid-Hudson and Capital District regions.

Hudson River Greenway Water Trail, a federally designated water trail that includes 100 access sites, has created a new interactive website and promotional materials.

The Council adopted this as a major initiative in its URI Plan in 2015 and will continue to focus efforts on this important initiative (ongoing).

Prioritize and support park, trail, and conservation projects that link city/town centers and multi-modal transportation centers with open space, cultural, and heritage sites.

The Hudson River Valley Greenway, completed a gap analysis of the trail system from New York City to the Adirondacks and has created various trail maps, and promotional materials to attract visitors.

Continue to monitor and advocate for these projects, where appropriate (ongoing).

#### TRAINING THE WORKFORCE FOR TODAY AND TOMORROW

The Mid-Hudson Regional Economic Development Council is committed to supporting workforce development within the Region by identifying and promoting projects that provide effective training in priority areas, and by building partnerships at the community and regional level.

Last year, the community colleges in the Mid-Hudson Region—Dutchess, Orange, Rockland, Sullivan, Ulster, and Westchester—joined together to form the Hudson Valley Educational Consortium ("HVEC") to allow the colleges to actively collaborate with each other, county, state, and regional agencies, municipalities and the business community on workforce development needs.

A joint meeting of HVEC and the MHREDC's Workforce Development Task Force took place in May 2016 to discuss future collaborations among all stakeholders, including the Workforce Investment Boards and BOCES throughout the Region.

HVEC received CFA funds in 2015 for a gap analysis study to ensure that industry demand for qualified and skilled employees is being met through accessible and appropriate education, training, and resources. The project strengthens the capacity of the Mid-Hudson Region for future growth through strategies intended to create a direct link between education, workforce development, and industry needs.

The goal of this project is to provide a comprehensive dataand evidence-driven framework so the HVEC schools can continue to make informed decisions about the education and training programs necessary to keep up with the needs of the local economy. This project also supports informed career path decisions for students and community members and works to support integration planning of partnerships and collaborations that will bring diverse resources to HVEC college campuses, including co-location of services with the NYS Department Of Labor, Rapid Response and others.

#### **IMPLEMENTATION AGENDA & TIMELINE**

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Create a strong alliance with local Mid-Hudson WIB's.	Workforce Development Taskforce expanded to include WIB Directors in all 7 counties in the Mid-Hudson Region.	Align resources, goals, and activities of the MHREDC and WIB's to better serve the Region (ongoing).
Promote career center services.	Established liaisons with New York State One Stop Career Centers.	Continue to co-locate services at HVEC campuses, and deployment of the One Stop Operating Systems at HVEC campuses to better assist their shared constituents (ongoing).
Engage community colleges.	Hudson Valley Educational Consortium created; CFA funds awarded to assist HVEC with workforce development goals.	Continue to assess alignment of course offerings to the needs of the regional economy, share resources of each community college throughout the Region rather than duplicating efforts (ongoing).
Assess and respond to workforce demands by county.	HVEC project will deliver EMSI data on the gap analysis of training to the local economic needs to each community college in the Region.	EMSI will deliver a full report on the gap analysis to each community college, and each community college will align their course offerings to the needs of the regional labor market (ongoing).

# Implementation of Key Regional Priorities/ Ongoing Initiatives

#### **REGIONAL ECONOMIC CLUSTER PLAN**

## FOOD AND BEVERAGE MANUFACTURING SUPPLY CHAIN

In 2015, the MHREDC was asked to define a manufacturing-based industry cluster for the purpose of the NYSTAR's Manufacturing Extension Program (MEP). The Council's Industry Cluster Work Group took stock of the Region's existing assets and strategies; analyzed industry trend data on average annual employment, wages, and number of establishments; and ultimately selected a cluster it refers to as the "Food and Beverage Manufacturing Supply Chain."

#### Defining the Cluster

The cluster, as defined by the MHREDC, includes the interrelated sub-industries of food and beverage manufacturing, processing and equipment. These industries share distribution channels and customers and manufacture complementary products. They are related by skills, technologies, specialized machinery/infrastructure,

and other common inputs. The Council felt it appropriate to link them all together under one relatively broadly defined cluster which supports the Region's broader strategies of WORK and PLAY.

This cluster plays to existing regional strengths and established MHREDC priorities. The Council has previously identified both high-tech manufacturing and the food and beverage industry as priorities for investment. It named four craft brewing beverage manufacturers as 2014 Priority Projects, (see Status of Past Priority Projects, page 22), six food and beverage manufacturing related projects in 2015 (see Status of Past Priority Projects, pages 21 – 22), and is recommending an additional three food and beverage manufacturing-related projects for Priority status this year (see Priority Projects, page 54 – 55), making this cluster a logical extension of past and future State investment.

To truly understand the competitive position of the Mid-Hudson's Food and Beverage Manufacturing Supply

#### **Example Industries**

- · Animal Food Manufacturing
- Bakeries and Tortilla Manufacturing
- Dairy Product Manufacturing
- Food Product Machinery
- Fruit and Vegetable Preserving and Specialty
- Sugar and Confectionary Product Manufacturing

#### **Example Products**

- Hydroponic/Aquaponic Farming
- Urban Farmed Shrimp
- Neutraceuticals
- Food Additives
- · Canning and Bottling
- Nutrients and Food Ingredients
- Farm to Table
- Specialty Foods

#### **Example Equipment**

- Bone In/Boneless Injection and Marinating Equipment
- Spray Coaters for Food Manufacturers
- Blenders
- Packaging Machines

Chain, an analysis was done comparing the Region to the same industry in New York City, Long Island, Capital Region, Connecticut, New Jersey, New York State and the United States. The industry for purposes of the data sets below includes food manufacturing, food processing, breweries, wineries, distilleries, canning, and refining and blending. (See Appendix A for a full list of industries included.)

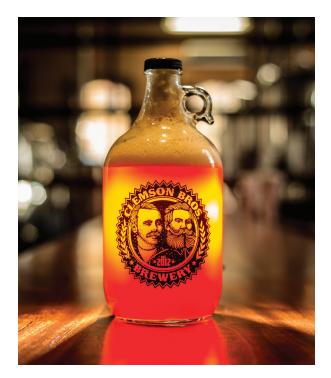
Based on the data compiled from Empire State
Development's EMSI Q2 2016 Data Set, it is easy to see why
the MHREDC chose the Food and Beverage Manufacturing
Supply Chain as its Regional Economic Cluster. The Region
ranked first in job growth, showing a 39% increase over the
last 10 years and average earnings, which were \$71,031 in
2016, countering the perception that the food and beverage
industry is made up of predominantly low wage jobs.

FO	FOOD AND BEVERAGE MANUFACTURING SUPPLY CHAIN SUMMARY DATA					DATA
Region	2005 Jobs	2015 Jobs	Change	% Change	2016 Average Earnings	2016 Establishments
Capital Region	2,745	2,809	64	2%	\$58,185	124
Long Island	7,236	6,627	(609)	(8%)	\$51,156	350
Mid-Hudson	5,064	7,026	1,962	39%	<b>\$71,031</b>	297
New York City	14,653	18,057	3,404	23%	\$43,287	1,149
New York State	56,732	61,358	4,626	8%	\$55,738	2,616
United States	1,644,208	1,708,771	64,563	4%	\$57,400	39,617
Connecticut	8,403	8,815	412	5%	\$55,471	407
New Jersey	32,138	33,173	1,035	3%	\$63,395	1,221





Left to right: Brotherhood Winery; Warwick Valley Winery and Distillery



Clemson Bros. Brewery

To further understand the industry cluster, data was reviewed specifically for food manufacturing. The Food Manufacturing Industry (NAICS Industry 311) has been one of the fastest growing of all industry sectors in the Region. According to Empire State Development's EMSI Q2 2016 Data Set, the Mid-Hudson has the second highest number of food manufacturing jobs in the upstate regions, lagging only behind NYC, Long Island, and the Finger Lakes in terms of total jobs. The Region has also experienced incredible growth in this sector, expanding from 5,157 jobs in 2011 to 6,179 in 2015—an increase of nearly 20%. Job opportunities will be further enhanced with the addition of Amy's Kitchen. The natural and organic food manufacturer is investing nearly \$100M to build a 500,000 square foot manufacturing facility in Goshen, Orange County, creating nearly 700 jobs.

Equally important, the Food and Beverage Manufacturing Supply Chain continues to provide well-paid job opportunities for the Region. According to Empire State Development's EMSI Q2 2016 Data Set, the average annual wage for all food manufacturing was \$51,751, the highest annual average wage in the entire State.

NEW YORK FO	NEW YORK FOOD MANUFACTURING JOBS				
Region	2011	2015	% Change		
Capital Region	1,972	2,152	9.1%		
Central New York	1,540	1,740	12.9%		
Finger Lakes	5,846	6,460	10.5%		
Long Island	5,969	5,961	-0.13%		
Mid-Hudson	5,157	6,179	19.8%		
Mohawk Valley	2,287	2,451	7.2%		
New York City	14,405	17,695	22.8%		
North Country	1,074	1,035	-3.6%		
Southern Tier	2,974	3,258	9.5%		
Western NY	8,361	7,258	-13.2%		

<b>NEW YORK FOOD MANUFACTURING</b>
AVERAGE ANNUAL WAGES

2011	2015	% Change
\$39,021	\$42,795	9.7%
\$42,558	\$45,726	7.4%
42,414	\$49,902	17.6%
\$39,014	\$40,230	3.1%
\$45,758	\$51,751	13.1%
\$42,860	\$44,769	4.5%
\$32,928	\$34,373	4.3%
\$43,793	\$50,320	14.9%
\$40,022	\$43,764	9.3%
\$45,483	\$51,019	12.2%
	\$39,021 \$42,558 42,414 \$39,014 <b>\$45,758</b> \$42,860 \$32,928 \$43,793 \$40,022	\$39,021 \$42,795 \$42,558 \$45,726 42,414 \$49,902 \$39,014 \$40,230 <b>\$45,758 \$51,751</b> \$42,860 \$44,769 \$32,928 \$34,373 \$43,793 \$50,320 \$40,022 \$43,764

#### **IMPLEMENTATION AGENDA & TIMELINE**

#### Action Identified by Council

#### Progress-To-Date

#### Future Actions and Timeline for Completions

Assist existing companies and entrepreneurs in the food manufacturing business to process and test food products.

The Accelerator (MHREDC designated Business Incubator) partnering with TESC (supported by the MHREDC) installed SMARTT Labs and SMARTT Pods for food manufacturing at their facility in Orange County.

Build upon the success of these PODS. Continue to identify additional manufacturers that need assistance. Promote the Accelerator Without Walls (AWOW) to further assist the food and beverage industry sector (ongoing).

Support the implementation of Hudson Valley Technology Development Center's (HVTDC) Food and Beverage Initiative Strategic Plan.

HVTDC presented the MHREDC with their strategic plan in May 2016. To date, they have identified and reached out to over 100 food and beverages enterprises within the Hudson Valley.

Continue outreach to food and beverage enterprises within the Hudson Valley to investigate the needs of the industry (ongoing).

Facilitate and plan informational seminars/events to implement HVTDC's Strategic Plan.

Food Safety Modernization Act (FSMA) informational seminar was held on June 21 2016 at SUNY New Paltz

Build upon the success of the event.
Planning has begun for a follow up
Preventive Controls Qualified individual
(PCQI) training seminar (ongoing).

Assist with HVTDC's business assessment program.

Initial businesses have been identified and assessments will be done to better understand the unique workings and needs of this industry. Identify additional businesses that are needed for assessments to be completed for the ongoing needs of the industry (ongoing).

Support the continued expansion and investment initiatives of companies in the Region that have approached the Council for funding.

The Council has previously funded a number of food and beverage projects, including various craft breweries, wineries and distilleries, and has named three food and beverage manufacturing related projects as priorities for capital awards in this round of CFA funding.

Provide continued support to CFA applicants (ongoing).

#### **GLOBAL MARKETING/EXPORT PLAN**

In 2014, the Global NY initiative was launched by Governor Andrew M. Cuomo to increase export sales from New York State and to encourage the attraction of foreign direct investment. This initiative provides one stop shopping to both foreign businesses wanting to invest in New York and to local businesses who want to export globally. New York State has been offering global trade and investment opportunities for over 40 years and strives to be the industry leader in this ever-shrinking global marketplace. As the 14th largest economy in the world, New York State offers amazing opportunities to foreign companies. With offices around the world and within each of the ten local economic development regions around the state, New York State is here for all businesses.

In the Mid-Hudson, the Regional Economic Development Council launched several initiatives to accomplish these goals. The Council established a Global New York working committee composed of business and academic leaders and the US Department of Commerce. The Global NY committee conducted a survey and a statistical assessment to ascertain the export strengths of the Region. A Brookings Institute study of Metropolitan Statistical areas that ranked three areas in the Mid-Hudson was used. The study showcased a large difference in performance, highlighting the diversity of the Region and the difficulty of creating a single export strategy given the disparity in performance across the Region and its different sectoral strengths. The committee did, however, note two export services that are

consistent strengths throughout the Region- educational institutions and tourism attractions.

#### **GLOBAL NY FUND**

The Global New York team, Erin Cole, Senior Vice President, International Trade Specialist, Charles Radier and members of the Global NY workgroup held informational sessions in April, 2016 to introduce the \$35M Global NY Fund, which provides loans and grants to help small and medium sized New York businesses start exporting or increase their global export sales. Grants are also available to nonprofits that provide export assistance and trade education to New York State companies. Over 50 people attended these informational sessions representing businesses and organizations from across the seven county region.

#### LOAN OPPORTUNITIES

ESD is working in partnership with lenders to extend financing to New York State companies seeking to create or expand direct exports, or to serve as suppliers to larger exporters. Through the program, loans of up to \$500,000 are available for companies to purchase equipment and inventory needed to deliver on export-related contracts and provide working capital to support foreign accounts receivables. The program benefits businesses unable to access traditional credit markets, and will leverage tens of millions in export financing for New York State companies. Additionally, interest-free loans of up to \$50,000 will be available for Distilled and Fermented Beverage industry businesses to promote New York State's thriving beverage industry on a global scale.

The MHREDC Global NY workgroup is continuing to assist the regional office and Global NY staff to identify companies that may benefit from these loan opportunities.

#### **GRANT OPPORTUNITIES**

ESD is also providing grants of up to \$25,000 to help companies start exporting or increase their global exports. For example, grants may be used for market customization, participation in trade shows/missions, export workshops, and product adaptation to meet foreign regulatory requirements. Grants of up to \$50,000 are available to non-profit organizations that provide export assistance and trade education to New York State companies.



To date, three businesses in the Mid-Hudson have applied for the grant program that can provide up to \$25,000 with awardees required to provide a one-to-one match of their own resources. There has been one award to date in the Mid-Hudson—Magic Motion in Westchester.

#### GLOBAL NY GRANT FUND: JANUARY 2016-JUNE 2016

Region	Number of Global NY Grant Awards Made
Capital Region	3
Central New York	5
Finger Lakes	6
Long Island	2
Mid-Hudson	1
North Country	3
New York City	2
Southern Tier	1
Western New York	4
Grand Total	27

#### TRADE AND INVESTMENT

Representatives from Canada met in the office of the Westchester County Executive and presented the trade opportunities for New York businesses in Canada for both trade and attracting Canadian Investment. The Canadian representatives toured various local businesses to obtain a better understanding of the Mid-Hudson Region's economy. The Mid-Hudson also hosted the New York trade representative from Israel in the ESD Mid-Hudson Regional Office, a meeting open to local economic agencies and several local businesses. The Region was also visited by the education liaison from the US embassy in France, who visited local academic institutions. The goal of those meetings was to assist the schools in better marketing themselves in France to attract additional foreign students.

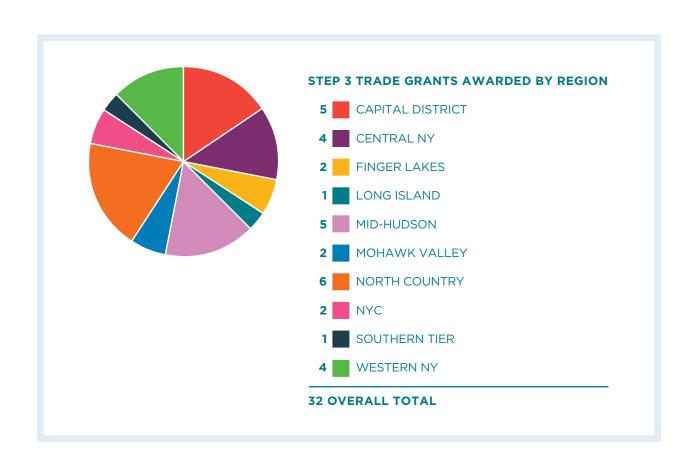
## STATE TRADE EXPORT PROMOTION (STEP) PROGRAM

The State Trade and Export Promotion Grant Program (STEP) is a 3-year pilot trade and export initiative to make matching-fund grants for states to assist "eligible small business concerns," enter and succeed in the international

marketplace. Services under the STEP Program are funded in part by the SBA, but are provided to eligible small business concerns—or "STEP Clients"—by STEP grant recipients located in most states and territories, and the District of Columbia.

In the program's third year (STEP 3), trade missions to China, Mexico, and Canada (Quebec) took place. Thirty two companies were awarded STEP 3 grants to take part in these trade missions; 5, or 15% of the companies were from the Mid-Hudson.

Under STEP 4 New York companies attended the Hanover Trade Fair. President Obama presided with Chancellor Merkel at the opening of the Fair, as the US was the Partner State this year. New York had the largest state delegation in the US Pavilions.



#### **REGIONAL OPPORTUNITY AGENDA**

In 2013, Governor Andrew M. Cuomo asked the Regional Economic Development Councils to focus on economically distressed communities by way of the Opportunity Agenda. The Mid-Hudson Regional Council incorporated twin goals into its initial five-year plan: (1) moving impoverished individuals throughout the Region into jobs that can sustain them and their families; and (2) revitalizing distressed communities.

