



CAPITAL REGION ECONOMIC DEVELOPMENT COUNCIL

2014 Progress Report



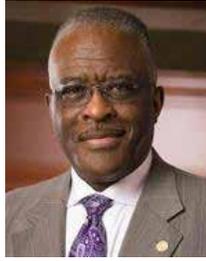
AUGUST 15, 2014



CAPITAL REGION REGIONAL CO-CHAIRS



JAMES J. BARBA, J.D.
PRESIDENT & CEO
ALBANY MEDICAL CENTER



ROBERT J. JONES, PH.D.
PRESIDENT
UNIVERSITY AT ALBANY

On behalf of the Capital Region Economic Development Council, we would like to thank Joseph Dragone and Alan Goldberg for generously volunteering their time to support the work of the Council. These community leaders supported economic development efforts throughout the Capital Region and beyond by serving as Co-Chairs of the Workforce and Education workgroup, and Arts, Culture and Tourism workgroup, respectively.

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Introduction

A Message from the Co-Chairs

At the time the Regional Economic Development Councils were launched in 2011, Governor Andrew M. Cuomo described them as models of grassroots economic development, a way to invest in our communities from the ground up.

This year's progress report embodies his vision for both developing the economy and strengthening communities.

Last year, after we were named co-chairs, we elevated the role of the public in the Council's efforts to improve our regional economy, expand economic opportunity within the Region and enhance economic opportunities for our residents. We believe that public input continues to complement the Governor's evolving vision of the role of the Council in providing a new and important dimension to economic investment for New York and New Yorkers.

As we said last year when we announced the formation of a workgroup dedicated to public engagement, "There is no substitute for the collective power of experience, knowledge and the desire to secure the future of our Region. We believe that together, and collaboratively, we can create our own good fortune."

Indeed, public engagement has become one of the hallmarks of the Council. During scores of public sessions and meetings, Council members have sought input on several important areas, including the arts, culture and tourism, direct foreign investment and exporting, and Veterans' issues, among many others. Input gained from these sessions has resulted in collaborations, partnerships and activities included in the *2014 Progress Report*.

For example, the input of the participants in the session on Global NY – Direct Investment and Exporting led to a survey sent to almost 10,000 stakeholders across eight counties to learn more about the current landscape of global trade and investment in the Capital Region in order to develop effective strategies. In the Veterans' session, more information emerged about Veteran-owned businesses and employment opportunities in the Region, and valuable strategies for improvement.

In short, the efforts of our Council have created a mechanism to bring together serious people from different sectors to focus on the goals of strengthening our community and growing our economy. The results to date have been remarkable, and we expect that continuing down this path will lead to an even brighter future.

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Tech Valley Advancing Beyond

This report outlines recommendations and rationale for investments judged most likely to strengthen the economy of a region with diverse needs, uneven economic success, extraordinary resources and incredible potential.

In line with Governor Cuomo's vision, this report reflects the collective thinking of stakeholders who have worked collaboratively across disciplines and sectors to develop a plan that secures the economic gains we have made, while seeking to achieve greater opportunity in the future.

This comprehensive and integrated approach is designed to achieve economic goals articulated by the Region's collective voice that builds on previous investments and maximizes the potential of assets that include exceptional natural resources, intellectual capital and financial capital.

Our work recognizes the gains made over past years, as well as the potential gains yet to be realized. Through the nurturing of technology-based businesses, agricultural producers, cultural institutions, workforce and more, the Council has helped **impact more than 20,000 jobs**, with the understanding that this is just the beginning.

This year's proposal reflects the Council's work to develop a plan to move the Capital Region:

- **Beyond our Boundaries**, by securing market share for existing companies and targeting industries that have national and international potential.
- **Beyond the Present**, preparing for the future through investments in projects to enhance our security, improve our weather forecasting, sustain our environment and build an infrastructure for new businesses in defense, paper, emerging high-tech fields and others.
- **Beyond our Imagination**, by opening up opportunities for students, Veterans and others eager to contribute to the economic well-being of our Region.
- **Beyond Round IV**, by identifying projects that, with some additional guidance or in combination with other initiatives, could be designated as priorities for funding in future rounds.

The industries that have played key roles in our economic health include manufacturing, nanotechnology, health care, government, higher education, arts and tourism. This Plan recognizes the impact these sectors have, and will continue to have, on our economic success, while seeking to bolster the industries and types of businesses that will provide economic opportunities in the years to come.



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Themes



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Integrated Plan





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PART ONE

OVERVIEW *of*
PROGRESS





Throughout 2014, the Council has operated primarily through the work of eight Workgroups:



Part One: Overview of Progress

PART 1.1 STRATEGY AND IMPLEMENTATION OVERVIEW

The Capital Region Economic Development Council (CREDC) has focused on eight strategic goals in response to the needs of the Region. Developed through intensive public input, the goals have guided the work of our workgroups and helped further our agenda.

Formed to reflect the needs of the community, the areas of focus of the workgroups are tied to the Council's strategies:

- Foster success in **leveraging** and **collaboration** among academic, not-for-profit, government and commercial organizations to:
 - Support entities that combine goals, efforts and resources for the greater good of our communities.
 - Reward cooperation where multiple benefits in public and private partnership drive efficiencies, eliminate waste and do more with less for the Region.
 - Analyze various sectors of the economy to identify key opportunities for encouraging partnership among existing resources and attracting or creating new material wealth for the Region.
- Utilize resources at the federal, state and local level to **open new doors** for business by funding development, supporting incubators and creating opportunities for new and expanding enterprises in the Region to:
 - Cultivate prospects and opportunity for start-up companies, minority and women-owned businesses, and innovation in industries across communities.
 - Build and expand the competency of research, education and health care verticals, creating vast fields of expertise that capitalize on the wealth of information, access and resources of institutional knowledge.
 - Compound and complement the successes in nanotechnology and semiconductor research, development and manufacturing.



- **Prepare for tomorrow** by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries to:
 - Focus and promote STEM (science, technology, engineering, math) in K-12 education.
 - Engage students in a variety of early college education programs that will connect and retain youth with careers in New York State.
 - Provide increased opportunities in on-the-job training and continuing education programs to enable the workforce to adapt and succeed in a 21st-century workplace.
- Invest in infrastructure to support the growth of our economy in both new and retained jobs, **building a superhighway** to carry the Tech Valley forward as a leader in technology and innovation to:
 - Provide access to high-speed broadband Internet to enable, grow and attract business globally.
 - Fuel the engine that drives the economy by putting into practice efficiencies in energy production and delivery.
 - Increase capacity of water supply and management, laying the groundwork for business and capital progress.
- **Bring cities to life** by focusing on development within the urban core, restoring, rebuilding and revitalizing streets and communities by investing in capital projects for the Region to:
 - Advance the reconstruction of marquee historic properties that will cascade economic benefits to the surrounding community.
 - Revitalize the streetscapes of cities, with a focus on turning blight to betterment for the people who live, work and visit.
 - Enrich the majestic avenues of cities making the downtown atmosphere vibrant with economic activity, increasing the appeal and desire to frequent and experience these areas.