After a competitive application process, the Mid-Hudson Regional Council selected two communities as its initial Opportunity Agenda communities: the Village of Brewster in Putnam County and the City of Peekskill in Westchester County.

As part of the Mid-Hudson Regional Council's implementation of the Opportunity Agenda, the two communities partnered on two projects: a Strategic Planning and Feasibility Study grant and the creation of a workforce development training program directed at the people in the most distressed neighborhoods in each community (a collaboration with Westchester Community College).

The Strategic Planning and Feasibility Study grant project is complete, with the Village of Brewster finalizing their Strategic Planning document to include Transit-Oriented Development in their downtown area, and the City of Peekskill finalizing their feasibility study on the best adaptive re-use of the former White Plains Linen complex and an obsolete firehouse in its most distressed community.

The workforce development program created in partnership with the two communities and Westchester Community College is nearly complete, with one more class to conduct this fall. To date, 82 individuals from Peekskill and Brewster have completed either a course in Entrepreneurship in English or Spanish, or English as a Second Language (ESL) for Work and Life.

In 2014, The Mid-Hudson Regional Economic
Development Council added nine additional communities
to the Opportunity Agenda program to include at least one
community in each of the Mid-Hudson's seven counties:
the City of Poughkeepsie (Dutchess), City of Newburgh
(Orange), City of Middletown (Orange), Village of Kaser
(Rockland), Village of Monticello (Sullivan), City of
Kingston (Ulster), City of Mount Vernon (Westchester),
City of New Rochelle (Westchester) and the City of Yonkers





Top to bottom: Main Street, Poughkeepsie; Kingston Stockade District Building

(Westchester). During the last CFA Rounds (2013 – 2015) a total of 84 Consolidated Funding Applications were awarded funds in these communities to assist their efforts at revitalization and workforce development.

This year the Regional Councils were challenged by the Governor to recommend one community for a \$10 million dollar investment through the Downtown Revitalization Initiative. While many of the Opportunity Areas participated in the Governor's Downtown Revitalization Initiative and one—the City of Middletown—won, the work all municipalities accomplished has led to higher quality Consolidated Funding Applications from each municipality in this round of the CFA.

Today, the Council continues to focus on assisting impoverished individuals and revitalizing distressed communities. Thanks to several programs from our partner organizations, the MHREDC was able to greatly assist the identified Opportunity Areas through various programs such as: periodic meetings for mayors throughout the Region, a new "Community Builders" program, and extensive research on infrastructure needs and various community development and housing assessments done by Hudson Valley Pattern for Progress.

#### **IMPLEMENTATION AGENDA & TIMELINE**

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Urban Action Agenda (UAA) Overall Program Initiative.	This effort continues to help revitalize urban areas in 23 municipalities located in all MHREDC counties, which also include 10 of the 11 Opportunity Areas. The UAA focuses on 11 topical areas including: 1. Demographic Shifts, 2. Economic Development, 3. Education, 4. Housing, 5. Infrastructure, 6. Local and Regional Governance, 7. Public Health, 8. Public Safety, 9. Regional Amenities, 10. Sustainability, 11. Transportation.	Will continue throughout 2017.
UAA Community Profiles of Opportunity Agenda.	Community Profiles have been completed for 10 of the 11 Opportunity Areas. Identified the 5 most critical demographic and statistical data sets:  1. Population changes, 2. Housing value and tenure, 3. Shifts of income and poverty, 4. Educational outcomes and enrollment, 5. Economic development and employment.	MHREDC is seeking Pattern to update profiles in 2017.
Opportunity Agenda/ Urban Action Agenda Site Visits.	In 2016, Pattern staff completed site visits in 10 of the 11 Opportunity areas to determine priorities and how best to assist these urban centers. Site visits included meetings with the chief elected official, municipal department heads, education leaders, and community groups.	In 2017, Pattern will conduct another round of site visits to evaluate and monitor progress (ongoing).
UAA Infrastructure Review.	Progress for investigating and evaluating infrastructure needs continues in 6 of the 11 Opportunity Areas. Interviews conducted to determine priority needs in infrastructure by Pattern staff.	A needs assessment of the Opportunity Areas will be integrated into a region- wide examination at the state of infrastructure for Spring 2017.
UAA Housing.	At the end of 2015 pattern completed an affordability and zoning analysis in 6 of the 11 Opportunity Areas.	Seeking funds to conduct additional studies in more communities (ongoing).
Mayors' Roundtable (PACE Land Use Law Center).	For the past four years, PACE Land Use Law Center has convened Mayors and staff from throughout the Hudson Valley to discuss issues of common importance focusing mainly on land use, zoning and planning. The Mayors from the four Westchester County Opportunity Areas and the Village of Brewster are regular attendees.	PACE seeks funding to continue this roundtable in 2017.

#### **IMPLEMENTATION AGENDA & TIMELINE (CONTINUED)**

Action	ld	lentified	b	v Council

#### Progress-To-Date

Future Actions and Timeline for Completions

Mid-Hudson Mayors' Forum (Pattern).

To supplement PACE's efforts, Pattern convenes a quarterly meeting for Mayors of cities north of Westchester. Topics are chosen by each host city to avoid duplication with PACE's efforts. This initiative captures 3 more of the 11 Opportunity Areas.

Pattern will continue this effort in 2017.

Successfully complete the projects initiated in Peekskill and Brewster.

Two classes, one about entrepreneurship taught in English and Spanish and a contextualized ESD class that provides basic job skills training were created.

Use the FITT To Grow model for additional offerings throughout the Region (December 2016).

Incorporate a class of communities into the Opportunity Agenda to include at least one community from each county. The MHREDC opened up the Opportunity Agenda Community status to additional applicants and expanded the program to include the cities of Kingston, Poughkeepsie, Newburgh, Middletown, Mount Vernon, New Rochelle and Yonkers and the Villages of Monticello and Kaser.

The MHREDC would like to continue to facilitate discussions among the Opportunity Agenda Communities to share best practices and to inform future strategic planning (ongoing).

#### **REGIONAL HOT SPOTS/BUSINESS INCUBATORS**

The Mid-Hudson Region is home to three official New York State business incubators: iCanNY, The Accelerator, and BioInc@NYMC. These incubators play a critical role in supporting innovation in the Region, and the Council continues to work with them to identify and promote businesses and projects that are consistent with the MHREDC Regional Strategies.

#### iCanNY

iCanNY was awarded official New York State Incubator status in 2013. iCanNY focuses on accelerating the commercialization of products and services leading to growth-oriented, sustainable business development.

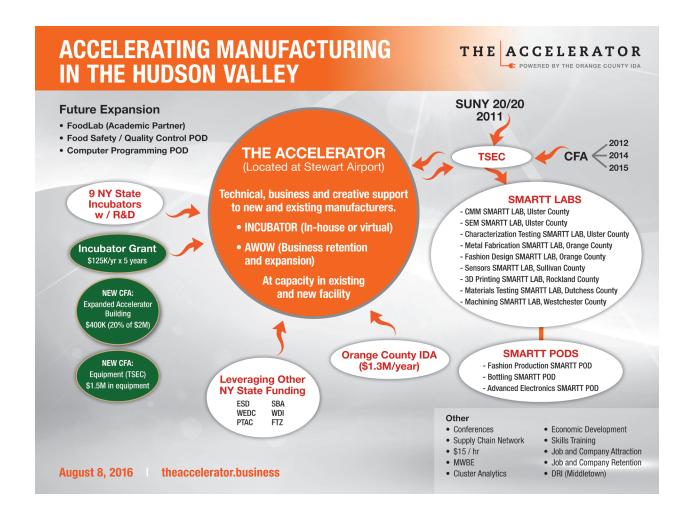
Current iCanNY clients include Idiom Digital Publishing, which is developing a Digital Yearbook, ARCC Energy, which provides LED and high efficiency lighting equipment for commercial applications, SunTrac, which designs and sells high-efficiency solar thermal systems for use in commercial applications such as micro-breweries,

agriculture and health care, and Aris Renewable Energy, which has designed and developed a proprietary line of municipal lighting incorporating solar, wind, and battery technologies which allow the systems to be an off-grid sustainability solution. iCanNY clients have raised \$4.475M in financing and have created 25 jobs to date.

iCanNY is also working with several clients located in the BioInc@NYMC HotSpot, as iCanNY is a partner of BioInc@NYMC in the Innovation HotSpot program. iCanNY has also partnered with Mount Saint Mary College in Newburgh to open the StartUP Newburgh Incubator, and is currently working with eight potential StartUP NY clients who may qualify to be StartUP incubator clients.

## THE ACCELERATOR, POWERED BY THE ORANGE COUNTY IDA

The Accelerator was awarded New York State Business Incubator status in 2013 as the Orange County Business Accelerator. It focused on attracting new entrepreneurial



investment across various industries by providing businesses with below-market occupancy costs, mentoring programs, easy access to experienced professionals and a high-tech plug and play office environment. In 2014, The Solar Energy Consortium ("TSEC") assumed control of the Accelerator, and deployed some of their SMARTT Pods to assist with start-up manufacturing companies located at the Accelerator. In 2015, the Orange County IDA took over the Accelerator and re-branded it as a region-wide and virtual Accelerator Without Walls, ("AWOW"), while continuing to work with TSEC in order to leverage the State grant monies, manufacturing know-how and regional network the organization has built up over the years.

AWOW is currently working with 34 small manufacturers in industries such as electronics, fashion, agriculture, food manufacturing, lighting manufacturing, and pharmaceuticals. In 2016, those 34 companies created 161 net new jobs.

#### BioInc@NYMC

BioInc@NYMC, named the Mid-Hudson's Innovation Hot Spot in 2014, has twice been named a Regional Priority Project and received Regional Council Capital funds in 2011 and 2012 to build out a biotechnology incubator that offers shared resources, turn-key wet lab space, and sponsored professional services to promising, high-potential entrepreneurs, and start-ups. Thanks to a partnership with iCanNY. BioInc@NYMC also assists its members in refining their business strategies, conserving capital, building strong teams, and achieving development and funding milestones.

BioInc@NYMC currently licenses its space and biotech facilities to nine entrepreneur client-firms and serves as a nexus for the consultation between researchers that is vital to innovation.

#### **SUNY/CUNY COMMUNITY COLLEGE PLANS**

To maximize the impact of its funding, the Council has identified and promoted projects that align with SUNY 2020/CUNY 2020 objectives, and continues to foster constructive linkages between colleges and regional businesses.

The SUNY Manufacturing Alliance for Research and Technology Transfer Labs (SMARTT Labs) is one example. SMARTT Labs are an inter-regional collaboration with the Mohawk Valley, including partnerships between the Center for Global Advanced Manufacturing (CGAM) and numerous SUNY colleges, such as Ulster, Dutchess, Rockland and Westchester Community Colleges in the Mid-Hudson Region. SMARTT received a Round 2 SUNY 2020 award, as well as MHREDC Priority Project Status and Regional Council Capital Fund dollars in 2012, 2014 and 2015.

This partnership between SMARTT and SUNY has created start-of-the-art academic, incubator and accelerator facilities for advanced manufacturing in six of the seven Mid-Hudson counties. The SUNY institutions are offering innovative laboratories that maintain advanced manufacturing equipment and services to partner with regional manufacturers while SMARTT has developed workforce training curricula to meet the needs of the manufacturing workforce and continuing education requirements for manufacturing professions. SMARTT serves as the educational core for CGAM, which comprises a broad array of academic institutions and industry

partners dedicated to the support of innovative, advanced manufacturing in the Mid-Hudson and Mohawk Valley.

One of the SMARTT Labs, at SUNY Rockland's Haverstraw Extension campus, is a 3D Printing SMARTT Lab, which offers New York businesses a proof-of-concept center where they can evaluate, customize and expedite prototypes in a sandbox environment for free since 2014. Clients already include surgeons from NYU's Langone Medical Center and other medical facilities in the Region, which are using body part models to prepare for surgical procedures and explore treatment options with patients, as well as manufacturers like Anka Tool and Die of Congers, which specializes in plastic injection moldings.

The Council has once again identified TSEC SMARTT Labs and SMART PODS as a Priority Project for the current round of funding (see page 64).

Another example of the Council fostering connections between industry and academia is the Engineering Innovation Hub and 3D Printing Lab at SUNY New Paltz, which will construct a 20,000 square-foot facility to house a new mechanical engineering program and provide space for StartUP NY companies and other collaborators. The 3D Printing Lab received Priority Project status and Regional Council Capital Fund dollars in 2013. The facility is currently in design, and will be going out to construction bid in late 2016, with an expected completion date in August 2019.

#### VETERANS PARTICIPATION IN THE WORKFORCE

The initial focus of the MHREDC Veterans Work Group was to identify unemployed veterans, veteran-owned businesses, and regional employers who would commit to hiring veterans.

One of the lessons learned from that initial outreach is that among veterans, there is a resistance to getting involved in government-sponsored programs. In fact, among post 9/11 veterans, Council members have found particular difficulty in getting them involved in any group programs.

An exception has been with veterans attending our area colleges, which is reflected in the progress made in the community college program in conjunction with our Workforce Development Task Force. That program, named after PFC Joseph P. Dwyer, is a Veterans Peer Counseling Program, which trains people to be effective mentors and provide counseling for veterans suffering from PTSD and other related issues. This accredited, 15-hour program is offered under the auspice of the Rockland County Independent Living Council, and has been held twice at SUNY Rockland community college.



Al Samuels, President, Rockland Business Association presenting check to S/Sgt Christian Cortelli, USMC for participation in Leadership program

These lessons have prompted a re-evaluation on how to best reach veterans and engage them in business opportunities. Toward this end, the Rockland Business Association established a scholarship fund to pay the enrollment fee for a post 9/11 combat veteran's participation in the County's Leadership program.

In September, a \$1,000 check was presented, at the organization's General Membership Luncheon, to S/Sgt Christian Cortelli, USMC for his participation in the 2016 – 2017 class of Leadership Rockland. The luncheon was attended by well over 100 business people and members of law enforcement as the guest speaker was Michael Greco, the US Marshal for the Southern District. S/Sgt Cortelli received a standing ovation. The moment provided an opportunity to encourage those present to help provide for more such scholarships.

S/Sgt Cortelli was an NYPD officer on 9/11. His experiences on that day (and those that followed) motivated him to enlist in the Marine Corps. He served two tours of duty in Fallujah. He still serves in the Marine Corps Reserve and is a Police Officer with the Town of Clarkstown.

We believe this program will allow us to establish a network within the veteran community that, eventually, will allow us to identify a broad base of veterans in our Region.



Rockland Career Center

#### **IMPLEMENTATION AGENDA & TIMELINE**

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Establish a scholarship fund for veterans to participate in County-based Leadership programs.	A \$1,000 scholarship from the Rockland Business Association for the Leadership Rockland program has been established.	Speak with all Chambers of Commerce in the Region and ask them to replicate the Rockland Business Association scholarship program (Spring 2017).
Creation of a task force within the Veterans Work Group for the purpose of spearheading outreach to the local veterans through the local Chambers of Commerce.	Rockland County Chamber and Dutchess County Regional Chamber of Commerce have set a meeting to discuss this initiative in September 2016.	Speak with all Chambers of Commerce in the Region and ask them to nominate someone to participate in the Task Force (December 2016).
Identify veterans seeking degrees at area colleges and assist the institutions in adopting best practices and programs being used by their colleagues.	1,035 veterans have been identified at 11 area colleges, seven of which are SUNY institutions.	1. Evaluate the programs and services offered at each institution, identify the most beneficial, and share the information with all colleges. 2. Link students with prospective employers. 3. For those interested in starting a business after graduation, connect them with 21st Century Start-Ups.
Establish relationships with existing area organizations addressing the employment needs of veterans.	In addition to programs offered through local and state government, contact was made with Supportive Services for Veteran Families, a VA-funded program in Dutchess County operating in conjunction with the Dutchess County	<ol> <li>Meet with and establish formal relationships with these organizations.</li> <li>Engage the Region's Chambers of Commerce in this effort.</li> <li>Plan and hold regional job fairs in conjunction with appropriate agencies.</li> </ol>

 $Regional\,Chamber\,of\,Commerce\,and\,the$ federal Hiring Our Heroes program.

# Proposed Priority Projects

#### PROPOSED PRIORITY PROJECT DESCRIPTIONS

In 2016, the Council selected 22 Regional Council Capital Fund Priority Projects, each of which aligns with one or more of the Council's four Core Strategies. The projects are listed below, grouped by related strategy. Individual project descriptions can be found immediately following.



#### PROPOSED PRIORITY PROJECTS

CFA	Project Name	County	Description
63784	Mount Vernon Memorial Field Sports Complex Redevelopment Project	Westchester	page 56
63894	Tuxedo Sloatsburg Corridor Revitalization Project	Orange/ Rockland	page 57
64186	Middletown Community Campus Project – Phase 2	Orange	page 58
65071	Stockade Works & RUPCO MakerSpace	Ulster	page 59
65355	Poughkeepsie Landing Waterfront Redevelopment Project	Dutchess	page 60
65952	Saw Mill River Daylighting – Phase 4	Westchester	page 61



#### PROPOSED PRIORITY PROJECTS

CFA	Project Name	County	Description
63430	Middletown Medical Complex Development	Orange	page 62
63707	Star Kay White – New Manufacturing Facility	Orange	page 63
64515	${\tt TSECSMARTTLabsandSMARTTPods}$	All Counties	page 64
64954	Vassar Brothers Medical Center Patient Pavilion – Phase 2	Dutchess	page 65
65375	Urban Electric Power – Manufacturing Expansion	Rockland	page 66
66047	Medical Village with Learning Lab Simulation and Call Center	Ulster	page 67
66351	Increasing EFCO's Manufacturing Capacity	Dutchess	page 68
66828	Hudson Valley Opportunity Fund II	All Counties	page 69
67622	Primary/Urgent Care Office Building – Town of Thompson	Sullivan	page 70
68039	Fulton Street Technology Crossroad – Phase 3	Dutchess	page 71



#### PROPOSED PRIORITY PROJECTS

CFA	Project Name	County	Description
57588	LEGOLAND New York	Orange	page 72
64385	Bellefield at Hyde Park – Phase 2	Dutchess	page 73
64789	The Power Plant (Glenwood)	Westchester	page 74
65939	Sing Sing Prison Museum	Westchester	page 75
66871	Yonkers Sports & Event Center	Westchester	page 76
67671	The Star Estate	Ulster	page 77

# MEMORIAL FIELD SPORTS COMPLEX REDEVELOPMENT PROJECT







The City of Mount Vernon has requested funding assistance for the synthetic field and six-lane track installation phase of its Memorial Field Sports Complex Redevelopment Project. Completion of this element of the multi-phased \$20.4M project will represent significant progress in the City's effort to return this major site to residents of Mount Vernon, and the Region as a whole. Once completed, Memorial Field will be the premier sports and entertainment venue in Westchester County's Hudson River Valley, providing active and passive recreation for all. It will revitalize the City of Mount Vernon as well as the emerging commercial corridor of Sandford Boulevard. The entire project will include a range of elements and amenities, including an illuminated synthetic turf multi-sport field, an accessory playing field, grandstands with seating for 3,500, a six-lane, all-weather 400m track, six U.S.T.A. official standard tennis courts, a two-story tennis facility building with viewing space, an indoor training/exercise area, and a ticket booth and seating area.

#### MEMORIAL FIELD SPORTS COMPLEX REDEVELOPMENT PROJECT

Applicant	City of Mount Vernon	Location	City of Mount Vernon, Westchester County
Total Project Cost	\$2,600,000	Amount Requested	\$520,000
Construction/ Indirect Jobs	15	Direct/ Permanent Jobs	13
Retained Jobs	6	Past CFA Awards	N/A
Goal	The City of Mount Vernon's Memorial Field Sports Complex Redevelopment Project's goals and outcomes are consistent with the Mid-Hudson Regional Economic Development Council's LIVE Strategy and further implements the Opportunity Agenda. The Memorial field Redevelopment Project integrates strategies that focus on the dual goals of moving people from poverty to employment and demonstrate the revitalization of the community.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$520,000, Westchester County Legacy Funds: \$1,950,020 Private: United States Soccer Foundation: \$129,980, Debt Financing: TBD		
Uses of Funds	New Construction: \$2,600,000		

## REVITALIZATION TUXEDO/SLOATSBURG CORRIDOR





Tuxedo Hudson Company has purchased 20 historic commercial buildings along the Tuxedo-Sloatsburg corridor, and has requested funding to assist in the restoration and rehabilitation of those buildings, which will re-envision the area as a destination for great food with a focus on the Hudson Valley. The centerpiece of the project will be the oncefamous market in Tuxedo. Tuxedo Hudson Company plans to reopen the market in 2017 with the best of everything available from the Hudson Valley and will feature a bistro with a wood burning grill. Rebranding the corridor as a true foodie destination with restaurants and a "Hudson Valley first" focus will allow the project to draw from the millions of people located within an hour's drive, and from the 15 million people that visit Woodbury Commons each year, only 15 minutes away.

#### REVITALIZATION TUXEDO/SLOATSBURG CORRIDOR

Applicant	Tuxedo Hudson Management Company LLC	Location	Tuxedo, Orange County and Sloatsburg, Rockland County	
Total Project Cost	\$5,110,000	Amount Requested	\$1,022,000	
Construction/ Indirect Jobs	102	Direct/ Permanent Jobs	0	
Retained Jobs	0	Past CFA Awards	N/A	
Goal	This project aligns with the LIVE strategy of the MHREDC, supporting downtown and main street revitalization.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,022,000, Orange and Rockland IDAs: Application in process Private: Applicant Equity: \$4,088,000			
Uses of Funds	New Construction: \$1,400,000, Building Renovation: \$2,205,000, Furniture/Fixtures/Equipment: \$1,505,000			

## MIDDLETOWN COMMUNITY CAMPUS - PHASE 2







The City of Middletown has requested funding for Phase 2 of the infrastructure improvements needed to enhance the shovel-readiness of the Middletown Community Campus. The 232 acre Community Campus site is situated in a low-moderate income area, near two of the City's public housing projects. The project will leverage \$11.2M in private investment that will go toward the establishment of the Fei Tian Academy of the Arts and the Fei Tian College on the Campus. The project site includes 90 acres of undeveloped lands, as well as access roads, parking, and numerous buildings that remain from the abandoned State Psychiatric Hospital. This project will provide shovel-ready development sites, prepare existing buildings for adaptive reuse, attract potential employers, and link unemployed individuals in Middletown to employment opportunities. CFA grant funding will be used for the demolition of two abandoned buildings, storm, sanitary, and water infrastructure improvements to Dorothea Dix Drive and Seward Avenue South, the development of a cityowned 1.8 acre parcel for municipal parking, a trail connection with the soon-to-be-constructed Heritage Trail, hazardous material abatement and mitigation, and the development of a Great Lawn Park Master Plan.

#### **MIDDLETOWN COMMUNITY CAMPUS - PHASE 2**

Applicant	City of Middletown	Location	Middletown, Orange County	
Total Project Cost	\$20,237,400	Amount Requested	\$4,000,000	
Construction/ Indirect Jobs	728	Direct/ Permanent Jobs	0	
Retained Jobs	0	Past CFA Awards	<b>2015:</b> \$500,000	
Goal	The proposed project fits the MHREDC's LIVE strategy, revitalizing the urban centers of distressed communities.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$4,000,000, Middletown Equity: \$5,037,400 Private: Fei Tian Academies (2016 – 2017): \$11,200,000			
Uses of Funds	New Construction: \$14,800,000, Demolition and Environmental Remediation: \$5,337,400, Architectural/Engineering/Soft Costs: \$100,000			

#### STOCKADE WORKS & RUPCO MAKERSPACE





RUPCO, Inc. has requested funding support for the acquisition and renovation of a defunct 70,000 square foot factory in the City of Kingston. This property is located in the Kingston Downtown Revitalization Initiative (DRI) area, and is eligible for inclusion on State and Federal historic registers. Situated in a "Qualified Census Tract" in a blighted midtown neighborhood, the factory will become the home of Stockade Works, a film/television production and post-production studio, providing training opportunities as well as MakerSpace for entrepreneurs. Stockade Works is a non-profit organization dedicated to fostering the potential of film and technology in the Hudson Valley. Led by Executive Director/Founder Mary Stuart Masterson, the project will attract large-scale production and tech projects to Kingston on a long-term basis, providing training and employment opportunities to local residents.

#### STOCKADE WORKS & RUPCO MAKERSPACE

Applicant	RUPCO, Inc.	Location	City or Kingston, Ulster County	
Total Project Cost	\$11,879,450	Amount Requested	\$1,500,000	
Construction/ Indirect Jobs	65	Direct/ Permanent Jobs	20	
Retained Jobs	0	Past CFA Awards	N/A	
Goal	The proposed project strongly supports the LIVE and WORK strategies by "enhancing the Region's talent pipeline through its colleges and universities, One Stop Career Centers, BOCES, etc." by providing "job-creation investments in the Region's technology-based industries;" supports the "revitalization of our urban centers" (Kingston) by creating jobs within the City as well as increasing the employment rate and thereby the economic investment in local businesses, and it will make the Region "more attractive to young educated professionals in order to stop 'youth flight';" by supporting the evolving identity of Kingston as a place with employment opportunities in the technology field.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,500,000, (NYMS): \$500,000, Other State Funds: NYSERDA Energy Efficiency Measures: \$329,450, NYS Environmental Protection Fund (EPF): \$400,000, City of Kingston CDBG: \$100,000  Private: Investor (TBA) NYS and Fed Historic Tax Credits (HTC): \$3,250,000, Investor (TBA) New Market Tax Credits (NMTC): \$2,000,000, EDA Grant: \$500,000, USDA Grant: \$400,000, Perm Debt Financing: \$2,500,000			
Uses of Funds	Land/Building Acquisition: \$1,900,000, Construction/Historic Renovation: \$5,984,450, Contingency: \$1,245,000, Developer Fee: \$1,150,000, Soft Costs: \$1,600,000			

#### POUGHKEEPSIE LANDING WATERFRONT REDEVELOPMENT PROJECT



LIVE



Poughkeepsie Waterfront Development LLC (PWD) proposes to redevelop a 14 acre parcel along the southern waterfront in the City of Poughkeepsie. Both the City and PWD have made significant investments in remediating contamination on the property, stabilizing the shoreline, and preparing the site for development. PWD has requested funding to support Phase 2, which includes: 1) expansion of the only marina in Poughkeepsie, doubling the capacity for both seasonal and transient boaters, 2) a high-end Marina Club, which includes a pool, restaurant, and bathrooms, 3) an 80,000 square foot mixed-use building with restaurants, a world-class destination spa, Hudson River Valley tourism shops on the ground floor, and approximately 35 luxury apartments on the second floor, and 4) public-access amenities, including two green spaces featuring bandstands and a connector to the Dutchess Rail Trail, two sets of public restrooms, a Hudson River Interpretive Center, parking facilities, and other supportive infrastructure. These developments, in addition to a complementary City project to develop a waterfront promenade that will connect to the Walkway Over the Hudson, will contribute greatly to the revitalization of the City of Poughkeepsie.

## POUGHKEEPSIE LANDING WATERFRONT REDEVELOPMENT PROJECT

Applicant	Poughkeepsie Waterfront Development LLC	Location	City of Poughkeepsie, Dutchess County
Total Project Cost	\$18,550,000	Amount Requested	\$3,710,000
Construction/ Indirect Jobs	160	Direct/ Permanent Jobs	118
Retained Jobs	5	Past CFA Awards	N/A
Goal	This project strongly aligns with the LIVE strategy of the MHREDC by adaptively reusing a once-contaminated parcel that is currently vacant and unused, making it accessible to the public and nearby public transit options, including the Hudson River and Poughkeepsie train station. Also, this project will create sub-regional, eco-tourism corridors, connecting to the Dutchess Rail Trail and Walkway Over the Hudson.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$3,710,000  Private: Poughkeepsie Waterfront Development Equity: \$4,347,500, Debt Financing: \$10,202,500		
Uses of Funds	New Construction: \$17,500,000, Furniture/Fixtures/Equipment: \$250,000, Architectural/Engineering/Soft Costs: \$800,000		

#### SAW MILL RIVER DAYLIGHTING - PHASE 4





The City of Yonkers has requested funding for Phase 4 of its transformational Saw Mill River Daylighting project. The City will build on the success of earlier phases in revitalizing a low-income, distressed area. Phases 1 and 2 spurred more than \$200M in ongoing housing and mixed-use projects, with another \$500M approved or proposed. The project has also attracted a dozen new restaurants, as well as high-quality tech jobs, including 185 employees at the new headquarters of tech giant IAC Applications (formerly Mindspark). Phase 3 will create a riverwalk park connected to the adjacent Phase 4 site. Phase 3 is currently in the design stage, and construction is due to begin in November, 2016. Phase 4 will unearth the river at a parking lot known as Chicken Island and include a 5 acre redevelopment site envisioned partly as a government center. This lot is the gateway to the City of Yonkers business district, and has tremendous potential to provide connectivity to the earlier phases of the project, while creating an eye-catching portal to a transitioning and growing downtown.

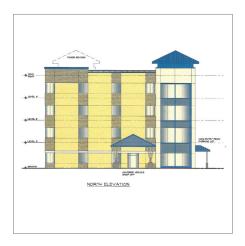
#### **SAW MILL RIVER DAYLIGHTING - PHASE 4**

Applicant	The City of Yonkers	Location	Yonkers, Westchester County	
Total Project Cost	\$13,530,000	Amount Requested	\$2,500,000	
Construction/ Indirect Jobs	1100	Direct/ Permanent Jobs	0	
Retained Jobs	0	Past CFA Awards	2015: \$400,000 2014: \$2,500,000 and \$1,500,000 2013: \$1,076,000	
Goal	The Saw Mill River Daylighting Phase 4 project is consistent with MHREDC's LIVE and PLAY strategy by using the City of Yonkers' natural resources as a tourist destination. Additionally, it will foster sustainability; create open spaces to attract visitors to enjoy the Hudson and Saw Mill Rivers and educate visitors about the waters & natural environment via interpretive plaques with the project's green infrastructure and water quality benefits. The Daylighting project spurred over \$200M in public and private investment, including workforce housing, restored historic buildings, new apartments, storefronts, and a public garage.			
Funding Source	Public: Empire State Development Regional Capital Fund: \$2,500,000, NYS DEC Water Quality Grant: \$2,400,000, NYS EFC Green Innovation Grant: \$1,130,000, Yonkers Capital Funds: \$7,250,000, Yonkers Operating Funds: \$250,000			
Uses of Funds	Construction: \$11,500,000, Contingency (10%): \$1,150,000, Project Design: \$600,000, Archaeological/Environmental Consultants: \$30,000, Grant & Project Administration (in-kind staff): \$250,000			

#### MIDDLETOWN MEDICAL COMPLEX DEVELOPMENT



WORK



The Middletown Medical Complex Development is a \$6M project located in the business section of the Town of Wallkill. This new development will be a three-floor, 20,000 square feet medical complex, including a pharmacy for patients, an infusion center, an urgent care facility with expanded hours, an eating disorders center (the only one between Albany and NYC), and a variety of primary care and specialty physicians, some relocated from existing offices and others new to the practice. Upon completion of the project, 50 jobs will be created over three years including a wide range of positions, such as physicians, RNs, LPNs, MAs, receptionists, radiology technologists and lab assistants. The project will also retain 50 jobs over three years including employees involved in the Call Center, billing, medical records, accounting, marketing, and administration departments.

#### MIDDLETOWN MEDICAL COMPLEX DEVELOPMENT

Applicant	Middletown Medical, P.C.	Location	Town of Wallkill, Orange County
Total Project Cost	\$6,000,000	Amount Requested	\$1,412,000
Construction/ Indirect Jobs	75	Direct/ Permanent Jobs	50
Retained Jobs	50	Past CFA Awards	N/A
Goal	This project most directly aligns with the MHREDC's WORK strategy, by "undertaking initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and health care." By responding to the growing health needs of the Region, this project will develop the Mid-Hudson Region's healthcare industry by diversifying its offerings, which will not only create jobs, but keep Mid-Hudson residents from seeking services elsewhere. This project also complements the LIVE strategy by supporting the revitalization of our urban centers.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,200,000, Other State Funds (Excelsior Jobs): \$212,000 Private: Middletown Medical, P.C. Equity: \$1,000,000, Debt Financing: \$3,588,000		
Uses of Funds	New Construction: \$5,100,000, Site prep: \$100,000, Furniture/Fixtures/Equipment: \$200,000, Architectural/Engineering/Soft Costs: \$600,000		

#### STAR KAY WHITE MANUFACTURING EXPANSION





Star Kay White, Inc., a family-owned company which has been in business for 126 years, is seeking funding support to move its primary syrup manufacturing line into a new \$20M state-of-the-art facility in the Warwick Valley Office and Technology Park. This new facility would improve food safety to comply with the FDA's Food Safety Modernization Act, greatly increase efficiency, and create manufacturing redundancy, which is a key concern of its major global customers. It would address limitations in the existing facility that create allergen cross-contamination and other risks that cannot be adequately addressed while still meeting production requirements. It would also include updated infrastructure, technology, and equipment that will allow Star Kay White to improve efficiency, expand production, and create jobs.

#### STAR KAY WHITE MANUFACTURING EXPANSION

Applicant	Star Kay White, Inc.	Location	Warwick, Orange County
Total Project Cost	\$20,500,000	Amount Requested	\$4,100,000
Construction/ Indirect Jobs	85	Direct/ Permanent Jobs	21
Retained Jobs	27	Past CFA Awards	N/A
Goal	This project accomplishes the goals laid out in the WORK and PLAY Strategy. Additionally, this project would continue the plans by the town of Warwick to redevelop the site of the former Mid-Orange Correctional Facility, by building in the recently established Warwick Valley Office and Technology Corporate Park.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$4,100,000, Empire State Development Excelsior Tax Credits: \$400,000  Private: Star Kay White, Inc Equity: \$2,500,000, Debt Financing: \$13,500,000		
Uses of Funds	New Construction: \$12,032,500, Furniture/Fixtures/Equipment: \$8,467,500		



WORK



TSEC requested CFA funding to create new SMARTT LABS & SMARTT PODS, and to support existing ones. A SMARTT LAB is a laboratory equipped with advanced manufacturing equipment and is typically a collaborative effort between industry and educational institutions. SMARTT LABS provide access to this specialized equipment, along with related training, which is typically unavailable to small and medium-sized manufacturers or to community colleges in the Region. TSEC purchases the equipment, provides training, and makes it available to manufacturers and faculty/students who want to use it to further their businesses and academic interests. With 2016 CFA funding, TSEC intends to purchase additional equipment for the SMARTT LABS.

In addition, TSEC plans to create new SMARTT PODS. A SMARTT POD provides pilot manufacturing capability for use by start-up companies and entrepreneurs who want to produce new products at pilot-level volumes. The first SMARTT POD, created with 2012 CFA funds, is dedicated to fashion manufacturing and is located at The Accelerator in New Windsor. TSEC is partnering with Orange County IDA, the Small Business Development Center and Workforce Development Institute to provide technical, marketing, training and business services to the users of this POD.