- Highlight the importance of **sustaining** and **optimizing** our surroundings, protecting the environment and natural resources while connecting citizens to the beauty of the Region with access and opportunities for activities to:
 - Enjoy the splendor of our landscapes, including sports and leisure on land and water, promoting healthy lifestyles and appreciation for the abundant trails, parks and waterways.
 - Educate, maintain and protect communities by increasing environmental awareness, conservation and consciousness.
 - Responsibly harvest economic bounty from the land, creating jobs and opportunities in agriculture and natural commodities.
- **Showcase the beauty** of the Region’s arts, culture and tourism, embracing the diversity of attractions and venues of the eight counties to:
 - Attract world-class artists, exhibitions and productions, enriching and educating creative audiences of all ages.
 - Afford the public the talents of theatre, music and fine dining by concentrating on the creative economy and cultivating a vibrant sense of community and culture.
 - Explore and experience the varied destinations by tying together history, recreation and adventure from the Catskills to the Adirondacks.
- **Spotlighting the strengths** of the Region by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets to:
 - Inform the commercial world of the vast opportunities in business and pleasure that the Region offers.
 - Develop an appreciation for the Region’s assets, so communities can experience them by connecting people.
 - Reach broader audiences with the whys and wherefores of living, working and playing in the Capital Region.

Implementation Overview

Following significant changes in 2013, the Council approached 2014 with an organization structured to seek input, analyze information and respond to the economic and business needs of the Region's eight counties.

Strengthened by extensive efforts to increase public participation in the decision-making process, the Council continued to work to engage all stakeholders in the Region. The approach of enhancing transparency and public participation and outreach has guided the work of the Council and improved the understanding of its members and the public of the needs for developing projects. The Council continues to be grateful for the guidance and support provided by the invaluable representatives of the State Agency Resource Team (SART).

Through outreach efforts and collaboration, priorities have emerged and evolved. The Council has responded by:

- Seeking new members who can bring expertise in arts, tourism and workforce development
- Adopting an approach to ensure that the Council's work will positively impact every area of the Region
- Expanding the focus of goals to incorporate the needs of Veterans
- Seeking new approaches to expand the benefits of the Opportunity Agenda
- Focusing on agriculture as a foundation for job growth and expanded opportunities
- Exploring new mechanisms and outlets to create economic opportunity, including Community Development Bridge Funding, Distance Learning /PTECH (Pathways in Technology), investments in the creative economy, the defense industry and others
- Identifying projects with the potential to expand beyond our boundaries into global markets and beyond our current strengths to find opportunities in defense, technology, paper manufacturing, agribusiness and others

New 2014 Council Leadership Actions

The Council solicited, developed, and promoted a pipeline of Regional projects focused on priority projects that can get underway quickly, as well as projects that are longer-term. Targeted educational sessions encouraged submission of CFAs by previously under-represented sectors and communities.



For the first time since its inception, the Council:

- Scheduled Council meetings every month
- Invited elected officials to participate in Executive Committee meetings
- Dedicated time for the ESD Regional Director to report monthly to the Executive Committee on CFA progress and key issues
- Recommended redistribution of CFA funding based on monitoring of CFA progress

In addition, based on Council members' recommendations, new members representing a broad cross section of sectors were appointed to the Council. Workgroup roles were adjusted to incorporate metrics to better align performance measures with Council goals and new workgroups were established for Veterans and Global NY.

Total Projects Scorecard

	# Projects	\$ Funding Reward/Request	Total Project Cost \$	Project Status	Jobs Impacted
Round I (Actual)	100	\$61,748,368	\$384,394,867	90% on schedule	3,579
Round II (Actual)	105	\$55,338,154	\$544,125,102	84% on schedule	8,274
Round III (Actual)	102	\$83,129,935	\$427,927,967	91% on schedule	8,558
Total	307	\$200,216,457	\$1,356,447,936		20,411

PART 1.2 OVERVIEW OF JOB CREATION AND INVESTMENT

Overview of Job Creation and Investment

Leveraged investments

\$200 million in CFA cash awards has leveraged a total of over \$1.16 billion in public and private investment in the first three rounds.

private 5.8:1 public

Rounds I, II, III CFA Award Totals

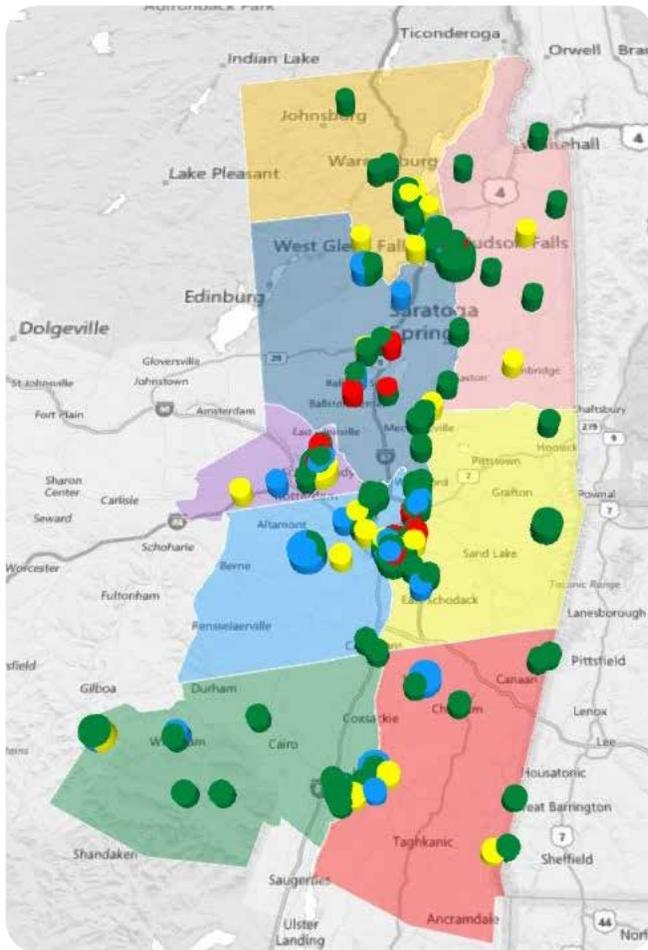


Jobs Impacted, including created and retained

3,579 jobs were created or retained as a result of Round I CFA awards, 8,274 as a result of Round II awards and 8,558 as a result of Round III awards