#### SMARTT LABS & PODS CFA #64515

Applicant	TSEC	Location	Mid-Hudson Region	
Total Project Cost	\$7,500,000	Amount Requested	\$1,500,000	
Construction/ Indirect Jobs	N/A	Direct/ Permanent Jobs	N/A	
Retained Jobs	N/A	Past CFA Awards	<b>2015:</b> \$700,000 <b>2014:</b> \$1,000,000 <b>2012:</b> \$1,000,000	
Goal	The MHREDC's WORK strategy for strengthening the high tech manufacturing sector within the Region and enabling it to grow and prosper, thus creating new high paying jobs. By providing specialized equipment and related training, along with technical expertise and business support to entrepreneurs, start-up companies and established SME manufacturing companies, this project aligns perfectly with that strategy and provides workforce development opportunities for individuals throughout the Region.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,500,000, Other Public Funds (Local IDA, Colleges, etc.): \$3,000,000  Private: SMARTT LAB Hosts sites: \$3,000,000			
Uses of Funds	Building Renovation: \$750,000, Furniture/Fixtures/Equipment: \$375,000, Equipment and Machinery: \$6,375,000			

#### VBMC PATIENT PAVILION - PHASE 2





Vassar Brothers Medical Center (VBMC) is replacing and modernizing significant portions of its existing campus, located in the City of Poughkeepsie. The project entails renovation of 13,800 square feet in the existing hospital, and construction of a 696,440 square feet bed tower. This new construction will replace all existing semi-private medical/surgical rooms with 264 private rooms, 30 ICU rooms, a new and expanded ER Department, and replacement of most of the existing operating rooms and interventional suites. VBMC will also expand and modernize the existing central plant, add conference/educational space, and improve amenities that will enhance the physician, visitor and employee experience. This transformational project will lead to improved operational efficiencies and enhanced care for residents looking for high-quality healthcare close to home.

#### **VBMC PATIENT PAVILION - PHASE 2**

Applicant	Vassar Brothers Medical Center (VBMC)	Location	Poughkeepsie, Dutchess County	
Total Project Cost	\$92,000,000	Amount Requested	\$18,400,000	
Construction/ Indirect Jobs	750	Direct/ Permanent Jobs	21	
Retained Jobs	1573	Past CFA Awards	<b>2015:</b> \$1,250,000	
Goal	This project aligns with the MHREDC's WORK & LIVE Strategy. It addresses both through creating a state-of-the-art facility that will attract advanced healthcare specialists and patients from across the Region who are seeking high quality healthcare and innovative technology close to home.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$18,400,000, tax-exempt bonds: \$64,400,000			
	Private: Health Quest Equity/Investment: \$9,200,000			
Uses of Funds	New Construction: \$70,000,000, Furniture/Fixtures/Equipment: \$3,000,000, Soft Costs: \$19,000,000			

# ENERGY STORAGE SYSTEMS MANUFACTURING FACILITY



WORK



Urban Electric Power (UEP) manufactures rechargeable, non-toxic zinc manganese dioxide batteries, and has requested funding support to expand its pilot facility to a full-scale battery manufacturing facility. Expansion to full scale will be done at the former Pfizer Campus in Pearl River, NY. UEP uses battery technology, patented by the CUNY Energy Institute, through an exclusive license. The batteries it manufactures do not contain lead or other heavy metals, and are suited for solar support and reliable power back-up. To expand to full-scale, \$10M in capital funds are needed. UEP is seeking \$2M in CFA funding, is committed to providing \$1M in equity, and plans to raise the remainder in debt. The expansion will retain 46 jobs and create 76 new jobs by 2021. The manufacturing capacity proposed by UEP supports advanced manufacturing in the Region, as well as new opportunities for global exports. The manufacturing facility will be a key driver of economic growth and accelerate the revival of the original Pfizer Campus.

#### **ENERGY STORAGE SYSTEMS MANUFACTURING FACILITY**

Applicant	Urban Electric Power (UEP)	Location	Pearl River, Rockland County
Total Project Cost	\$10,000,000	Amount Requested	\$2,000,000
Construction/ Indirect Jobs	35	Direct/ Permanent Jobs	76
Retained Jobs	46	Past CFA Awards	N/A
Goal	The proposed expansion from pilot to a full scale manufacturing facility is well aligned with the strategic interests of the Mid-Hudson Regional Economic Development Council, specifically the WORK & LIVE strategies. UEP's facility will improve the quality of life for the local community by creating jobs and a R&D hub and bringing advanced manufacturing to the former Pfizer Campus. The UEP Project supports innovation and the green energy economy of the future. UEP batteries are an alternative energy technology that will support the development of more in-state solar power and help New York meet its goals of an 80% reduction in greenhouse gas emissions by 2050.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$2,000,000  Private: Urban Electric Power Equity: \$1,000,000, Debt Financing: \$7,000,000		
Uses of Funds	Machinery and Equipment, Furniture/Fixtures/Equipment: \$10,000,000		

# MEDICAL VILLAGE WITH LEARNING LAB, SIMULATION AND CALL CENTER







HealthAlliance is moving forward with plans to consolidate two existing Kingston hospitals into one of the hospital facilities. The other hospital facility will be repurposed as a medical village. The Medical Village will include a medical call center, a simulation center, and a technology-enabled learning lab. The call center will provide triage and health information services to the public via telephone, website, or other electronic means to guide patients to appropriate settings to seek care. The simulation center will be an experiential learning area where students actively participate, similar to a real clinical work area. It is being developed in collaboration with several educational institutions, the Ulster County Office of Employment and Training, and the County's first responders. Adjacent to the center will be the technology-enabled learning lab. The technology in this room will be highly specialized and will allow students to perform medical procedures virtually, and to experience interactive technology-enabled clinical settings.

## MEDICAL VILLAGE WITH LEARNING LAB, SIMULATION AND CALL CENTER

Applicant	HealthAlliance of the Hudson Valley	Location	Kingston, Ulster County
Total Project Cost	\$5,571,072	Amount Requested	\$1,114,214
Construction/ Indirect Jobs	132	Direct/ Permanent Jobs	0
Retained Jobs	0	Past CFA Awards	0
Goal	This project aligns with the WORK strategy of MHREDC. Data reveals the growing need for ambulatory services in the Region; hence, the creation of a Medical Village helping to revitalize midtown Kingston. A key feature of the Medical Village project will be the co-location of various health services and connecting these activities to relevant programs, including training and workforce strategies. The creation of an educational simulation center and technology-based learning lab will become a focal point in the emerging health and education corridor in Kingston. The one thing that ties this all together is the technology/communications system linking the Hospital and public with the Call Center and enabling the Learning Lab and Simulation Center.		
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,114,214  Private: Health Alliance Hospital Foundations: \$557,618, Debt Financing: \$3,899,240		
Uses of Funds	Machinery and Equipment: \$3,548,000, Construction/Renovation: \$1,558,832, Furniture/Fixtures/Equipment: \$464,240		

# INCREASING EFCO'S MANUFACTURING - POUGHKEEPSIE



WORK



EFCO has requested CFA funding to increase capacity and improve its competitive position by investing in an upgrade to production equipment and storage facilities. With the resulting increased throughput and productivity, they intend to increase market share both domestically and internationally. This project will lead to the creation of 5 new full-time jobs. Also, because the current facility cannot be expanded beyond its current limits, this investment will keep the facility within the City of Poughkeepsie, thereby protecting EFCO's current workforce of 93 full-time employees. Investments will include blending and bagging systems, a metal detection magnet system, and a robotic palletizer. These investments will improve worker safety, expand capacity, decrease costs, and support continued growth.

#### **INCREASING EFCO'S MANUFACTURING - POUGHKEEPSIE**

Applicant	EFCO Products, Inc.	Location	Poughkeepsie, Dutchess County	
Total Project Cost	\$1,020,000	Amount Requested	\$204,000	
Construction/ Indirect Jobs	N/A	Direct/ Permanent Jobs	5	
Retained Jobs	93	Past CFA Awards	<b>2015:</b> \$80,000 <b>2014:</b> \$80,000	
Goal	This project closely aligns with the WORK strategy by enhancing manufacturing capacity at EFCO and creating manufacturing jobs in the Mid-Hudson Region.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$204,000  Private: EFCO, Inc. Equity: \$102,000, Debt Financing; \$714,000			
Uses of Funds	Building Renovation: \$95,000, Machinery and Equipment: \$925,000			

### HUDSON VALLEY OPPORTUNITY FUND II





Community Capital, a not-for-profit lender, provides loans to locallyowned small businesses that enhance the economic vitality of the Region, but are unable to secure financing from bank lenders. Historically, the SBA has been Community Capital's primary source of loan capital. However, due to limitations regarding the use of SBA funds, it was unable to meet the needs of some borrowers. In 2014, Community Capital received a \$1M CFA grant to address these financing needs. It's "Million for Main Street" initiative, a \$2M loan fund created from the CFA grant and other sources, has been very successful, and all available capital is expected to be deployed in early 2017. Demand for these loans has exceeded expectations, and Community Capital is now seeking a new grant of \$1M to meet this demand. Loans would continue to be targeted to MHREDC priorities including food and beverage, agriculture, tourism, energy improvements, urban core, waterfront redevelopment, social enterprise, and manufacturing. Because Community Capital will use loan repayments to make new loans, the grant will ultimately provide \$8M in loans to almost 200 businesses creating nearly 600 jobs.

#### **HUDSON VALLEY OPPORTUNITY FUND II**

Applicant	Community Capital New York	Location	All seven counties	
Total Project Cost	\$2,222.223	Amount Requested	\$1,000,000	
Construction/ Indirect Jobs	582	Direct/ Permanent Jobs	N/A	
Retained Jobs	N/A	Past CFA Awards	2014: \$1,000,000	
Goal	The Community Capital NY project provides support for businesses meeting various priorities established by the MHREDC. This project improves the WORK strategy by assisting businesses in food and beverage, agriculture, tourism, and supports energy improvements, downtown revitalization, waterfront revitalization, social enterprise and manufacturing.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,000,000, Other Public Funds (Small Business Administration): \$1,000,000  Private: CCNY Equity: \$222,223			
Uses of Funds	Revolving Loan Fund: \$2,000,000, Loan Loss Reserve: \$222,223			

#### TOWN OF THOMPSON PRIMARY CARE FACILITY



WORK



Catskill Regional Medical Center (CRMC) is pursuing a project for the design, construction and operation of an approximately 11,500 square foot physician office building to house health care providers from CRMC's employed medical group. It will include primary and urgent care treatment space, diagnostic imaging (X-ray, CT-Scan, and ultrasound), basic lab services, and all required support spaces. CRMC is requesting funding from ESD for a portion of the cost for equipment. The overall health status of Sullivan County residents is among the worst in New York State, due in large part to lack of sufficient access to primary and preventative care providers. In fact, of New York State's 62 counties, Sullivan County ranks 61st in overall health status. CRMC's feasibility study for this project indicates a current need for 4.5 additional primary care providers. This project is a vital part of CRMC's effort to grow its employed physician practice and strategically place office locations within its Sullivan County service area in order to help address the critical need for additional primary and specialty care services. Ultimately this project is designed to be part of a larger strategy to address broader community needs, build stronger relationships with the surrounding community and create new ways to contribute to the health and wellness of the communities that CRMC serves.

#### TOWN OF THOMPSON PRIMARY CARE FACILITY

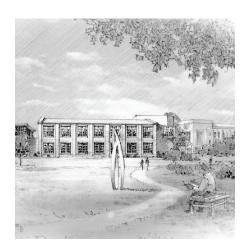
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Applicant	Catskill Regional Medical Center (CRMC)	Location	Monticello, Sullivan County	
Total Project Cost	\$1,700,000	Amount Requested	\$340,000	
Construction/ Indirect Jobs	50	Direct/ Permanent Jobs	24	
Retained Jobs	0	Past CFA Awards	N/A	
Goal	The project aligns with MHREDC's WORK strategy. Specifically the project aligns with the goal to undertake initiatives to encourage mature industries such as health care. This project will provide primary and urgent care services that will stimulate health care in Sullivan County by expanding access to these vital services for local residents. Moreover, the project will require the hiring of physicians and/or nurse practitioners, effectively helping to reverse "brain drain" outmigration patterns and make the Region more attractive for young, educated professionals.			
Funding Source	Public: Empire State Development Capital Grant Fund: \$340,000  Private: Owner Equity: \$784,000, Debt Financing: \$576,000			
Uses of Funds	Land Acquisition: \$1,551,337, Site Work: \$1,373,861, New Construction: \$4,533,617, Moveable Equipment: \$980,000, Furniture/Fixtures/Equipment: \$720,000, A/E and Other Misc.: \$841,185			

#### PRIORITY PROJECT

# FULTON STREET TECHNOLOGY CROSSROAD - PHASE 2



WORK



As a continuation of Phase 2 of the Fulton Technology Cross Road, Marist will expand the existing steel fabrication plant with the addition of 26,000 square feet to include digital printing, two art galleries, MakerSpace, advanced manufacturing space, and the creation of The Art and Fashion Design Manufacturing Lab. This adaptive reuse project will create a center for the study and development of new technologies that enable fast prototyping, product engineering, and materials testing—all in a virtual environment. Among other enterprises, this lab will support the manufacturing and distribution of clothing and accessories currently branded under the MPorium and River + Stone labels, with future label development possible. In addition, it will make these resources available to small and medium size businesses through the Cloud, with the goal of stimulating micro-manufacturing throughout the Region.

#### **FULTON STREET TECHNOLOGY CROSSROAD - PHASE 2**

Applicant	Marist College	Location	Poughkeepsie, Dutchess County					
Total Project Cost	\$16,400,000	Amount Requested	\$3,280,000					
Construction/ Indirect Jobs	Direct/ 5 Permanent Jobs	,	,	,	,			
Retained Jobs	N/A	Past CFA Awards	<b>2015:</b> \$1,500,000					
Goal	This technology driven project dir and supports several ongoing initi and supporting downtown revital	atives including the Region	50					
Funding Source	Public: Empire State Development Capital Grant Fund: \$3,280,000  Private: Marist College Equity: \$13,120,000							
Uses of Funds	New Construction: \$13,550,000, F	New Construction: \$13,550,000, Furniture/Fixtures/Equipment: \$2,850,000						

# PRIORITY PROJECT LEGOLAND NEW YORK





Merlin Entertainments as project sponsor, proposes to construct LEGOLAND New York, a theme park and resort, on approximately 153 acres of a 524 acre site off Harriman Drive in the Town of Goshen. The park will include rides and attractions, an aquarium, theaters, educational facilities, restaurants, a hotel and various back of the house facilities including offices and staff areas as well as associated parking and drainage facilities. Educational facilities and programs are also included to attract strong school visitation.

#### LEGOLAND NEW YORK CFA #57588

Applicant	Merlin Entertainments PLC	Location	Goshen, Orange County				
Total Project Cost	\$52,900,000	Amount Requested	\$6,290,000				
Construction/ Indirect Jobs	800	Direct/ Permanent Jobs	500				
Retained Jobs	0	Past CFA Awards	<b>2015:</b> \$1,000,000 <b>2014:</b> \$3,100,000				
Goal	LEGOLAND New York will positi described in the MHREDC's PLA	•	f a regional tourist destination as				
Funding Source		Public: Empire State Development Capital Grant Fund: \$5,290,000  Private: Merlin Entertainment Equity: \$45,610,000					
Uses of Funds	New Construction: \$50,400,000, I	Furniture/Fixtures/Equipr	nent: \$2,500,000				

# PRIORITY PROJECT BELLEFIELD AT HYDE PARK - PHASE 2





Bellefield at Hyde Park – Phase 2 represents the next step in building out this world class, multi-faceted destination located across from the renowned Culinary Institute of America (CIA) in historic Hyde Park. Phase 1 of the Bellefield at Hyde Park involved the development and construction of the infrastructure elements—an onsite sewage treatment plant, site preparation, water and sewer mains, parking, and roadways—necessary to support the entire \$94M development as well as subsequent phases.

Phase 2 of Bellefield calls for the construction of many of the complementary elements that will make the development a distinctive attraction for both visitors and area residents alike, including a 10,000 square foot freestanding restaurant, a 15,000 square foot spa, and 48,000 square feet of leased retail space. Situated on the second floor, above the retail space, will be 48,000 square feet of lofts/apartments, resulting in 40 units of market rate rental housing.

#### **BELLEFIELD AT HYDE PARK - PHASE 2**

Applicant	T-Rex Hyde Park Owner LLC	Location	Town of Hyde Park, Dutchess County					
Total Project Cost	\$23,160,000	Amount Requested	\$4,600,000					
Construction/ Indirect Jobs	766	Direct/ Permanent Jobs	220					
Retained Jobs	0	Past CFA Awards	<b>2015:</b> \$2,250,000					
Goal	the MHREDC's Strategic Plan. Or attractive lodging options" noted the tourism industry. Bellefield w visitation at various state and feder	The Bellefield at Hyde Park project clearly aligns with many of the Region's goals found in the MHREDC's Strategic Plan. Once fully developed Bellefield will address "the paucity of attractive lodging options" noted as a shortcoming to the Region's desire to expand upon the tourism industry. Bellefield will create hospitality infrastructure to encourage extended visitation at various state and federal historic sites, such as Vall Kill, FDR National Park, Walkway State Park, Staatsburgh State Park, and others.						
Funding Source		Public: Empire State Development Capital Grant Fund: \$4,600,000  Private: T-Rex Hyde Park Equity: \$2,316,000, Debt Financing: \$16,244,000						
Uses of Funds	New Construction: \$23,160,000	New Construction: \$23,160,000						

# PRIORITY PROJECT THE POWER PLANT (GLENWOOD)





The Goren Group has requested CFA funding to preserve and redevelop the iconic turn-of-the-century Glenwood Power Plant into an event space, cultural destination, and performance space for members of the Yonkers community and beyond. The industrial buildings at the site have sat idle for over 40 years, limiting access to the waterfront and preventing views of The Palisades across the Hudson. The goal is for this iconic project to act as a multi-faceted catalyst for the community of Yonkers, and for the Region, serving as an event, exhibition and performance space—to stimulate economic growth, job creation, and an infusion of tourism dollars into the area. It is projected that over 1,500 temporary and permanent jobs will be created by this project in the construction, event and hospitality, and arts industries. The Power Plant will become an international tourist destination as well as a place of pride, respite, and congregation for the residents of Yonkers.

#### THE POWER PLANT (GLENWOOD)

Applicant	The Goren Group	Location	City of Yonkers, Westchester County				
Total Project Cost	\$15,250,000	Amount Requested	\$5,000,000				
Construction/ Indirect Jobs	515	Direct/ Permanent Jobs	3				
Retained Jobs	5	Past CFA Awards	2012: \$1,000,000				
Goal	This project supports the PLAY & tourism/arts and culture, and the	00	- ·				
Funding Source	Public: Empire State Development Capital Grant Fund: \$5,000,000, Brownfield and Historic Tax Credits: \$2,000,000, Other Public Funds (Local IDA etc.): \$500,000  Private: Goren Group Equity: \$1,750,000, Debt Financing; \$6,000,000						
Uses of Funds	Building Renovation/Site Improvements: \$11,000,000, Ferry Barge: \$500,000, Soft Costs: \$3,750,000						

# PRIORITY PROJECT SING SING PRISON MUSEUM





Historic Hudson River Towns, Inc. (HHRT) has requested funding support for its plans to create the Sing Sing Historic Prison Museum, a first-rate educational and historical museum at the site of the existing operating correctional facility. HHRT received CFA funding for initial planning and development related to the museum, which has now been completed. Remedial work to preserve both buildings for occupancy will be complete this fall and SEQRA and local permitting will commence this fall. The focus of HHRT's grant request is the next project phase: preparing plans and specifications for museum and exhibit design. The Museum will be housed in the 1936 Prison Power House, with access to the original 1825 Cellblock. It will focus on a number of themes, including the history of Sing Sing from its creation in 1825 to the present, changing concepts of punishment including solitary confinement and capital punishment, the role of Sing Sing in American culture, and the trends and goals of modern incarceration.

#### **SING SING PRISON MUSEUM**

Applicant	Historic Hudson River Towns	Location	Village of Ossining, Westchester County				
Total Project Cost	\$2,580,000	Amount Requested	\$1,549,500				
Construction/ Indirect Jobs	73	Direct/ Permanent Jobs	0				
Retained Jobs	N/A	Past CFA Awards	<b>2014:</b> \$250,000				
Goal	The project is consistent with the Region's PLAY Strategy in that it will assist the Region in becoming a tourist destination by creating experiential centers, facilitating workforce job access and making the most of a world class opportunity for tour boats and water services.  Marketing the Museum in New York City and to world travelers will attract visitors "Up the River" into the Hudson Valley.						
Funding Source	Public: Empire State Development Capital Grant Fund: \$1,000,000, NYS OPRHP: \$500,000, NYSCA: \$49,500  Private: Corporate and Foundation Funding: \$1,000,000						
Uses of Funds	Museum and Exhibit Design: \$1,530,000, Building Renovation and Historic Preservation: \$1,000,000, Project Administration: \$50,000						

# PRIORITY PROJECT YONKERS SPORTS & EVENT CENTER - PHASE 1



PLAY



The Armory Foundation is seeking funding support for Phase 1 of the Yonkers Sports & Events Center project. This new facility will add 137,000 square feet of needed recreational infrastructure, including the Region's largest indoor track and field arena, space for basketball and wrestling, a gym, fitness studios, classrooms, a restaurant, and convention/meeting/event space. As the site of high school and college track meets, school and semi-professional sporting events, meetings, and other events, the Center is expected to attract 100,000 visitors annually to downtown Yonkers, generating over \$1M in annual tourism-related spending. It will also provide sports facilities that local schools cannot currently provide to their 26,000 K-12 students. Phase 1 consists of construction at the Kawasaki Rail Car Building at 29 Wells Avenue. Once exterior construction is complete, interior construction will be prepared for furniture and fixtures. It is anticipated that furniture and fixtures will be part of a Phase 2 request.

#### **YONKERS SPORTS & EVENT CENTER - PHASE 1**

Applicant	The Armory Foundation	Location	City of Yonkers, Westchester County				
Total Project Cost	\$15,000,000	Amount Requested	\$2,000,000				
Construction/ Indirect Jobs	250	Direct/ Permanent Jobs	150				
Retained Jobs	0	Past CFA Awards	0				
Goal	This project aligns with the PLAY Center will continue the efforts o destination right on the waterfrom	f revitalization within the C	The Yonkers Sports & Event City of Yonkers and create a tourist				
Funding Source	Public: Empire State Developme Other State Funds: \$600,000, Oth New Market Tax Credits: \$2,100,	er Public Funds (Local IDA	· · ·				
		<b>Private:</b> The Amory Foundation Equity: \$2,000,000, Natural Re/Sources – Donate Air Rights: \$5,000,000, Commercial Sponsors (2): \$1,800,000					
Uses of Funds	New Construction: \$15,000,000						

# PRIORITY PROJECT THE STAR ESTATE DISTILLERY





The Star Estate Development Group is seeking funding support for the Star Estate project, a proposed environmentally-friendly craft distillery, boutique hotel/restaurant, event space and small farm in West Park, NY, approximately 80 miles north of New York City. The Star Estate will be located on an iconic 27-acre Hudson Riverfront property, with both land and water access. This project will use two existing buildings (more than 24,000 square feet), on a site that has been used as a monastery and school for the past 150 years.

#### THE STAR ESTATE DISTILLERY

Applicant	The Star Estate Distillery	Location	Esopus/West Park, Ulster County				
Total Project Cost	\$10,728,227	Amount Requested	\$2,145,645				
Construction/ Indirect Jobs	80	Direct/ Permanent Jobs	28				
Retained Jobs	0	Past CFA Awards	N/A				
Goal	The Start Estate Distillery stands beverage industry in the Region.	to support the PLAY strate	gy by enhancing the food and				
Funding Source	Public: Empire State Development Capital Grant Fund: \$2,145,645  Private: Private Equity: \$1,716,517, Debt Financing: \$6,866,065						
Uses of Funds	Building Renovation/demo: \$8,555,025, Furniture/Fixtures/Equipment: \$1,460,000, Soft Costs: \$713,202						

### **OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS**

The graph below shows the leverage of State investment in this year's 22 proposed Regional Council Capital Fund Priority Projects comparing total project cost to total proposed ESD Capital Fund investment. The overall investment ratio is nearly 19:1.

LEVERAGE OF STATE INVESTMENT						
Total Project Cost (TPC)	Proposed ESD Capital Fund Investment	Leverage All Projects TPC				
\$354,438,372	\$67,425,859	19.02				



# **JOB CREATION FOR PROPOSED PRIORITY PROJECTS**

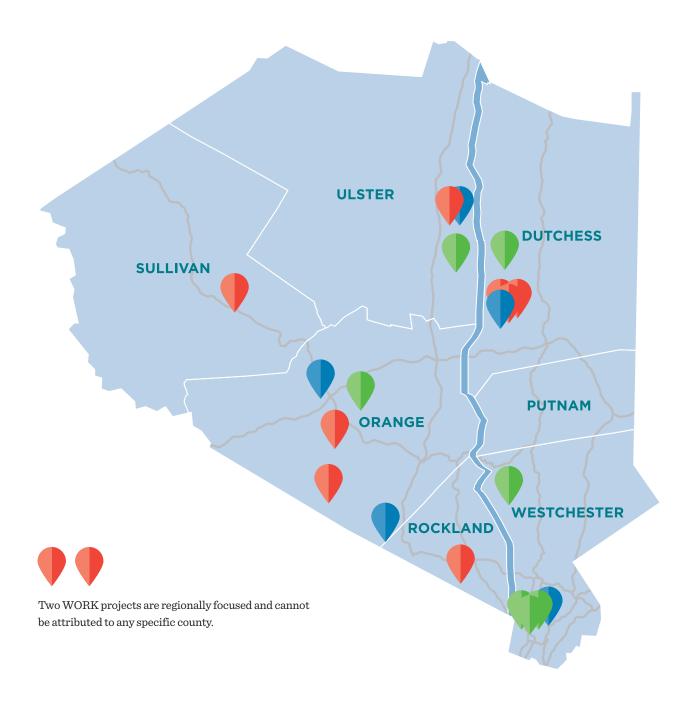
PROJECTED CONSTRUCTION/INDIRECT JOBS: **6,513**PROJECTED RETAINED JOBS: **1,805**PROJECTED DIRECT/PERMANENT JOBS: **1,254** 

### MAP OF PROPOSED PRIORITY PROJECTS

 $The \, MHREDC \, has \, selected \, 22 \, geographically \, diverse \, Regional \, Council \, Capital \, Fund \, Priority \, Projects, \, as \, shown \, in \, the \, map \, below:$ 

#### **PROJECT STRATEGY GUIDE**

Blue: LIVE Red: WORK Green: PLAY



# PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES

CFA	Project Name  DEC - WATER QUALITY	County	Advances the Downtown Revitalization Initiative	Advances Workforce Training	Supports the Opportunity Agenda	Advances the Regional Cluster Program	Supports the Veterans Agenda	Supports Global NY Strategies
65952	Saw Mill River Daylighting - Phase 4	Westchester	X	-111	X		X	
	HCR - NEW YORK MA	AIN STREETS PRO	GRAM	1				
65071	Stockade Works & RUPCO MakerSpace	Ulster	X	X	X		X	X
	HCR - COMMUNITY DEV	ELOPMENT BLOC	K GR	NT				
63414	Village of New Paltz Critical Sanitary Sewer Construction	Ulster	X				X	X
	ESD - M	ARKET NY						
57588	LEGOLAND New York	Orange		X			X	X
66453	Sullivan County OW Rail Trail Project	Sullivan	X				X	X
	NYSCA - ARTS, CULTURE AND HER	ITAGE NEW INIT	ATIVE	S - P	LANN	IING		
65939	Sing Sing Prison Museum Preservation and Design	Westchester	X				X	X
66715	Kingston Midtown Arts District Master Plan	Ulster	X	X	X		X	
	COUNCIL ON THE ARTS -	WORKFORCE IN	VEST	1ENT				
67008	HMT Builds Capacity with a new FT Marketing and Development Director	Dutchess	X	X	X			
	ESD - EMPIRE STATE DE	VELOPMENT GRA	NT FU	NDS				
57588	LEGOLAND New York	Orange		X			X	X
63430	Middletown Medical Complex Development	Orange		X			X	
63707	Star Kay White, Inc Manufacturing Expansion	Orange		X		X		X
63784	Memorial Field Sports Complex Redevelopment Project	Westchester		X	X			

CFA	Project Name  ESD - EMPIRE STATE DEVELOPM	County ENT GRANT FUN	Advances the Downtown Revitalization Control Initiative	O Z Advances Workforce Training	Supports the Opportunity Agenda	Advances the Regional Cluster Program	Supports the Veterans Agenda	Supports Global NY Strategies
63894	Tuxedo Sloatsburg Corridor Revitalization Project	Orange & Rockland	X	X		X		
64186	Middletown Community Campus – Phase 2	Orange	X	X	X			
64385	Bellefield at Hyde Park – Phase 2	Dutchess		X			X	X
64515	TSEC: SMARTT LABS and SMARTT PODS	Regional		X		X	X	
64789	The PowerHouse	Westchester	X	X	X		X	
64954	Vassar Brothers Medical Center Patient Pavilion – Phase 2	Dutchess	X	X	X		X	
65071	Stockade Works & RUPCO MakerSpace	Ulster	X	X	X		X	X
65355	Poughkeepsie Landing Waterfront Redevelopment Project	Dutchess	X		X			
65375	Energy Storage Systems Manufacturing Facility	Rockland		X			X	X
65939	Sing Sing Prison Museum Preservation and Design	Westchester	X				X	X
65952	Saw Mill River Daylighting – Phase 4	Westchester	X		X		X	
66047	HealthAlliance of the Hudson Valley Medical Village with Learning Lab, Simulation and Call Center	Ulster	X	X	X		X	
66351	Increasing EFCO's Manufacturing Capacity in Poughkeepsie	Dutchess		X	X	X		X
66828	Hudson Valley Opportunity Fund 2	Regional	X	X	X	X	X	
66871	Yonkers Sports Event Center	Westchester	X	X	X		X	
67622	Town of Thompson Primary Care Facility	Sullivan	X	X	X		X	
67671	The Star Estate Distillery	Ulster	X	X		X	X	X
68039	Fulton Street Technology Crossroad Phase 2	Dutchess	X	X	X		X	

CFA	Project Name	County	Advances the Downtown Revitalization Initiative	Advances Workforce Training	Supports the Opportunity Agenda	Advances the Regional Cluster Program	Supports the Veterans Agenda	Supports Global NY Strategies
	EFC - GREEN INNOVAT	TION GRANT PRO	GRAM					
65952	Saw Mill River Daylighting – Phase 4	Westchester	X		X		X	
PARK	S - ENVIRONMENTAL PROTECTION FUND -	PARKS, PRESERV	'ATIOI	N AND	HER	ITAGE	GRA	NTS
65663	Center for Arts and Education	Orange	X	X	X		X	
65689	Final Planning Phase of the Bear Mountain Trails Project	Rockland						
65737	Kingston Point Rail Trail Enhancements	Ulster	X		X			
65939	Sing Sing Prison Museum Preservation and Design	Westchester	X				X	X
66143	Family Partnership Center's Urban Park	Dutchess	X	X	X		X	
66411	Hudson River Maritime Museum Riverport - Phase 3	Ulster	X	X	X			
66453	Sullivan County OW Rail Trail Project	Sullivan	X				X	X
ESD -	NEW YORK STATE BUSINESS INCUBATOR	AND INNOVATION	нот :	SPOT	SUPP	ORT F	ROG	RAM
63550	The Accelerator 2016 CFA	Regional		X	X	X	X	
64892	iCanNY, 2016 Certified Business Incubator	Regional	X	X	X		X	X
	DEPARTMENT OF STATE - LOCAL WAT	ERFRONT REVITA	LIZA	ΓΙΟΝ	PROG	RAM		
66600	Poughkeepsie Southern Waterfront Promenade Project	Dutchess	X		X			

# Other Regionally Significant Projects by Agency

CFA	Project Name	Project Sponsor	County	Eligible Agencies	
	DEC - WATER QUALITY	IMPROVEMENT PROGR	RAM		
64164	Lake Carmel WWTP	Putnam County Department of Planning	Putnam	DEC, ESD	
64336	East of Hudson Watershed Year 6 – 10 Retrofit Plan	Westchester County Department of Planning	Westchester	DEC	
64467	Brine Recapture System	Town of Orangetown	Rockland	DEC	
64524	Enhancing Protection of the Sparkill Creek Construction of the Rte 303 Culvert	Town of Orangetown	Rockland	DEC	
64896	Middletown James Street Green Infrastructure 2016	Orange County SWCD	Orange	DEC, EFC	
66261	Moodna Outfall Relocation Project	Town of New Windsor	Orange	DEC	
66452	Mount Vernon MS4 Illicit Discharge Investigation	Dolph Rotfeld Engineering PC	Westchester	DEC	
66707	Kingston Upgrades to the Wastewater Treatment Plant	City of Kingston	Ulster	DEC	
67314	Village of Woodbury MS4 Mapping	Village of Woodbury	Orange	DEC	
67379	Improvements to the Valley Forge Wastewater Treatment Plant	Village of Woodbury	Orange	DEC	
	DEC - ENGINEERING PI	LANNING GRANT PROG	RAM		
64885	City of Peekskill Citywide Clean Water Analysis	City of Peekskill	Westchester	DEC	
66397	City of Beacon Wastewater Planning Grant	City of Beacon	Dutchess	DEC	
66518	SackettLakeSewerSystemEvaluationStudy	Town of Thompson	Sullivan	DEC	
66724	WWTP Comprehensive Upgrade	Village of Liberty NY	Sullivan	DEC	
66745	Village of Millerton Wastewater	T&B Engineering, P.C.	Dutchess	DEC	
66908	Callicoon WWTP Upgrade Study	Town of Delaware NY	Sullivan	DEC	
67133	Sewer Line Repairs	City of Peekskill	Westchester	DEC	
	HCR - NEW YORK M	IAIN STREETS PROGRAI	М		
63509	Family Partnership Center Campus Revitalization Project	Family Services, Inc.	Dutchess	ESD,HCR	
65010	Ritz Theater Redevelopment Project	Safe Harbors of the Hudson	Orange	HCR	
68410	Hamlet of Amenia Revitalization	Town of Amenia	Dutchess	HCR	
	HCR - COMMUNITY DE	VELOPMENT BLOCK GR	ANT		
63411	Napanoch Sewer District Improvements – Phase 4	Town of Wawarsing	Ulster	HCR	
63412	Wastewater Treatment Plant Secondary Clarifier 2 Reconstruction	Village of Liberty	Sullivan	HCR	
63413	White Sulphur Springs Water District Improvements – Phase 7	Town of Liberty	Sullivan	HCR	

CFA	Project Name	Project Sponsor	County	Eligible Agencies
	ESD -	MARKET NY		
64384	Nevele Resort ProSport Campus	Nevele Partners	Ulster	ESD
64619	Putnam County Wine and Food Fest	Greenergy Productions, LLC	Putnam	ESD
64718	Rebranding Sullivan County Tourism	Sullivan Alliance for Sustainable Development	Sullivan	ESD
64800	Phoenicia Festival of the Voice Workforce Investment	Phoenicia International Festival of the Voice	Ulster	ESD
64927	City of New Rochelle Feasibility Study for Rehabilitation of Historic Ward Acres Barn	City of New Rochelle	Westchester	ESD, Parks
65317	White Plains Market NY	City of White Plains	Westchester	ESD
65599	Outdoor Recreation App	New York-New Jersey Trail Conference	Rockland	ESD
66511	Fishkill Farms Craft Cidery Project	Fishkill Farms	Dutchess	ESD
66589	Byrdcliffe Theater Renovation	Woodstock Guild of Craftsmen Inc	Ulster	ESD
66620	Seminary Hill Ciders Tasting Room	Seminary Hill Ciders	Sullivan	ESD
66796	HITS ON THE HUDSON MARKET NY	HITS, Inc.	Ulster	ESD
67283	Hudson Valley/Catskills Region Pathfinder Project	Greater Hudson Heritage Network	Mid-Hudson	ESD
67968	The Great Jack O'Lantern Blaze	Historic Hudson Valley	Westchester	ESD
68084	Information Center	Sullivan County Visitors Association	Sullivan	ESD
68309	Arts Related Marketing Tourism Development for Rockland	Piermont Straus Foundation	Rockland	ESD
68322	Storm King Art Center 2017 Marketing Project	Storm King Art Center	Orange	ESD
68575	Marketing The Historic Thayer Hotel at West Point to Drive Tourism to the Hudson Valley	Hudson River Partners 1LP DBA The Thayer Hotel	Orange	ESD
68580	Highlands Heritage Center at Harmony Hall	Friends of Harmony Hall	Rockland	ESD, Parks
68584	YoFi Fest 2017	YoFi Fest, Inc.	Westchester	ESD
	NYSCA - ARTS, CULTURE AND HE	RITAGE NEW INITIATIVE	S - PLANNIN	G
65403	Marketing Rockland's Art, Artists, and Culture	Piermont Straus Foundation	Rockland	Arts
	NYSCA - ARTS, CULTURE AND HERIT.	AGE NEW INITIATIVES -	IMPLEMENTA	TION
64603	Public Art Festival Women's Suffrage	Womens Studio Workshop	Ulster	Arts
67131	Sufferage	Westchester Arts Council	Westchester	Arts
68153	River Stories	SS Columbia Project	Ulster	Arts
	NYSCA - WORK	FORCE INVESTMENT		
55789	New Employee	Spark Media Project	Dutchess	Arts
63873	Arts Career Development Fellowships for Underrepresented Communities	Bard College	Dutchess	Arts
65015	Expansion of General Manager Position to Include Community Development	Nesin Cultural Arts	Sullivan	Arts
68247	Youth Theatre Interactions Artistic Executive Development	Youth Theatre Interactions, Inc.	Westchester	Arts