20,411 jobs impacted

PART 1.3 STATUS OF PAST PRIORITY PROJECTS

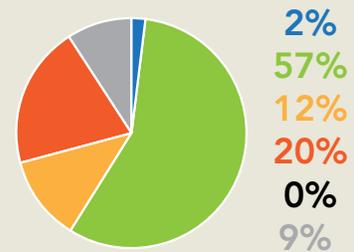


Project status

- 1 round** 100 projects 90% on schedule
- 2 round** 105 projects 84% on schedule
- 3 round** 102 projects 91% on schedule

- Completed
- In Progress
- Waiting for signed contracts
- Have met with client but do not have contracts
- Cancelled
- Reclassified

1 round	2 round	3 round
100 projects	105 projects	102 projects
35 Blue 53 Green 2 Yellow 0 Orange 7 Black 3 Blank	14 Blue 67 Green 5 Yellow 3 Orange 8 Black 8 Blank	2 Blue 61 Green 13 Yellow 21 Orange 0 Black 5 Blank



PART 1.4 PUBLIC ENGAGEMENT OVERVIEW

Public engagement is one of the hallmarks of the Council. The Public Engagement Workgroup continues to advance participation in the work of the Council through a multi-level strategy to inform the public of regional priorities and to solicit input on its Strategic Plan. The Council publicized Governor Cuomo's Round IV priorities in the Council's e-newsletter and helped to cover these topics in multiple public meetings. Public awareness of, and participation in, the Council meetings continues to be boosted by promotion from the Region's chambers of commerce and various communications channels employed by Council members.

The Council's broadest reach comes through the continued monthly publication of the e-newsletter featuring a letter from the co-chairs focusing on the new priorities of the Strategic Plan, articles spotlighting successful projects, and notices of upcoming meetings and public forums. The e-newsletter is distributed to more than 10,000 businesses throughout the eight county region; its reach is multiplied in partnership with the chambers of commerce serving the region who help spread the news further. The newsletter's circulation increased by 6.6 percent over the last year.

Over 100 Public and Partnership Meetings in 2014

Dozens of people including representatives of organizations that serve hundreds of Veterans attended a special public session to identify issues and develop solutions to create new opportunities for meaningful employment throughout the Region.

Number of Council email "touches" this year: **168,000+**

Increase in Council newsletter circulation: **6.6%**

Total attendees at Council meetings this year: **462**



To fulfill its commitment to engaging local businesses and residents, the Council continued to:

- Hold public sessions at each Council meeting organized by the Council workgroups
- Organize public meetings to review the Council's Strategic Plan and introduce new priorities for Round IV
- Host CFA workshops and training sessions to supplement and complement the State's CFA workshops and offer the opportunity for participants to learn how projects align with the Council's Strategic Plan and to directly ask members of the State Agency Resource Team for guidance on development of CFAs
- Conduct many one-on-one meetings with potential CFA applicants
- Organize multiple meetings of individual workgroups

In 2013, the Council was recognized by the State Assessment Team for its expanded input from stakeholders. That input helped advance regional strategies, build on existing partnerships, and implement new strategies and goals in nanotechnology, agriculture, arts and tourism.

The priority economic development council focus areas advanced by Governor Cuomo this year complemented the strategic objectives of the CREDC. To broaden appreciation of this fact and secure broad input, the Council arranged for a day of public input sessions focused on the 2014 Progress Report, particularly concentrating on Global NY, Veterans' priorities and tourism. These sessions were well attended and covered by the media—underscoring both the new priorities and the Council's commitment to public engagement.

In addition to the public meetings sponsored by the Council, Council members continued to engage stakeholders through numerous external meetings, including with CEG's membership, its Local Government Council (LGC), and the Region's county and municipal economic development offices. These meetings serve as a channel for identifying quality pipeline projects and sharing information with potential CFA applicants and stakeholders.



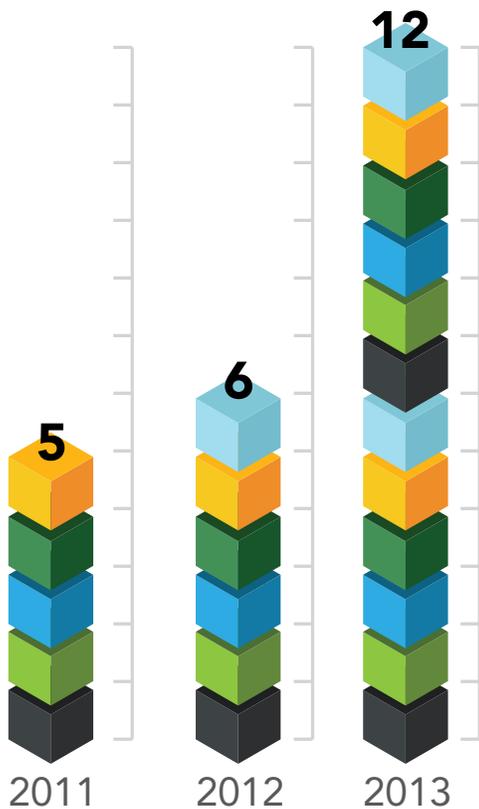


Leverage and Collaborate

GOAL 1

Collaborative CFAs

The number of CFAs involving multiple entities doubled from 2012 to 2013.