CFA	Project Name	Project Sponsor	County	Eligible Agencies
	DEPARTMENT OF STATE - LOCAL	GOVERNMENT EFFICIEN	NCY PROGRA	M
64909	Consolidated Water Supply Implementation	Village of Briarcliff Manor	Westchester	DOS
64931	Westchester Mulch Transfer Station Improvement and Expansion	City of New Rochelle	Westchester	DEC, DOS, ESD
68014	Ulster County Fire Training Center	Ulster County Office of Economic Development	Ulster	DOS
	DOL - SPECIAL POPULA	ATIONS TRAINING PROGR	AM	
64269	Workforce Development Training Program	Jawonio	Rockland	DOL
67998	Ready To Work – Phase 2 Expansion	Westhab, Inc.	Westchester	DOL
	DOL - UNEMPLOYED W	ORKER TRAINING PROGR	AM	
64269	Workforce Development Training Program	Jawonio	Rockland	DOL
	DOL - NEW HIRE	TRAINING PROGRAM		
65687	Worker Development Training	ShopRite Supermarkets, Inc.	Orange	DOL
65750	Work Force Development	Sullivan ARC	Sullivan	DOL
	DOL - EXISTING EMPL	OYEE TRAINING PROGRA	М	
65393	Continental Building Products 2016 NYS EET Project	Continental Building Products	Westchester	DOL
65564	STAVO Industries	STAVO Industries	Ulster	DOL
65687	ShopRite Supermarkets Worker Development Training	$ShopRite\ Supermarkets, Inc.$	Westchester	DOL
66922	Health Alliance of the Hudson Valley Existing Employee Training	HealthAlliance of the Hudson Valley	Ulster	DOL
67361	Greyston Bakery Training Program	Greyston Bakery	Westchester	DOL
	ESD - STRATEGIC PLANN	ING AND FEASIBILITY ST	TUDIES	
64927	City of New Rochelle Feasibility Study for Rehabilitation of Historic Ward Acres Barn	City of New Rochelle	Westchester	ESD, Parks
65009	Catskill-Shawangunk Greenway/Colony Farm Agritourism Feasibility Study	Town of Wawarsing	Sullivan	ESD, Parks
66085	City of Kingston Broadway Commons Planning	City of Kingston	Ulster	ESD
66766	Downtown Revitalization Urban Centers Initiative	Mid-Hudson Pattern for Progress	Regional	ESD
67667	The New Paltz Plan: A Partnership Model for Comprehensive Planning and Revitalization	Village of New Paltz	Ulster	ESD
67969	Mid-Hudson Food Enterprise Training Center Planning	The Doe Fund	Dutchess	ESD
	ESD - EMPIRE STATE DI	EVELOPMENT GRANT FU	NDS	
63008	Cambridge Security Seals Expansion	Cambridge Security Seals LLC	Rockland	ESD
63114	ADH Health Products Expansion	ADH Health Products	Rockland	ESD
63501	Castle Fun Center Expansion Project	Leentjes Amusements Corp	Orange	ESD
63509	Family Partnership Center Campus Revitalization Project	Family Services, Inc.	Dutchess	ESD, HCR

CFA	Project Name	Project Sponsor	County	Eligible Agencies
	ESD - EMPIRE STATE DEVELOP	MENT GRANT FUNDS (C	ONTINUED)	
63622	School of Nursing and Healthcare Professions Project	The College of New Rochelle	Westchester	ESD
63623	${\bf CNR\text{-}MontefioreMedicalResearchandBusiness}$ ${\bf DevelopmentProject}$	The College of New Rochelle	Westchester	ESD
63657	French American School of New York New Campus Development Project	French American School of New York	Westchester	ESD
63773	St Johns Riverside Hospital Regional Medical Village	St Johns Riverside Hospital	Westchester	ESD
64132	Peak Trading 2016	Peak Trading Corp	Sullivan	ESD
64164	Lake Carmel WWTP	Putnam County Department of Planning	Putnam	DEC, ESD
64384	Nevele Resort ProSport Campus	Nevele Partners	Ulster	ESD
64516	Installation of Wayfinding Kiosks in Downtown New Rochelle	City of New Rochelle	Westchester	ESD
64718	Rebranding Sullivan County Tourism	Sullivan Alliance for Sustainable Development	Sullivan	ESD
64823	$YMCA\ of\ Central\ and\ Northern\ Westchester, Inc.$ $Roof\ Replacement\ Project$	YMCA of Central and Northern Westchester, Inc.	Westchester	ESD
64839	City of New Rochelle Main and Huguenot Street Conversions	AKRF, Inc.	Westchester	DEC, ESD
64927	City of New Rochelle Feasibility Study for Rehabilitation of Historic Ward Acres Barn	City of New Rochelle	Westchester	ESD, Parks
64931	Westchester Mulch Transfer Station Improvement and Expansion	City of New Rochelle	Westchester	DEC, DOS, ESD
64957	Restoration of Tallman Pool and Related Enhancements	Tallman Beach and Pool Club LLC	Rockland	ESD
65009	Catskill-Shawangunk Greenway/Colony Farm Agritourism Feasibility Study	Town of Wawarsing	Sullivan	ESD, Parks
65177	SoutheastSewerandWaterInfrastructure	Putnam County	Putnam	ESD
65210	Jawonio Health, Wellness, and Work Project – Phase 2	Jawonio	Rockland	ESD
65444	The Hudson Valley Automotive Technology Training Center: A Public/Private Partnership	BNM Properties LLC	Rockland	ESD
65545	Oregon Corners Drinking Water Infrastructure	Putnam County Department of Planning	Putnam	ESD
65629	HVTDC Internship Development and Equipment	Hudson Valley Technology Development Center	Ulster	ESD
65639	Cornell Street Mixed-Use Redevelopment Project	The Arc of Ulster Greene	Ulster	ESD
65921	Perrines Bridge Abutment Project	Ulster County	Ulster	ESD, Parks
66101	Phase 1 Site Prep for Rockland Filming Campus	Rockland Filming Campus	Rockland	ESD
66129	Saugerties Steamboat Company	Saugerties Steamboat Company	Ulster	ESD
66203	Sarah Neuman CFA 2016	Sarah Neuman Center, The New Jewish Home	Westchester	ESD

CFA	Project Name	Project Sponsor	County	Eligible Agencies			
ESD - EMPIRE STATE DEVELOPMENT GRANT FUNDS (CONTINUED)							
66256	Manitoga Public Access Roads Improvements/ Construction Phase	Manitoga, Inc.	Putnam	ESD			
66330	SS Columbia Restoration	SS Columbia Project	Ulster	ESD			
66511	Fishkill Farms Craft Cidery Project	Fishkill Farms	Dutchess	ESD			
66575	Highland Water District Line Extension	Highland Water District	Ulster	ESD			
66620	Seminary Hill Ciders Tasting Room	Seminary Hill Ciders	Sullivan	ESD			
66779	Carib South Airways State-of-the Art US Custom Bonded Cargo Facility	Carib South Airways Inc.	Orange	ESD			
66892	City of New Rochelle Arts District and MakerSpace	City of New Rochelle	Westchester	ESD			
66895	Iron Workers Local 417 Training and Education Center	Iron Workers Local 417 Training and Education	Orange	ESD			
67950	Touro Dental Clinic	New York Medical College	Westchester	ESD			
68084	Sullivan County Visitors Association Information Center	Sullivan County Visitors Association	Sullivan	ESD			
68235	Thornwillow Makers Village Community Kitchen and Marketplace	Thornwillow  Institute, Ltd.	Orange	ESD			
68286	Empire State Spirits	Prohibition Distillery LLC	Sullivan	ESD			
68297	Central Kingston Green Affordable Housing and Civic Uses	RUPCO, Inc.	Ulster	ESD			
68521	The Center for Discovery Hurleyville Expansion Project	The Center for Discovery	Sullivan	ESD			
	DEC - CLIMATE SMAR	T COMMUNITIES GRANT	S				
64839	City of New Rochelle Main and Huguenot Street Conversions	AKRF, Inc.	Westchester	DEC, ESD			
64931	Westchester Mulch Transfer Station Improvement and Expansion	City of New Rochelle	Westchester	DEC, DOS, ESD			
65815	Climate Smart Kingston Emissions and Efficiency Initiative	City of Kingston	Ulster	DEC			
66859	Kingston Connectivity Project – Broadway Clean and Green Streetscape	City of Kingston	Ulster	DEC, EFC			
67887	New Paltz Regional Food Recovery Program	Town of New Paltz	Ulster	DEC			
	EFC - GREEN INNOV	ATION GRANT PROGRA	М				
63709	SUNY Sullivan Green Campus	SUNY Sullivan	Sullivan	EFC			
64896	Middletown James Street Green Infrastructure 2016	Orange County SWCD	Orange	DEC, EFC			
66859	Kingston Connectivity Project – Broadway Clean and Green Streetscape	City of Kingston	Ulster	DEC, EFC			
68290	Loch Sheldrake Collection System Improvements	Town of Fallsburg	Sullivan	EFC			
68325	Churchill Lot Landscaped Bioretention Improvement Project	City of Beacon	Dutchess	EFC			

CFA	Project Name	Project Sponsor	County	Eligible Agencies
PARKS	S - ENVIRONMENTAL PROTECTION FUN	D - PARKS, PRESERVATIO	N AND HERITA	GE GRANTS
64422	Bannerman Island #3 Arsenal Stabilization and Residence Restoration	The Bannerman Castle Trust, Inc.	Dutchess and Orange	Parks
64549	Walkway Reynolds House Restoration Project	Walkway Over the Hudson	Dutchess and Ulster	Parks
64610	Restoration of St. George's – Newburgh	St. George's Church	Orange	Parks
64844	Untermyer Mosaic Pool Restoration	City of Yonkers	Westchester	Parks
64927	City of New Rochelle Feasibility Study for Rehabilitation of Historic Ward Acres Barn	City of New Rochelle	Westchester	ESD, Parks
65009	Catskill-Shawangunk Greenway/Colony Farm Agritourism Feasibility Study	Town of Wawarsing	Ulster	ESD, Parks
65278	Upper Mill Street Historic Renovation	Hudson River Housing, Inc.	Dutchess	Parks
65580	Quarry Park specialized engineering	Village of Hastings-on-Hudson	Westchester	Parks
65603	Mill Brook Preserve Development	Village of New Paltz	Ulster	Parks
65662	2016 Village of Walden Community Center	Village of Walden	Orange	Parks
65678	Feasbility Study Rye Town Beach Bathing Complex Oakland Beach	Rye Town Park Commission	Westchester	Parks
65734	Kingston Point Park Infrastructure Improvements	City of Kingston	Ulster	Parks
65921	Perrines Bridge Abutment Project	Ulster County	Ulster	ESD, Parks
66703	Depuy Canal House Museum Historic Preservation	D&H Canal Historical Society, Inc.	Ulster	Parks
67330	Dennings Point Renovation	Beacon Institute	Dutchess	Parks
67569	Poughkeepsie Waterfront Parks and Fallkill Trail Design	City of Poughkeepsie	Dutchess	Parks
68355	Ashokan Rail Trail	County of Ulster	Ulster	Parks
	DEPARTMENT OF STATE - LOCAL W	ATERFRONT REVITALIZA	TION PROGRA	M
63907	Mayors Redevelopment Roundtable	Land Use Law Center Pace Law School	Regional	DOS
64853	LWRP Update Resiliency Planning in the Age of Climate Change and Sea Level Rise	Village of Haverstraw	Rockland	DOS
67798	Regional Downtown Initiative	City of Beacon	Dutchess	DOS
67890	Village of Ardsley LWRP Plan	Village of Ardsley	Westchester	DOS
67990	Poughkeepsie Waterfront Connectivity Project – Phase 2	City of Poughkeepsie	Dutchess	DOS
68312	Downtown Port Chester Waterfront Improvement Project	Village of Port Chester	Westchester	DOS
68525	Red Hook LWRP Update	GREENPLAN Inc.	Dutchess	DOS





# Workgroup Descriptions

As we entered our sixth round of the CFA competition, the MHREDC charged the co-chairs of each working group with re-focusing their efforts to better assist with the implementation of key Regional and State strategies. In an effort to streamline processes and avoid duplication of effort, the Council decided to consolidate its twelve standing work groups into eight, combining several groups with overlapping interests and activities. These reformed, active work groups are comprised of a broad range of stakeholders from both the public and private sector. Hundreds of volunteer members lend their time, talent, and expertise to the MHREDC through their participation as work group members. The groups provide a forum for the Council to engage with and learn from—a broader set of community stakeholders, many of whom have specific subject-matter expertise. The collaboration of the MHREDC and Work Groups has proven to be invaluable and has led to the creation and retention of jobs and the investment of State resources in the community. Following are descriptions of the Council's eight work groups (presented in alphabetical order).

#### **GLOBAL NY**

The MHREDC's Global NY International Advisory Work Group develops and implements global marketing and export strategies and building foreign trade and investment approaches into the Council's strategic planning efforts. The group aims to widen the Region's lens in trade strategy development and to assemble and align regional assets that will assist area businesses in competing globally.

#### **REGIONAL ECONOMIC CLUSTER**

The Regional Economic Cluster Work Group (formerly referred to as the "Industry Cluster" Work Group) identifies and researches the growth of existing and/or emerging industry trends. Working with the Mid-Hudson's MEP Center and other industry experts, this group continues to promote and enhance the growth of the Food and Beverage Manufacturing Supply Chain. It aims to catalogue companies and related assets, explore the attraction of out-of-state companies, strengthen key enablers

for cluster growth (e.g. human capital, innovation and commercialization, infrastructure, or local governance), and to coordinate efforts through meetings, other activities, and events.

### **INFRASTRUCTURE**

The Infrastructure Work Group advises the MHREDC on issues and priorities related to the Region's physical and organizational structures—the built environment. Areas of focus include the New NY Bridge, Stewart International Airport, Montreign Casino, and A Regional Infrastructure

Report (In partnership with Hudson Valley Pattern for Progress). Most notable this year—strategies to support the infrastructure necessary to accommodate downtown revitalization throughout the seven-county Region.

#### **NATURAL RESOURCES**

The Natural Resources Work Group researches and advises the Council on projects and initiatives related to the MHREDC's "Play" Strategy. While utilizing the Hudson Valley Regional Council's "Mid-Hudson Regional Sustainability Plan," the group ensures the MHREDC's economic development strategy aligns with the need

to leverage the Region's outstanding natural resources, including its unique social, cultural and natural history, to sustain the Mid-Hudson's unparalleled quality of life and support key industries such as agriculture, tourism, arts and culture, and sustainable energy.

#### **OPPORTUNITY AGENDA**

The Opportunity Area Work Group continues to analyze and focus on the needs of economically distressed communities identified by the Council (See page 47 for list of communities), with the goal of ensuring the development

of inclusive economic development policies including job creation, community revitalization, transportation, and workforce training.

### **SMALL BUSINESS/MWBE**

Acknowledging the fact that the majority the Mid-Hudson's businesses have fewer than 20 employees, the Council established the Small Business Workgroup to address issues faced by small businesses throughout the Region.

Through networking, roundtable events and leveraging existing organizations, this group seeks to address the Council's priority of supporting and encouraging MWBEs.

# TOURISM/PATH THROUGH HISTORY (PTH)

The Tourism and Path Through History Work Groups have joined efforts to continue to promote destination tourism throughout the Region to not only the hundreds of museums, parks, and galleries, but also the rapidly growing food and beverage destinations including the many craft

breweries, cideries, distilleries, and wineries. The work group, including representatives from a diverse cross-section of stakeholders, works collaboratively to identify transformative projects, facilitate partnerships, and is a forum for project development.

# **VETERANS/WORKFORCE DEVELOPMENT**

In re-focusing the Region's workforce development strategies as suggested by the SIAT team, the MHREDC's Veterans Work Group and Workforce Development Work Group streamlined their efforts and coordinated outreach to promote and assist veterans, and to ensure there is a qualified workforce to meet the needs of business and industry in the Mid-Hudson. (For key accomplishments see page 51).



RCC celebrates the graduates of the PFC Joseph P. Dwyer Veterans Peer Counseling Program, an accredited 15-hour program that trains people to be effective mentors and provide counseling for veterans suffering the effects of PTSD and other related issues. From left to right in the photo: George Hoehmann, Supervisor, Town of Clarkstown; Jaime Sosa, RCC '07 and recent graduate of the Peer to Peer Mentoring Program; Major General Fergal Foley, US Army-Retired; Dr. Cliff L. Wood, President, RCC; and Dr. Allen Hershman, Clinical Coordinator, Rockland County Joseph P. Dwyer Veterans Peer to Peer Mentoring Program.

Co-Chairs

\*REDC Members

# Workgroup Members

#### **GLOBAL NY**

**Kevin Maddy** 

CEO, Zumtobel Lighting

Arthur Anthonisen

President, Hudson Valley International

Trade Association

Jeff Bookstein

Managing Director, Unifuse

T. Jefferson Cunningham

CEO, Magnolia Capital

**Anne Davis** 

Associate Professor of Economics, Marist College

Ed Dorian, Jr.

President, Dorian Drake International

Robert Edmonds

President, Kolmar Labs

Timothy Florio

Senior VP, HSBC

Aleida Frederico\*\*

Senior Vice President Government Banking, TD Bank

Suzanne Holt

Director, Ulster County Office of Economic Development

Joan Kanlian

Director, US Export Assistance Center

**Harold King** 

Executive Vice President, Council of Industry

Jonathan Kupperman

President, Nice Pak Products

John MacEnroe

Business Development Director, Hudson Valley TDC

Vincent Odock

CEO, Kadock Consulting Services

**Stephen Pomoroy** 

President, Schatz Bearing Corporation

Charles Radier\*

International Trade Specialist, Empire State Development

Sal Rajput

Vice President, Walison Corp.

### **INFRASTRUCTURE**

**Bridget Barclay** 

Executive Director, Dutchess County Water and

Wastewater Authority

John C. Cappello

Attorney, Jacobowitz & Gubits, LLP

David Church

Commissioner of Planning, Orange County

**Todd Diorio** 

Business Manager, Laborers Local 17

Dennis Doyle

Director of Planning, Ulster County

Freda Eisenberg

Commissioner of Planning, Sullivan County

Sam Fratto

Business Manager, Electricians Union

Ed McAndrew

DPW Commissioner, Sullivan County

Ross Pepe

President, Construction Industry Council

Paul Ryan\*\*

President, Westchester Putnam Central Labor Body

Thomas Scaglione

Governor's Regional Representative, Upper Hudson Valley

Alan Seidman

Executive Director, Construction Contractors Association

Ralph Swenson

Engineer, City of Kingston

Jacob Tawil

Commissioner of Public Works, City of Middletown

James Taylor Jr.\*\*

President and CEO, Taylor Biomass Energy LLC

**Bruce Walker** 

Deputy County Executive, Putnam County

**Eoin Wrafter** 

Assistant Commissioner, Planning and Development,

**Dutchess County** 

#### **NATURAL RESOURCES**

Joseph Alfano

Deputy Director for Strategic Planning, Mohonk Preserve

**Andy Bicking** 

Director, Public Policy and Special Projects, Scenic Hudson

Tracy Brown

Water Quality Advocate, Riverkeeper

Dave Church\*\*

Mid-Hudson Regional Sustainability Consortium, Planning Commissioner, Orange County Planning Department

**Sue Currier** 

Executive Director, Delaware Highlands Conservancy

Deborah DeWan

Executive Director, Rondout Valley Growers Assn.

**Todd Erling** 

Executive Director, Hudson Valley Agricultural Development Corp.

Melissa Everett

Executive Director, Sustainable Hudson Valley

Jerry Faiella

 ${\bf Executive\ Director,\ Historic\ Hudson\ River\ Towns}$ 

Paul Gallay

President, Riverkeeper

Simon Gruber

Environmental Planning and Communication's

Consultant/Fellow, CUNY Institute for Sustainable Cities

Glenn Hoagland

Executive Director, Mohonk Preserve

Ken Kleinpeter\*

Director of Farm and Facilities, Glynwood

Cara Lee

Director, Shawangunk Ridge Program,

The Nature Conservancy

Tom Madden

 ${\bf Commissioner\,\&\,Mid\text{-}Hudson\,Reg.\,Sustainability}$ 

Consortium Co-Chair, Town of Greenburgh

Nancy Seligson

Supervisor, Town of Mamaroneck

Ned Sullivan\*\*

President, Scenic Hudson

Mary Kay Vrba

Executive Director, Hudson Valley Tourism

Alan White

 ${\bf Executive\ Director,\ Catskill\ Center\ for\ Conservation}$ 

and Development

### **OPPORTUNITY AGENDA**

#### Joe Czajka

Senior Vice President for Research, Development and Community Planning, Executive Director, Hudson Valley Pattern for Progress

#### Jonathan Drapkin\*\*

President and CEO, Hudson Valley Pattern for Progress

#### Meghan Taylor

Regional Director, Mid-Hudson, Empire State Development

#### REGIONAL ECONOMIC CLUSTER PROGRAM

**Kevin Brady** 

CEO, Ceres Technologies

Vincent Cozzolino\*\*

Executive Vice President, Galileo Technology Group

Rich Croce

Vice President, Viking Industries

Bill Fiorvanti

Director of Business Attraction, Orange County Partnership

Steve Harshbarger

President, Sono-Tek

#### Claus Kinder

Vice President Operations, JBT Wolf-Tec

Carl Meyer

CEO, TSEC

**Tom Phillips** 

Executive Director, Hudson Valley Technical

**Development Center** 

Laurie Villasuso

COO, Orange County IDA

### **SMALL BUSINESS TASK FORCE/MWBE**

Cynthia Clune

 $Business\ Advisor, Mid-Hudson\ Small\ Business$ 

Development Center

Carol Fitzgerald\*

Vice Chairman and Executive Vice President, Corporate

Development Life Medical Technologies

Marsha Gordon\*\*

President and CEO, Business Council of Westchester

Wiley Harrison\*\*

President/Founder, Business of Your Business LLC

Monique LeGendre

Project Manager, Empire State Development

Arnaldo Sehweret

Regional Director, Mid-Hudson Small Business

Development Center

### TOURISM/PATH THROUGH HISTORY

Dave Bova

General Manager, Millbrook Winery

Priscilla Brendler

Executive Director, Greater Hudson Heritage Network

Roberta Byron-Lockwood

President and CEO, Sullivan County Visitors Association

Natasha Caputo

Director, Westchester County Tourism & Film

Paul Carlucci

Vice President, Villa Roma Resort & Conference Center

Mark Castiglione\*

Acting Director, Hudson Valley River Greenway

Herb Clark

Vice President, Sullivan County Catskills

Visitor's Association

Debra Conway

Director, The Delaware Company

John Conway

Sullivan County Historian, Sullivan County

Linda Cooper

Regional Director-PTH Coordinator, NYS OPRHP

Geraldine Covert

Administrative Assistant, Taconic Region, NYS Parks

Fran DePetrillo-Savoca

Deputy Director, Ulster County Tourism

Taryn Duffy

Director of Public Affairs, Empire City Casino

Darlene Fedun

Chief Executive Officer, Bethel Woods Center for the Arts

Christine Greak

Regional Vice President Marketing, Woodbury Commons

Jim Hall

Director, Palisades Interstate Park Commission, NJ

Susan Hawvermale

 $Hudson\, Valley\, Tourism\, Chair, Orange\, County\, Department$ 

of Tourism

Sandy Henne

President, Hudson River Cruises

Lydia Higginson

Deputy Director, Dutchess County Tourism

Katie Hite

Director, Westchester Historical Society

James Johnson

Director, Hudson River Valley Institute

Sarah Johnson

Putnam County Historian, Putnam County

Janet Langsam

CEO, Arts Westchester

Kate Liberman

Managing Director, Hudson Valley Shakespeare Festival

Pam Malcolm

Manager, Staatsburgh State Historic Site

Linda Martsen-Reid

President, Arts Mid-Hudson

Shannon McSweeney-Lemay

Senior Director of Marketing, Communications and Events,

Bethel Woods Center for the Arts

Mary McTamaney

Historian, City of Newburgh

Rosemaire Monaco

President, Group M Inc.

Austin O'Brien

Conservator, NYS OPRHP, Historic Preservation

Sarah Olsen

Superintendent, Roosevelt-Vanderbilt National

Historic Sites

Kristin Porter

Director, Sullivan County Parks and Recreation

Cordell Reaves

Program Analyst, NYS OPRHP, Historic Preservation

**Scott Rector** 

Chief of Interpretation, National Park Service

Lucy Redzeposki

Director of Tourism, Rockland County

Rick Remsnyder

Director of Tourism, Ulster County

Alan Rosenblatt

Owner, Ecce Bed and Breakfast

Nina Smiley

Director of Marketing, Mohonk Mountain House

Sue Smith

Supervisor, NYS OPRHP, Historic Sites Preservation

Frank Smith

Acting Executive Director, Putnam County Tourism

Christopher Steber

Public Relations Coordinator, Taconic Region, NYS Parks

Waddell Stillman

President, Historic Hudson Valley

Steve Turk

President, Rocking Horse Ranch

Mary Kay Vrba\*

Director of Tourism, Dutchess County

Johanna Yuan

Historian, Orange County

### **VETERANS/WORKFORCE DEVELOPMENT**

Donovan Beckford

Director, Westchester-Putnam Workforce Investment Board

Lisa Berger

Director, Ulster County Workforce Investment Board

Mary-Jane Bertram

Regional Director, Workforce Development Institute

Sonja Brown

Lower Hudson Valley Regional Director, Workforce Development Institute

Patrick Curran

Founder, American Business Strategies

Owen Daly

Veterans Affairs Coordinator, Marist College

Howard Hellman

Chairman, All Bright Electric

Anne Janiak

Executive Director, Women's Enterprise

Development Center

Laraine Kautz

Executive Director, Dutchess County Workforce Investment Board

Thom Kleiner

Hudson Valley Regional Representative, New York State Department of Labor

Steve Knob

Director, Orange County Workforce Investment Board

Employment and Training Administration

Jacquie Leventoff\*\*

Human Resources Director of Distribution, Kohls

Sean McGrail

Executive Director, Yonkers Workforce Investment Board

Ryan McLeod

Deputy Regional Director, Mid-Hudson

**Empire State Development** 

Dennis Murray\*\*

President Emeritus, Marist College

Daniel O'Kane

President, Committee for Families of War

Paulette Pellani

Program Administrator, Professional Development Center,

Westchester County Community College

Laura Quigley

Director, Sullivan County Center for

Workforce Development

Lucy Redzeposki

Director of Economic Development, Rockland County

Anne Rubenzhal

Assistant Dean of Continuing Education, Westchester

County Community College

Al Samuels\*\*

President and CEO, Rockland Business Association

Virginia Stoeffel

Dean of Community Services, Dutchess County

Community College

#### Glen Tanzman

 $\label{thm:condinator} Program \, Coordinator, \, TAACCCT \, and \, Startup, \, Dutchess \, \\ County \, Community \, College \,$ 

#### Meghan Taylor

 $Regional\,Director, Mid-Hudson, Empire\,State\,Development$ 

#### Marcia Valdes

Director of Training, ShopRite Supermarkets

#### Paul Valentine

U.S.M.C. ret., President, Valentine Electric

#### Cliff L. Wood Ed.D.\*\*

President, SUNY Rockland Community College

#### **Sherry Young**

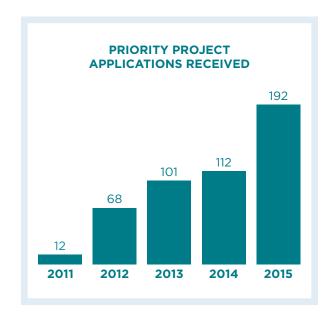
 $\label{eq:constraints} Regional \, Business \, Services \, Manager, \\ NYS \, Department \, of \, Labor$ 

# Public Engagement

Active engagement of elected and community-stakeholders remains a strength of the MHREDC. For a sixth straight year, Council members continued their extensive outreach, often utilizing their own staff and resources to host CFA workshops throughout the Region. These efforts impacted all seven counties, as evidenced by the geographic distribution of the meetings at which the CFA process was promoted in 2016 (see map on page 102).

Since the implementation of the Council's strategies depends upon the quality and quantity of available projects, the MHREDC focused on encouraging members of the public to submit strategy-aligned Priority Project Applications along with corresponding CFAs. In collaboration with non-profit organizations, County elected officials, and regional economic development partners, the Council hosted 30 public meetings, presentations, workshops, and interviews throughout the sevencounty region this year, with a total attendance of 1,300 stakeholders. Through these efforts, the Council has strengthened public private partnerships and promoted intra- and inter-regional collaboration, the outgrowth of which is a robust, diverse project pipeline.

In 2016, the MHREDC received more CFA applications than any other region (416), the largest number of Downtown Revitalization Initiative applications (36)



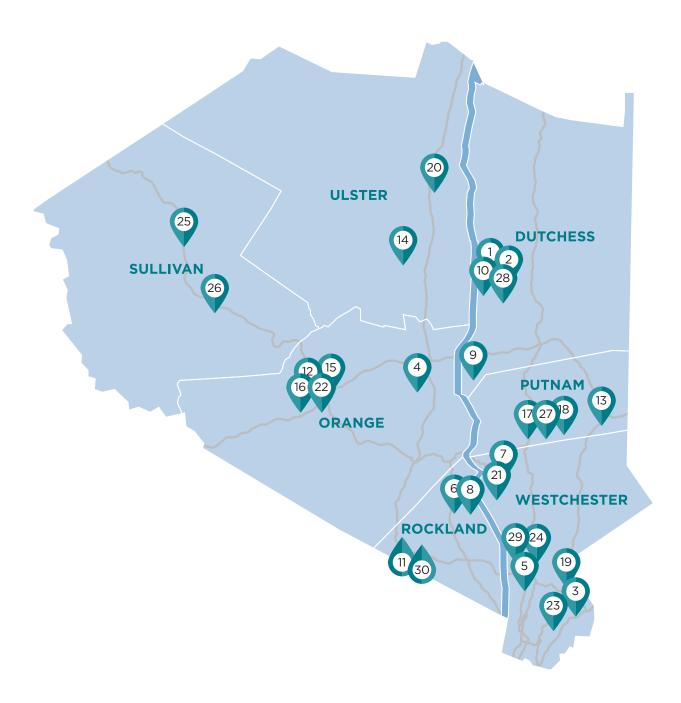
statewide, and the highest number of Priority Projects (192) received in the Region to date during this year's CFA process. The number of Priority Project applications received by the MHREDC has increased by 182% since 2012, which shows the extensive public outreach efforts undertaken by the Council over the past 5 years.



MHREDC Meeting with Lieutenant Governor Hochul

### **PUBLIC ENGAGEMENT MEETINGS**

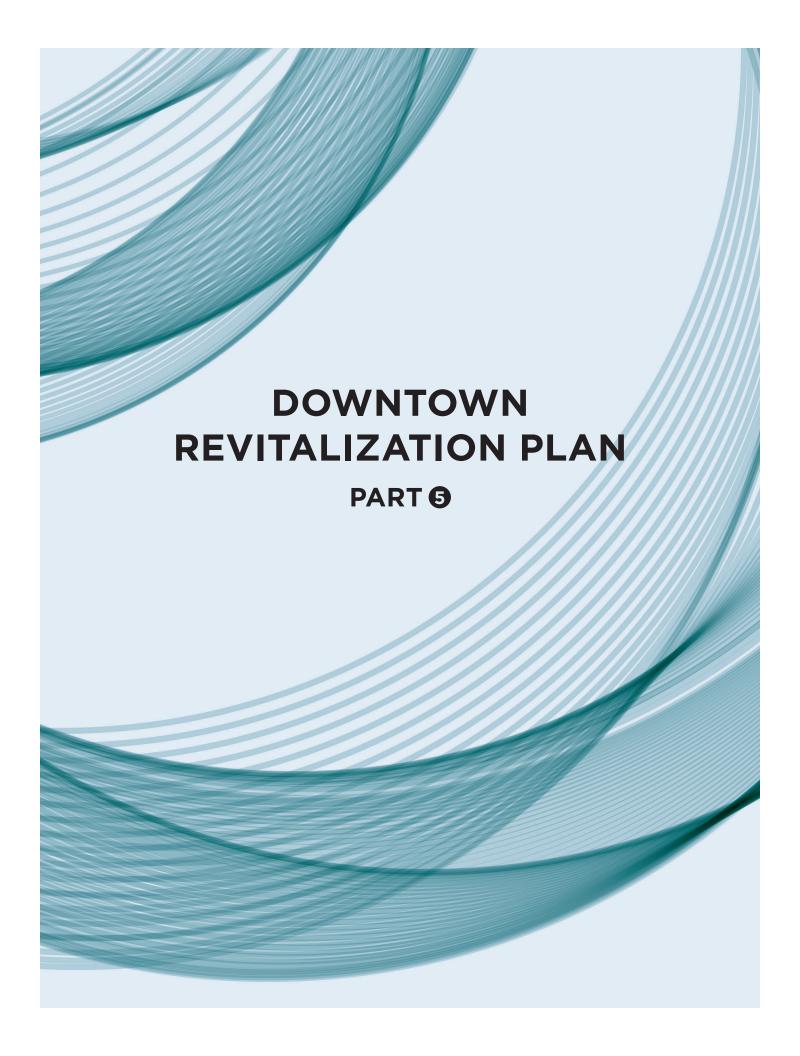
 $The below map \ represents \ all \ meetings \ that \ have \ taken \ place \ to \ promote, discuss \ and \ strategize \ to \ ensure \ the \ Mid-Hudson \ is \ successful \ in \ the \ sixth \ round \ of \ the \ CFA.$ 