Successful Research Results Built on Capital Region Collaboration (Round 1 Funding Impact to Date):

NY CAP Research Alliance CFA Project

- 1 Federal NIH Grant Award Received
- 7 Federal Grant Applications
- 4 Patent Applications
- 8 Peer Reviewed Papers / Manuscripts
- 7 National Meeting / Conference Presentations

The RNA Institute CFA Project

Over **\$35** million of public and private sector investment

- 14 Invention Disclosures
- 5 patent applications
- 13 RNA faculty and institute hires
- 89 grant applications submitted
- 19 grants awarded totaling
- 6 Public Private Partnerships (Bruker, Krackeler Scientific, Thermo Fisher Scientific, Sigma Aldrich, Dell)



GOAL 2

Open New Doors

The Capital Region unemployment rate continues to be lower than the statewide rate and it has declined faster

	Dec-11	Dec-13	Decrease in Unemployment Rate by 12/13	Jun-14	Decrease in Unemployment Rate by 6/14
Capital Region Unemployment Rate	7.4%	5.6%	-1.8%	5.10%	-2.32%
State Unemployment Rate	8.3%	6.6%	-1.7%	6.50%	-1.79%

Diverse sectors of the Capital Region economy account for exports of \$100 million or more annually

Sectors Exporting \$100 Million or More



Average employment in Computer and Electronic Product Manufacturing increased by 1,668 jobs, nearly 80 percent, from 2011 to 2013

Computer and Electronic Product Manufacturing		
Year	Average Employment for Year	Total Wages
2013(P)	3,759	\$357,938,464
2012	2,905	\$273,290,904
2011	2,091	\$201,121,226

The number of patents obtained by Capital Region individuals and organizations continues to increase

	Total 2011	Total 2012	Change
Capital Region Patent Index	1,046	1,156	10.5%
Cap. Reg. (no GE)	541	607	12.2%
Tech Valley Patent Index	3,123	3,366	7.8%
TV PI (no GE or IBM)	1,409	1,665	18.2%

SOURCE: CFA TRACKER, UNLESS OTHERWISE NOTED

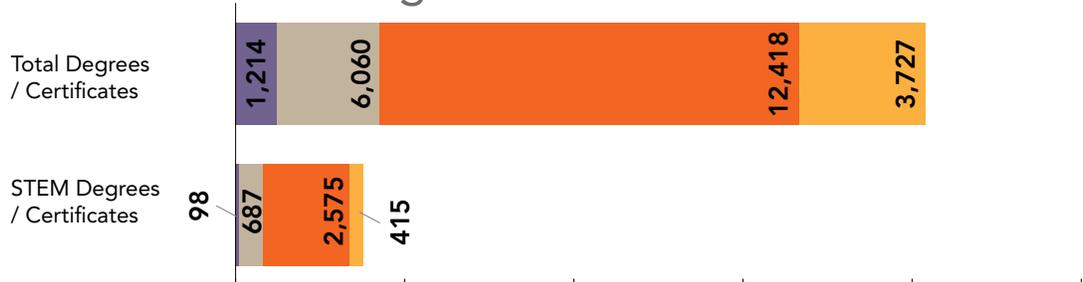


GOAL 3

Prepare for Tomorrow

STEM graduates as a % of all graduates

2012-13 STEM Degrees & Certificates



Several institutions of higher education throughout the Capital Region are developing certificate programs to prepare students for employment in emerging fields

School	County	Status	Campus Focus
SUNY CNSE	Albany	Approved	Nanoscale-materials
			Biomedical Research
			Advanced Manufacturing
			Smart Cities
			Information Technology
SUNY Albany	Albany	Approved	Climate and Atmospheric Science
			Biotechnology
			Biomedical Research
			Forensics & Cyber Security
			Data Analytics
Albany Medical College	Albany	Approved	Biotechnology
			Biomedical Research
			Pharmaceuticals
Empire College	Saratoga	Submitted	Information Technology
			Educational Technologies
SCCC	Schenectady	Approved	Nanoscale-materials
			Semi-Conductors
			Clean Energy
			Computer Science
			Supply Logistics
SUNY Adirondack	Saratoga	Approved	Agriculture
			Nursing
			Computer Science
HVCC	Rensselaer Saratoga	Submitted	Biotechnology
			Nanoscale-materials
			Semi-Conductors
			Chemical manufacturing
			Advanced manufacturing



GOAL 4

Build a Super Highway

Since our last report, another 1,578 Kilowatt hours of low cost energy has been allocated through the Recharge NY program to create and retain 1,108 jobs in the Capital Region

Capital Region Support from Recharge NY		Projects prior to 9/24/13	New Projects since 9/24/13
Total allocated kW:		141,028	139,818
Total allocations (in-service and pending):		56	51
Total announced 7/29/14 and 12/17/13:	Allocations		4
	kW		1,578
	Jobs		1,108
	Capital Investment		\$6,125,000
Total declined since prior year:	Allocations	5	5
	kW	2,982	1,210
Total Jobs committed:		17,284	17,902
Total Capital Investment committed:		\$4,966,211,854	\$4,966,229,756

Capital Region Connectedness:

95% of Households Have Access to a **Wireless Broadband Network**

84% of Households Have Access to **Cable Internet**

10% of Households Have Access to **FiberOptic Connection**

The Capital Region continues to be well connected, but too many households have no access to FiberOptics

	Access to Cable	Access to DSL	Access to FiberOptics	Access to Wireless Network
Albany	95.0%	85.0%	27.0%	97.0%
Columbia	49.0%	91.0%	1.0%	96.0%
Greene	92.0%	73.0%	2.0%	93.0%
Rensselaer	88.0%	89.0%	.0%	97.0%
Saratoga	96.0%	89.0%	.0%	95.0%
Schenectady	96.0%	88.0%	48.0%	97.0%
Warren	87.0%	86.0%	.0%	91.0%
Washington	72.0%	71.0%	.0%	95.0%
Averages	84.375%	84.0%	9.75%	95.125%

Growing port infrastructure supports 5,900 jobs in the Capital Region

	Increase since 2011	2013	2012	2011
Ships/Barges	43%	60	64	42
Cargo Tonnage	28%	390,414	391,470	305,278
Longshore hours worked	8%	44,420	33,720	41,000



GOAL 5

Bring Cities to Life

Water/Sewage Capacity Infrastructure Projects Awarded CFAs

COUNTY	# OF CFAS	TOTAL ALLOCATION
Albany	5	\$3,577,713
Columbia	1	\$285,000
Greene	5	\$704,000
Rensselaer	2	\$875,041
Saratoga	2	\$60,000
Schenectady	2	\$334,090
Warren	6	\$1,028,000
Washington	4	\$1,800,000
Total	27	\$8,663,844

Urban* Redevelopment CFAs Awarded with Dollars Associated

PROJECTS AWARDED		
2011 - Round I	24	\$ 18,287,230
2012 - Round II	15	\$ 19,178,940
2013 - Round III	20	\$ 22,870,000

*Urban as defined by the following cities: Albany, Schenectady, Troy, Saratoga Springs, Hudson, Catskill and Glens Falls



GOAL 6

Optimize Surroundings

The value of agricultural products continues to increase across the Capital Region, with a 30% increase in the market value of products from 2007 to 2012 and a 40% increase in the average product value per farm during the same period

Market Values

	2012	2007
Market Value of Product	\$411,215 million*	\$316,050 million*
Avg Product Value Per Farm	\$106,030*	\$76,732*

*No data from Warren County

Product Sales

	2012	2007
Farms w/ Sales over \$100,000	515	476
Farms w/ Sales over \$500,000	164	150



GOAL 7

Showcasing our beauty

More than \$25 million has been dedicated to CFAs advancing arts, culture and tourism in the Capital Region since the start of the Economic Development Council

Continued growth in the number of CFAs submitted is attributable to the formation of the Arts, Culture and Tourism Working group which has raised the awareness and comfort level of the CFA process through workshops and one-on-one meetings with organizations

Nearly **1.3 Million** Visitors Enjoyed
Some of Our Premiere Destinations in 2013
an increase of 32% from 2011

SOURCE: VENUE SELF-REPORT

	2011	2012	2013
Hyde	20,300	23,000	53,241
Proctors	600,000	650,000	670,000
The Palace	103,000	150,000	157,000
SPAC	260,000	390,000	415,995
Total	983,300	1,213,000	1,296,236

CFA Contributor
Georgia O'Keefe exhibit



GOAL 8

Spotlight our Strengths

The Capital Region continues to attract praise for its many attributes, including:

2012 – 2014 Rankings

Manpower survey ranks Capital Region 7th best city for job seekers in Spring of 2014
– *Business Insider*, 2014

Albany-Schenectady-Troy metro area ranked 11th smartest-market among biggest metro areas based on educational attainment of their residents.
– *The Business Review*, 2014

Business Journals Study ranks Albany-Schenectady-Troy metro area 11th smartest-market among Nation's 102 biggest metro areas
– *The Business Review*, 2014

The Albany Metro Area ranks 5th in the Northeast in Small Business Vitality
– *The Business Journals*, 2014

Forbes Magazine's 16th annual ranking of Best Places for Business and Careers places the Albany-Schenectady-Troy Metro Area in the top 3rd of 200. The same report ranks the area in the top 25% for education.
– *Forbes*, 2014

Sixteen Capital Region Firms on Inc. list of America's 5,000 Fastest-Growing Private Companies
– *Inc.*, 2013

Albany Metro ranks #4 of the top 100 metropolitan areas for jobs
– *Forbes*, 2012



Albany Metro ranks #9 on the list of the nation's "Smartest Cities"
– Lumina Foundation, 2012

Albany's small business sector ranks fifth in the Eastern U.S.
– *On Numbers*, 2012

Eighteen Capital Region firms on Inc. list of America's 5,000 Fastest-Growing Private Companies
– *Inc.*, 2012

Business Facilities ranked the Albany MSA in the Top 10 in one of our most coveted categories – Best Locations for Manufacturing (Medium-sized MSA).
– *Business Facilities*, July, 2013

Hudson Valley Community College in Troy ranked as the most productive and largest two year college nationwide in 2012
– *Community College Week* magazine, 2013

Eight school districts in the 11-county Capital Region ranked among the top 30 districts in the upstate rankings
– *The Business Review*, 2013





GOAL 8



CFAs tied to Venues* by county

County	Population 2012	# of CFAs	CFA Spending Round I	CFA Spending Round II	CFA Spending Round III	Total
Albany	305,455	13	\$ 3,820,000	\$ 974,125	\$477,579	\$5,271,704
Columbia	62,499	8	2,645,000	1,219,000	395,000	\$4,259,000
Greene	48,673	8	300,000	1,925,000	712,250	\$2,937,250
Rensselaer	159,835	4	258,750	493,000	37,000	\$788,750
Saratoga	222,133	9	600,000	1,517,593	65,000	\$2,182,593
Schenectady	155,124	7	50,000	50,000	644,105	\$744,105
Warren	65,538	7	283,500	937,201	17,003	\$1,237,704
Washington	62,934	4	308,000	243,493	205,208	\$756,701

*Venues include government, private and not-for-profit



PART TWO
IMPLEMENTATION





Part Two: Implementation

PART 2.1: 2014 REGIONAL PRIORITIES



Global New York

2.1(a): Develop and Implement Global Marketing and Export Strategy

Tech Valley approaches the Global NY opportunity with a strong existing global orientation, and our strategies are designed to continue the Region's role as a destination of choice for foreign direct investment (FDI) and to help our businesses increase their exports.

- **Focus on Exports.** Exports have been a steady and significant contributor to the Capital Region's economy in recent years. Exports for the eight-county Capital Region were valued at over \$5.7 billion in 2012, representing 11 percent of the Region's output, compared to 7.2 percent in 2003.
- **Foreign Investment.** Tech Valley's global strategies include a focus on attracting FDI in advanced manufacturing, a trending industry in the Region and one in which U.S. subsidiaries play a significant role. The Brookings Institution recently reported that the Albany-Schenectady-Troy metropolitan area counts 321 foreign-owned enterprises.

Existing Regional Strategies

For nearly 30 years, New York State has invested in the Tech Valley Global Business Network and robust international industry attraction campaigns, providing a significant foundation to leverage support of Global NY. One example is the NY♥ Technology effort coordinated by the Center for Economic Growth and National Grid.

Note: A companion Global NY strategy document, once formally endorsed by the Council, will be posted on the CREDC Website.

Strategies for Tech Valley in a Global NY

Building on a base of nearly three decades of state investment in industry attraction campaigns, strategies for Tech Valley in Global NY were informed by public input through facilitated discussions and surveys. Resulting strategies support the Council's eight CREDC goals, each of which contribute to Tech Valley's international competitiveness.

The Council established a Global NY workgroup to serve as the core team for convening, championing and guiding the following strategies for boosting exports and attracting inbound foreign investment. The workgroup consists of both Council members and non-Council members with a cross-section of relevant expertise. The Center for Economic Growth, which is the Region's Manufacturing Extension Partnership Center, has been designated as the regional export "lead organization" per Round IV priority guidance.