		PUBLIC E	ENGAGEMENT MEETINGS		
Pin#	Туре	Date	Meeting	City	Attendance
1	CFA Info Session	01/27/16	Walkway Over the Hudson Board Meeting	Poughkeepsie	20
2	Public Meeting	02/10/16	MHREDC Public meeting	Poughkeepsie	89
3	CFA Info Session	02/17/16	Business Council of Westchester	Rye Brook	30
4	CFA Info Session	02/5/16	HVEDC Board meeting	New Windsor	35
5	Executive Session	03/30/16	MHREDC Working meeting	Tarrytown	30
6	CFA Info Session	04/12/16	SUNY Rockland Haverstraw Campus, Manufacturers' Roundtable	Haverstraw	16
7	CFA Info Session	04/14/16	Grant Writing Professionals Lower Hudson	Peekskill	25
8	CFA Info Session	04/19/16	SUNY Rockland Haverstraw Campus, Public Session	Haverstraw	28
9	Executive Session	04/20/16	MHREDC Working meeting	Beacon	21
10	CFA Info Session	05/11/16	Marist College	Poughkeepsie	9
11	CFA Info Session	05/12/16	SUNY Rockland, The Ellipse	Suffern	17
12	CFA Info Session	05/12/16	Orange County Chamber of Commerce	Middletown	146
13	CFA Info Session	05/18/16	Putnam County, TOC	Carmel	35
14	CFA Info Session	05/23/16	SUNY New Paltz, SUB	New Paltz	28
15	CFA Workshop	05/25/16	Touro College, Middletown	Middletown	109
16	Public Meeting	05/25/16	MHREDC Public meeting	Middletown	48
17	CFA Info Session	05/26/16	Greater Mahopac Carmel Chamber of Commerce morning session	Mahopac	15
18	CFA Info Session	05/26/16	Greater Mahopac Carmel Chamber of Commerce evening session	Mahopac	6
19	DRI Info Session	05/04/16	Manhattanville College	Purchase	34
20	DRI Info Session	05/05/16	SUNY Ulster Kingston Campus	Kingston	18
21	CFA Info Session	05/05/16	Hudson Valley Gateway Chamber of Commerce	Verplank	50
22	DRI Info Session	05/09/16	SUNY Orange	Middletown	37

23	CFA Workshop	06/13/16	Iona College, New Rochelle	New Rochelle	74
24	Executive Session DRI	06/15/16	MHREDC Working meeting	Tarrytown	54
25	CFA Info Session	06/02/16	Cablevision Center, Liberty	Ferndale	31
26	Public Meeting	08/10/16	MHREDC Public meeting	Hurleyville	81
27	Executive Session	08/19/16	MHREDC Working meeting	Mahopac	19
28	Executive Session	08/23/16	MHREDC Working meeting	Poughkeepsie	62
29	Executive Session	08/25/16	MHREDC Working meeting	Tarrytown	55
30	Public Meeting	09/12/16	MHREDC Public meeting	Suffern	78
	· ·				





# Mid-Hudson DRI Process

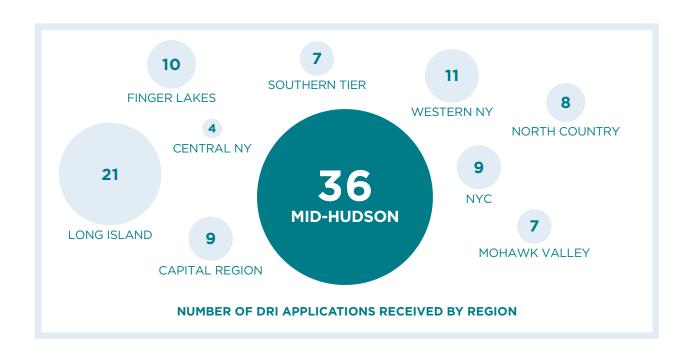
The Mid-Hudson Regional Economic Development Council undertook a multi-stage process to identify its proposed Mid-Hudson DRI Community. The Mid-Hudson Regional Office (MHRO) distributed the DRI application and instructions to all 192 municipalities in the Region in April 2016. To ensure understanding and participation from a wide range of communities, three DRI Informational Sessions were held in Orange, Ulster and Westchester Counties. Approximately 100 attendees, representing all seven counties, participated in these sessions. They were presented with detailed information and attendees were given an opportunity to ask questions to the team from Empire State Development and Department of State. These sessions achieved their goal of engaging the public and local elected officials; the Mid-Hudson received a total of 36 applications—the highest number of any region across New York State.

The MHREDC had the difficult task of reviewing and ranking the 36 applications received, and selecting one DRI winner. MHREDC voting members were asked to review all applications in light of the DRI guidelines as well as the community's alignment to the MHREDC regional strategies. After an initial ranking was completed,

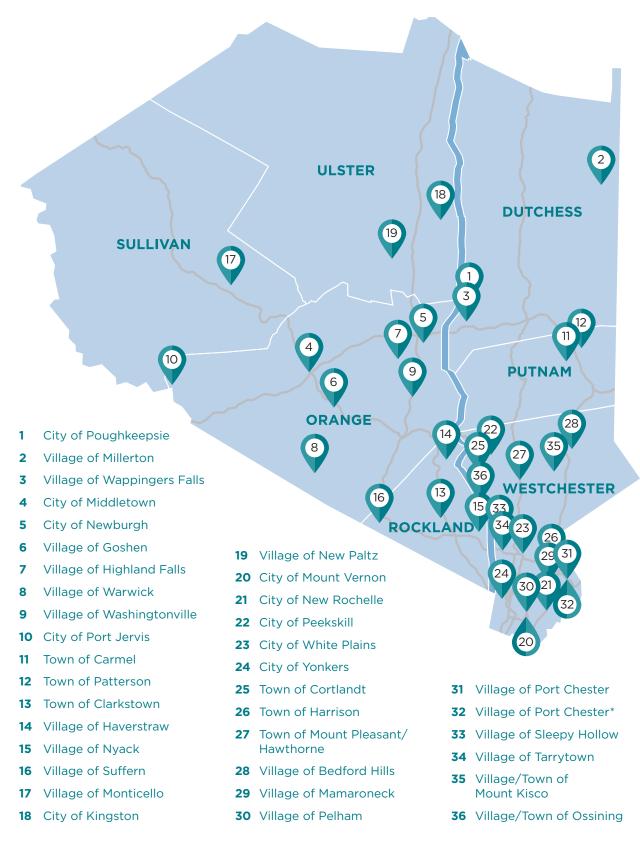


Presentation of ten million dollar DRI award to the City of Middletown

the top seven communities were invited to present their proposal to the Council. Voting and ex-officio members of the Council were invited to the interviews, although only voting members participated in ranking or voting on the proposals. After reviewing all applications, holding community interviews, and undertaking much deliberation, the MHREDC, by majority vote, recommended the City of Middletown to the Department of State as the Mid-Hudson DRI community.



# NUMBER OF MID-HUDSON DRI APPLICATIONS SUBMITTED



<sup>\*</sup>The Village of Port Chester submitted (2) DRI applications for two different communities.

# CITY OF MIDDLETOWN DEFINED DRI BOUNDARY

Middletown's Downtown neighborhood is defined by the boundaries of the Business Improvement District (BID). The Middletown BID has been in existence since 1992 and is well recognized in the community. Encompassing over 225 tax parcels on approximately 124 acres (4% of the City's 5.14 square miles), Downtown Middletown is compact and well-defined, and has traditionally been considered the central business district in the heart of the City. It is highly walkable and easily accessible on foot, by bicycle, by public transportation, and by car to neighborhoods and employment centers elsewhere in the City and the Region.

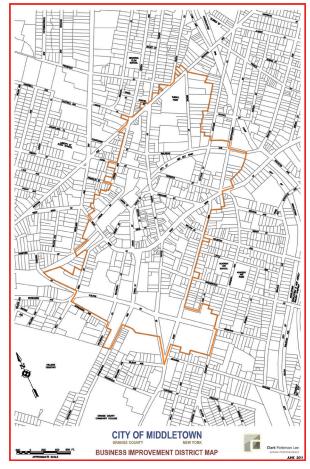
#### WHY THE CITY OF MIDDLETOWN?

Downtown Middletown is in the midst of a renaissance, with City government, the BID and other non-profit organizations, educational institutions such as SUNY Orange, Touro College, Fei Tian College, and Fei Tian Academy of the Arts, and the business community all working together to transform it into a vibrant, year-round downtown that serves all residents of the City and the Region. Middletown is poised for success.

Downtown Middletown and the surrounding area have been the focus of significant public and private sector investment in recent years. The City has capitalized on these investments, and continues to advance a pipeline of catalyst projects, in various stages of development, that will stimulate additional investment in the future. Middletown's downtown revitalization efforts are consistent with the MHREDC's regional strategy, and the City has been a strong partner with the MHREDC in implementing that vision. Specifically, efforts at retaining and expanding food and beverage, health care, and tourism, art, and culture offerings in Middletown echo the MHREDC Strategic Plan's focus on these sectors.

Prominent examples include the repurposing of the former Horton Hospital Complex as the home of Touro College of Osteopathic Medicine and the Middletown Community Health Center, with additional medical tenants on the way, and the redevelopment of the 232 acre former Middletown State Psychiatric Hospital property into the Middletown Community Campus (MCC). The MCC project, a 2015 MHREDC Priority Project, has already benefited from MHREDC funding as well as investment from Fei Tian Fine Arts Academy and Fei Tian College, and is well-positioned to add additional tenants in the future as roadway and





Top to bottom: Downtown Middletown; City of Middletown Map

infrastructure improvements are completed. The extension of the Orange County Heritage Trail through Downtown Middletown (a \$12M catalyst project) will feature connections to Horton, MCC, and SUNY Orange ensuring safe and pleasant bicycle and pedestrian access. Additional catalyst projects in Downtown Middletown—some recently completed, others in various stages of development include: the King Street Pedestrian Walkway (\$395K), conversion of the former J.J. Newberry Department Store into the

Da Tang Supermarket (\$2M), Clemson Bros. Brewery (\$2.25M), Equilibrium Brewery (\$1.9M), a skateboard/recreational park and welcome center (\$665K), the Downtown Transportation Center (\$1.75M), the Unisol indoor soccer facility (\$1.5M), redevelopment of the former Tompkins Department Store and 11 King Street into a boutique hotel, restaurant, and specialty market (\$11 M), and more. Virtually all these projects feature partnerships between the City and other public and private sector entities.

Considering all that Downtown Middletown has to offer, the strong leadership provided by Mayor Joe DeStefano, the City's sound financial standing, and the high level of community support, it is clear that the City of Middletown is truly poised for success.

#### OPPORTUNITY IN THE CITY OF MIDDLETOWN

The City of Middletown estimates that approximately 1 million square feet of existing downtown space is available for conversion to affordable and market rate housing (upper floors) and commercial use. The City has invested more than \$60M over the last 10 years to maintain and upgrade its infrastructure to support planned downtown development. New LED streetlight fixtures (part of the City's Phase 1 Guaranteed Energy Savings Project with Energy Systems Group) and pedestrian-friendly, ADA compliant intersection improvements at signalized intersections downtown and throughout the City (an \$8M federal and local investment) are coming this year. The City's upgraded water and sewer infrastructure supports economic development in the City and in surrounding towns, including the Amy's Kitchen project, a \$95M investment that will create over 650 new jobs for residents of the City and the Region.

#### THE CITY OF MIDDLETOWN'S VISION

The City of Middletown's focus on returning Downtown Middletown to its traditional role as the economic, civic, and cultural center of the community is a clear example of Smart Growth principles in action. The majority of properties downtown are mixed-use buildings with first floor commercial and upper floor residential space. The City encourages the adaptive reuse of older industrial buildings and has several successful projects, most notably The Mill at Middletown and Clemson Brothers. There is a range of housing choices within the City from loft-style to traditional apartments to single and multifamily homes at a variety of price points. A focus on compact building design and preservation of open space is shown by pocket

parks and green spaces within the downtown and the Heritage Trail extension project. The City's ongoing plans to increase walkability and bike-ability are evidenced by the Heritage Trail project, with its spur connections to the Horton complex, SUNY Orange, and MCC, and other improvements to promote traffic calming and pedestrian safety. Transit-oriented development is at the core of the City's strategy, as the Downtown Transportation Center project demonstrates. Overall, the City has created a supportive environment for downtown development by utilizing modern zoning and planning principles, and fostering the creation of innovative, pedestrian-oriented, mixed-use projects.

#### **LOOKING AHEAD**

The Department of State selected BFJ Planning to assist the local planning committee and the City of Middletown in taking advantage of this exciting opportunity. The first meeting was held, scoping sessions have begun, tours of the City have been taken and the group is looking forward to the revitalization plans for the City.

Much has already been accomplished, and with an infusion of technical and financial assistance under the DRI, Downtown Middletown will serve as a model for the revitalization of small cities across New York State.

# Acknowledgments

#### STATE AGENCY RESOURCE TEAM

We would like to recognize and thank the Mid-Hudson State Agency Resource Team (SART) for the important role they play in assisting our Council to advance CFA projects across the Region.

#### **DEPARTMENT OF LABOR**

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**Ellen Poliski**, Deputy Regional Director

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Lorraine Collins, Assistant Commissioner

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#### **NEW YORK POWER AUTHORITY**

Shawn Harrison, Account Executive

#### **NEW YORK ENERGY AND RESEARCH DEVELOPMENT**

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Kelly Tyler, Program Manager, Economic Development

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Jim Hall, Executive Director,

Erin Drost, Regional Grant Representative

 $Palisades\ Interstate\ Park\ Commission$ 

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**Andrew Lynn**, Director, Department of Planning and Regional Development, Stewart International Airport **Michael Torelli**, Manager, Properties and Business Development, Stewart International Airport

**Edmond J. Harrison**, General Manager, Stewart International Airport

# **NEW YORK STATE COUNCIL ON THE ARTS**

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#### OFFICE OF TEMPORARY AND DISABILITY ASSISTANCE

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# THE NEW NY BRIDGE PROJECT

George A. Paschalis, Deputy Director, Outreach

Peter Harckham, Director, Intergovernmental Relations

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Eric S. Warren, Senior Project Manager

 ${\bf Monique \, Le \, Gendre}, {\tt Project \, Manager}$ 

Charles Radier, International Trade Specialist, Global NY

Michelle Higgins, Secretary

Ethan Markus, Summer Intern

# **SPECIAL THANKS**

#### OFFICE OF GOVERNOR ANDREW M. CUOMO

Thomas Scaglione, Regional Representative, Mid-Hudson

#### THE BYNE GROUP

# MHREDC EXECUTIVE COMMITTEE

Dennis Murray, President Emeritus,

Marist College, Co-Chair

Dr. Leonard Schleifer, President and CEO, Regeneron

Pharmaceuticals, Inc., Co-Chair

Jonathan Drapkin, President and CEO,

Hudson Valley Pattern for Progress

Dr. Marsha Gordon. President and CEO.

The Business Council of Westchester

Carol Fitzgerald, Vice Chairman and Executive

Vice President, Corporate Development

Life Medical Technologies

# REGENERON PHARMACEUTICALS, INC.

Hala Mirza, Vice President, Corporate Communications

**Erin Loosen**, Corporate Affairs

#### MARIST COLLEGE

David Yellen, President, Marist College

Emily Saland, Office of the President, Marist College

**Leslie Cooke Foxhall**, Office of the President Emeritus, Marist College **COLLEGES/UNIVERSITIES** 

Iona College

Manhattanville College

**Marist College** 

**Mount Saint Mary College** 

**SUNY New Paltz** 

**SUNY Orange Community College** 

SUNY Rockland Community College

**SUNY Sullivan Community College** 

SUNY Ulster Community College

SUNY Westchester Community College

Touro College of Osteopathic Medicine

THE CENTER FOR DISCOVERY, HURLEYVILLE, NY

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Theresa Hamlin, Ed.D., Associate Executive Director

**Thomas Burnham**, Assistant Vice President for Development and Environmental Policy

THE ROUNDHOUSE, BEACON, NY

Bob McAlpine, Owner

Katie Guerra, General Manager

WEST HILLS COUNTRY CLUB, MIDDLETOWN, NY

Mike Bonura, Principal, Bonura Hospitality Group

Joseph Bonura, Principal, Bonura Hospitality Group

PUTNAM COUNTY GOLF COURSE, MAHOPAC, NY

Mike McCall, General Manager

Iliana Buigues, Banquet Manager, Homestyle Caterers

# Appendix

31111 Dog and Cat Food Manufacturing 311119 Other Animal Food Manufacturing 311211 Flour Milling 311212 Rice Milling 311213 Malt Manufacturing 311221 Wet Corn Milling 311224 Soybean and Other Oilseed Processing 311225 Fats and Oils Refining and Blending 311230 Breakfast Cereal Manufacturing 311313 Beet Sugar Manufacturing 311314 Cane Sugar Manufacturing 311315 Chocolate and Confectionery Manufacturing from Cacao Beans 311352 Confectionery Manufacturing 311352 Confectionery Manufacturing 311411 Frozen Fruit, Juice, and Vegetable Manufacturing 311412 Frozen Specialty Food Manufacturing 311421 Fruit and Vegetable Canning 311422 Specialty Canning 311423 Dried and Dehydrated Food Manufacturing 311511 Fluid Milk Manufacturing 311512 Creamery Butter Manufacturing 311513 Cheese Manufacturing 311514 Dry, Condensed, and Evaporated Dairy Product Manufacturing 311520 Ice Cream and Frozen Dessert Manufacturing	NAICS CODE	DESCRIPTION
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Dairy Product Manufacturing  311520 Ice Cream and Frozen Dessert Manufacturing  311611 Animal (except Poultry)	311513	Cheese Manufacturing
Manufacturing 311611 Animal (except Poultry)	311514	
	311520	
Slaughtering	311611	

NAICS CODE	DESCRIPTION
311612	Meat Processed from Carcasses
311613	Rendering and Meat Byproduct Processing
311615	Poultry Processing
311710	Seafood Product Preparation and Packaging
311811	Retail Bakeries
311812	Commercial Bakeries
311813	Frozen Cakes, Pies, and Other Pastries Manufacturing
311821	Cookie and Cracker Manufacturing
311824	Dry Pasta, Dough, and Flour Mixes Manufacturing from Purchased Flour
311830	Tortilla Manufacturing
311911	Roasted Nuts and Peanut Butter Manufacturing
311919	Other Snack Food Manufacturing
311920	Coffee and Tea Manufacturing
311930	Flavoring Syrup and Concentrate Manufacturing
311941	Mayonnaise, Dressing, and Other Prepared Sauce Manufacturing
311942	Spice and Extract Manufacturing
311991	Perishable Prepared Food Manufacturing
311999	All Other Miscellaneous Food Manufacturing
312111	Soft Drink Manufacturing
312112	Bottled Water Manufacturing
312113	Ice Manufacturing
312120	Breweries
312130	Wineries