Export Strategies

1. Target key industries (tourism; agriculture; niche industry clusters like paper, rail equipment) and key geographies (Free Trade Agreement partner countries, China's Jiangsu Province, Ontario and Quebec)
2. Develop a pipeline of quality exporters of goods (with a focus on SMEs, manufacturers, companies already exporting in smaller volumes)
3. Advance the Region's service exports (in particular by leveraging our arts, culture, tourism and higher education assets)
4. Forge a transparent, coordinated system of export assistance services

Foreign Investment Attraction Strategies

5. Leverage our arts, cultural, educational and non-profit institutions
6. Leverage START-UP NY and the new EB-5 Regional Center
7. Proactive outreach to targeted industries and geographies (e.g. leveraging the Region's status as the anchor of New York's nanotechnology industry and leveraging alumni of the International Center of the Capital Region)
8. Ease the path for inbound foreign investors

Cross-Regional Collaboration for Global NY

Tech Valley and the North Country have historically collaborated on promoting international trade and investment, primarily with Canada. Under Global NY, our two Councils have identified the following areas for sustained collaboration:

- Proactive leadership in the development of the Quebec-New York Corridor, and the companion Quebec-NY Green Corridor Council focused on sustainable industry clusters
- Exploration of cooperation and referrals between EB-5 Regional Centers
- Continued cross-regional (Capital Region, North Country, Mohawk Valley) support for the Adirondack Park Recreation Web Portal
- Joint exploration of cross-regional infrastructure challenges, particularly rail and broadband
- Exploration of possibilities for joint outreach in Ontario
- Exploration of a possible cross-regional event for Canadian suppliers to meet with semiconductor manufacturers

Associated Round IV Priority Projects

- Gramercy Communications: Arsenal Partnership Application
- Finch Paper, LLC
- CNSE Sensitive Compartmented Information Facility (SCIF)
- MICROrganic Technologies, Inc.
- University at Albany: Innovate 518
- Albany Law School: Albany Law/ CNSE Hot Spot Application
- Saratoga Performing Arts Center, Inc.: Bolshoi Ballet
- Port of Coeymans



2.1(b): Collaborate with local governments to transform the regional business climate

The Council recognizes that the success of the Region is greatly enhanced by a commitment to regional collaboration with local governments in order to support our regional culture, sustainable growth and prosperity, and the highest quality of life for all residents.

In 2014-2015, the Council, through the Center for Economic Growth's Local Government Council (LGC), is further engaging municipal and county government officials in discussion about issues such as development, consolidation, permitting, shared services, planning, zoning, infrastructure, regulation and any other issue that can aid in coordination and understanding of development in the Region. The LGC is assisting the Council in prioritizing municipal infrastructure and private development projects in their communities and throughout the Region.

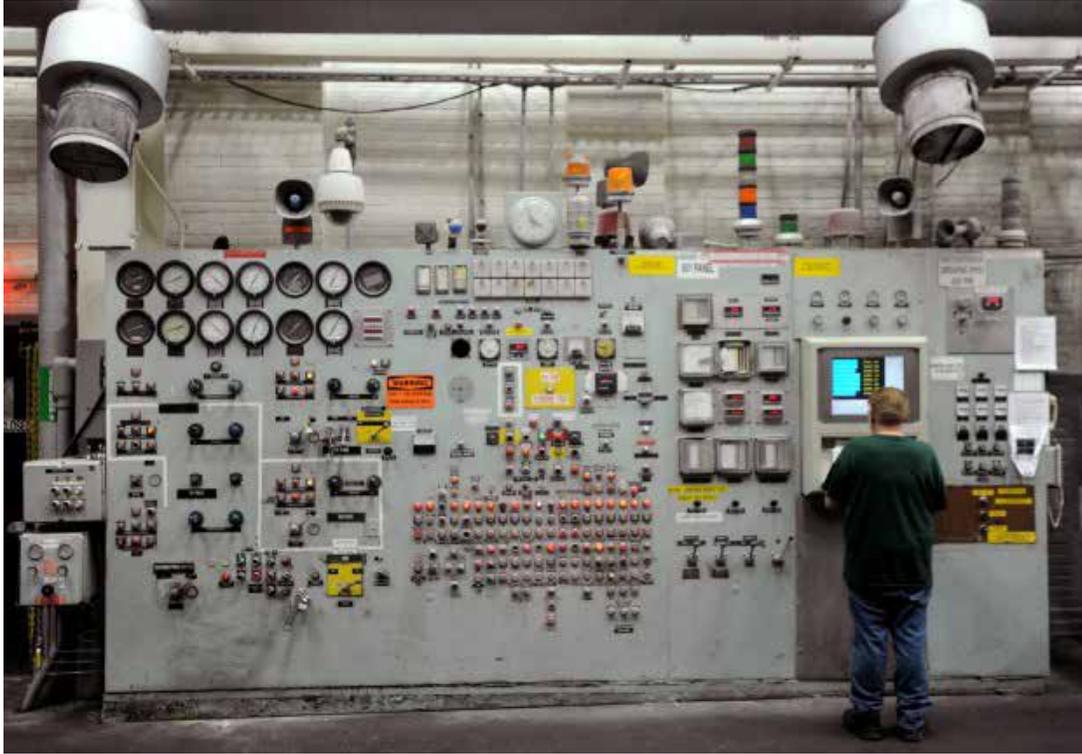
By regularly convening and hosting informative events and discussions on topics of strategic economic development priority, the LGC encourages and facilitates collaboration among the Council and local governments and supports regional discussion and involvement among stakeholders across all boundary lines in addressing challenges and opportunities of greater-than-local significance on a regular basis.

Areas where the LGC is active include:

Since 1997, the LGC has been working with local, regional and state stakeholders to identify actions to make communities more attractive for investment to achieve the Capital Region's economic development goals. The LGC is comprised of elected officials from the Region's eight counties, 10 cities, 108 towns and 42 villages. 11 members of the LGC serve as ex-officio members of the CREDC.

- transportation planning
- infrastructure development and administration
- initiatives in economic and workforce development
- land use planning
- development and permitting streamlining
- GIS and mapping
- enhancing use of technology by local governments for security and reduction of time and labor costs
- data sharing and analysis

With CREDC assistance, the LGC supports and promotes cooperative intergovernmental strategies that create and maintain regional economic development initiatives and improve the overall efficiency of municipal services throughout the Region.



Associated Round IV Priority Projects:

- Sustainable Building Development for Communities – The Research Foundation of SUNY, on behalf of the College of Nanoscale Science Engineering
- Albany Pool Communities Green Infrastructure Program – Capital District Regional Planning Commission
- Four cities – Schenectady, Amsterdam, Troy (Capital Region) and Gloversville (Mohawk Valley Region) – will pilot a shared regional code enforcement repository
- Washington County Police Functional Consolidation Implementation



2.1(c): Support NY Rising Community Reconstruction Plan Projects

The NY Rising Community Reconstruction Program has provided invaluable assistance and support to residents, businesses and communities statewide that were severely damaged by Hurricanes Sandy and Irene and Tropical Storm Lee. According to a study in the AMS journal, New York is more economically vulnerable to weather variation than any other state in the nation.

Recognizing the importance of the NY Rising program and the growing adverse impact of extreme weather, the Council proactively pursued associated priority projects. The Council identified regional projects that would strengthen the resiliency and preparedness of the Capital Region and Empire State, while safeguarding and protecting life and property against the devastating and potentially fatal impacts of severe weather.

Associated Round IV Priority Projects:

- **NYS Weather Lab** – with statewide impact reaching each of New York’s 62 counties, the New York Quality Assurance Laboratory for Instrument Innovation, Testing and Analysis (NYQUALITY) for Weather Detection (referred to as the “NYS Weather Lab”) is an advanced meteorological calibration and testing facility – the first of its kind in New York State. The Weather Lab will to enhance the economic competitiveness of business, industry and government in New York State by safeguarding all New Yorkers against the catastrophic and economically destructive effects of extreme weather.

The Research Foundation of the State University of New York (on behalf of the University at Albany) will build the NYS Weather Lab, which will be home to:

- a comprehensive calibration facility for standard meteorological instrumentation,
- an enhanced test site for advanced profiler technology,
- a rapid deployable mobile laboratory to traverse the state, and
- a tall tower facility for above-the-surface testing.

The NYS Weather Lab initiative is critically important to the NYS Mesonet – a pioneering 125-station weather observation network announced by Governor Cuomo and Vice President Biden in January, 2014, and led by the University at Albany.

- **Prattville Creative Main Street** – this initiative significantly advances the NY Rising Agenda through the Market New York program.
 - The Phase 1 Streetscape will stimulate new investment with 30 jobs created or retained by leveraging national foundation funds and integrating sustainable green infrastructure.
 - A town common will be created to meet community priority needs, including a health center, community center and senior housing.
 - The Schoharie Creekside Trail will reconnect residents to their waterfront and is integrated into a smart system to mitigate future flooding through investments planned with NYSDEC, NYSDOT, NYCDEP and other agencies.

- **ZeroBase Energy, LLC** – this national leader in the design and manufacturing of hybrid and renewable power systems plans to establish a manufacturing partnership with the Watervliet Arsenal to produce hybrid power systems using multiple energy inputs. ZeroBase’s products are a clean, reliable alternative to the diesel and gasoline generators typically used where access to grid power is unavailable or unreliable. Having the national expertise of ZeroBase in the greater Capital Region will improve our Region’s resiliency in the face of future natural disasters and open up valuable international export markets for its products.

2.1(d): Keep the project pipeline flowing

Beginning in 2013, the Pipeline-to-Project workgroup created a new forum for dialogue on potential CFAs. In 2014 this continues to evolve with many group and individual meetings, exchanges and conversations. The Pipeline-to-Project Workgroup leadership has dedicated sessions after each full Council meeting to foster real-time feedback and garner understanding of the developing projects for the upcoming funding rounds.

Individual Council members, regional stakeholders, municipal officials and individual entrepreneurs have been given access to the Pipeline-to-Project Chairs throughout the year, and right up until the CFA deadline, to communicate elements of the proposed projects. This has created an exchange of ideas that allows development of more competitive CFAs and better integration of Council strategies and vision within the Region’s projects. The open channels of communication also allow the workgroup to have a working knowledge of projects being prepared for future rounds with a more holistic understanding of the comprehensive approach needed for sustained and balanced community and economic development.

211 CFAs
submitted

65 Round
IV Priority
Projects
Identified



2.1(e): Address regional workforce development needs for key sectors

One overarching goal of the Council is to encourage and facilitate the development of the workforce in order to meet the evolving needs of business and industry throughout the Region and beyond. Efforts have been made to:

- Increase the number of students graduating from high school prepared for college or directed toward a specific career pathway
- Increase the number of high school, college, and university students participating in curricula designed to direct them toward career pathways in the Region
- Facilitate and create opportunities to train and retrain unemployed and underemployed adults in one of the many growing industries in the Region

Capital Region Economic Development Council Early College High School Network



A Sector-Driven Approach to Education and Workforce Development

Career opportunities in health care, biotechnology, clean energy, semiconductor and advanced manufacturing, and information technology are rapidly expanding throughout the Region. With the support of the Council, high schools, colleges, universities and regional Workforce Investment Boards, are modifying curriculum, programming and training opportunities in order to prepare the Region's workforce for the careers of today and tomorrow.

Connecting K-12 Education, Higher Education, Business and Industry

- Since Round I, Smart Scholars Early College High School (ECHS) programs have been operating in the school districts of Albany, Schenectady and Ballston Spa to articulate high school programs with higher education in support of transitioning students to college and careers. In 2013-2014, there were approximately 600 students enrolled in these programs from throughout Region.
- In August, 2013, three Capital Region high schools were awarded Pathways in Technology Early College High School (P-TECH) grants to further expand this model. The first freshman class of students to reap the benefits of these programs is set to begin in September, 2014, and enrollment is anticipated to be approximately 150 students. Efforts across all these programs continue to support the Councils' commitment to the Opportunity Agenda.

- Tech Valley High School (TVHS) is another significant example of a regional, innovative educational institution available to students throughout the Region. In September, 2014, TVHS will relocate to the CNSE campus to strengthen its partnerships with higher education and further promote career opportunities for students in the sectors that are driving the Region's economy.



- GLOBALFOUNDRIES and the Center for Economic Growth (CEG) have partnered to lead the Tech Valley Connection for Education and Jobs, a 13-county regional laboratory that will trial the most innovative practices in education and workforce development. The initiative supports regional collaboration to ensure a competitive U.S. workforce in the 21st century's technology- and knowledge-based economy.

Addressing the Needs of the Under and Unemployed

- As a 2013 CFA awardee, the Trinity Alliance Capital South Campus Center (CSCC) ATTAIN Lab leverages expertise and connects the underserved population with community colleges, universities and valuable training opportunities in an effort to remove barriers to workforce training, higher education and social services for the residents of Opportunity Zones.
- CEG's Workforce Development Track is focusing on getting the underemployed and unemployed back to work or on training paths to assist them in pursuing jobs, as well as on incumbent workers' training needs and placement of new college and high school graduates. To ensure that workforce training is demand-driven, CEG works closely with businesses, community colleges and training institutions to identify and address specific training needs so that programs are tailored to available jobs and high-growth industries.
- CEG has completed multiple grants from the Greater Capital Region Workforce Investment Boards (WIBs), serving as a business intermediary between private industry and the WIBs, developing a new workforce credential training and conducting a Technical Careers Awareness marketing campaign.

Associated Round IV Projects:

- Capital Region Educational Learning Object Repository
- Nano Alliance Center for Careers in Sub Systems and Site Services
- Arsenal Partnership Application





2.1(f): Refine the Regional Opportunity Agenda

In 2013, the Council developed an Opportunity Agenda to ensure the most distressed and disadvantaged communities would be included in the economic revitalization spurred by the activities and the investments recommended by the Council. For Round IV, the Opportunity Agenda continues to align the Council's efforts to support these three Opportunity Zones and increase opportunities for distressed communities and low-income individuals throughout the Region.

The Council recognizes that it must work throughout the Region in both urban and rural areas as well as across jurisdictions and sectors to promote economic opportunity and high quality of life for people of all backgrounds and skill levels and transcend municipal and geographic boundaries.

This year's Council priorities include projects in the identified Opportunity Zones as well as in other distressed areas in both rural and urban communities throughout the Region. The Opportunity Agenda strives to link distressed communities and disenfranchised populations to economic growth through increasing access to employment and by making downtown areas attractive places to invest.

The updated Opportunity Agenda focuses on the ways in which challenges identified in the Region can be addressed through the Council's Strategic Plan and its priority projects. In Round III, the Council's focus on the City of Albany Opportunity Zone and the Capital South Campus Center of Trinity Alliance's partnership with educational institutions, businesses and community organizations has demonstrated the types of strategies that are successful throughout the Region.

During public information sessions and one-on-one meetings with potential applicants in 2014, the Council advised all CFA applicants to consider how the projects aligned with the Opportunity Agenda and how potential barriers cited to success might be addressed by the projects. While

leaders in each municipality have put a unique spin on their proposed solutions, there are consistent themes within each Opportunity Zone and throughout the Region in distressed rural and other communities.



The redevelopment of the obsolete 129-unit Ida Yarbrough Lo-Rise Homes by the Albany Housing Authority and their nonprofit affiliate, Pearl Overlook Corporation, is a multi-phase, multi-year effort to reinvent a key location in Albany's downtown community. The vision is made possible after a decade of implementing the Arbor Hill Neighborhood Plan. The units will be marketed to qualified former residents of Ida Yarbrough Homes and applicants on the Albany Housing Authority wait list, and all units will serve families with incomes at or below 60% of the Area Median Income. The buildings are anticipated to be certified as LEED Gold (Cleaner Greener tie-in).

As the Council prioritized CFA projects for Round IV, it considered those projects that aligned with the Opportunity Agenda based on:

- The community's poverty profile and the project's potential for addressing the barriers cited above
- The alignment with other Strategic Plan strategies
- Whether the project leveraged or supported other CFA projects from previous rounds that may be expanded or advanced through the Council's support



The Council has also refined its Opportunity Agenda based on proposals submitted to the Council in Round III, the CFA proposals in Round IV that identified alignment with the Opportunity Agenda, and the input received at the Council's multiple public sessions. It now focuses on four key priorities for eliminating barriers to access the job market and for supporting economic growth in poor communities.

These key strategies to address barriers are:

- Increase and leverage access to education, training and workforce development
- Increase access to transportation
- Create and support Secure and Vibrant Neighborhoods
- Enhance access to quality and affordable childcare

To support these strategies and the Opportunity Agenda as a whole, the Council recognizes the important role land banks can play as well.

Associated Round IV Priority and Other Projects:

- Better Neighborhoods, Inc.
- Capital District Community Gardens – The Urban Growth Center
- Capitalize Albany Downtown Anchor Project
- Foster Hotel (Schenectady)
- Gateway Park (Schenectady)
- Marina District Transit Center (City of Troy)
- MassiveMesh Networks (Rensselaer County)
- Proctors – The ArtsLab (Schenectady County)
- Robinson Block Transformation Project (Schenectady County)
- Take Stock in Your Block (Affordable Housing Partnership) (Albany)
- Women's Employment and Resource Center (Albany)



Trinity Capital South Campus Center

www.trinityalliancealbany.org/CSCC

The Capital South Campus Center opened in June of 2014 to provide educational opportunities and career development skills in the south end of Albany. More than a half dozen Regional educational institutions offer programs on-site, including the SUNY ATTAIN Lab where courses such as CNSE's Introduction to Nanotechnology are offered. Project lead Trinity Alliance has engaged community and business leaders and organizations to ensure the long term success of the Center and the people it serves.

Opportunity Agenda Timeline

CREDC Formed by Governor Cuomo

2011

Trinity CSCC HUD Grant Announced

CREDC fulfills its responsibilities by engaging stakeholders in an assessment of the strengths and weaknesses of our region and opportunities for economic growth, and develops and executes a Strategic Plan

2012

Trinity Alliance engages stakeholders and partners, resulting in broad support for the CSCC and growth in the number of committed partners from 13 to 50

CREDC analyzes data to identify potential Opportunity Zones, meets with stakeholders to determine readiness and selects Albany's South End as pilot zone

Governor Cuomo announces Opportunity Agenda

2013

Trinity submits CFA for CSCC

Council works with other distressed communities to identify and support economic opportunities and projects; CSCC initiates services in June

2014

Monitoring of progress begins; education sessions held to encourage underrepresented groups and underserved communities to prepare CFAs; CFAs solicited with emphasis on Opportunity Agenda

Continued opportunities for economic advancement of our people and communities

2015

Expansion of the Opportunity Agenda throughout the Capital Region



2.1(g): Promote Veterans' participation in the workforce

The Capital Region is home to over one hundred thousand Veterans. After 13 years of protecting our country from threats abroad during wartime, our servicemen and servicewomen are returning to the Capital Region with a distinct disadvantage in terms of job opportunities that can quickly utilize their skills. The Council intends to capitalize on investments made in our servicemen and servicewomen by following the Governor's vision of creating opportunities for Veterans in the workforce and Veteran-Owned businesses.

100,000+ Veterans Reside in NY's Capital Region

The Council has formed a workgroup to identify issues facing Veterans in our communities and how best to engage and create opportunities for Veterans in the local economy.

Issues to Address:

- Companies are discouraged from hiring members of the Guards because guard duties might impact their ability to work regularly after investment in their work training has been made.
- Servicemen and servicewomen receive higher pay while on active duty than when they return home. This can create economic hardships for individuals and families.
- The G.I. Bill for spouses and children, which supports college and apprenticeship, is not being utilized as much as it used to be.

Solutions:

- Form partnerships with Veterans resources at the NYS Department of Labor, Employer Support of the Guard and Reserve (ESGR), as well as the Association of the United States Army (AUSA) to assist Capital Region Veterans.
- Department of Labor Local Veterans' Employment Representatives are specially trained Veterans assisting other Veterans to attain gainful employment through training, education and job matching with NYS employers.
- ESGR understands the unique talents and skill sets Guard and Reserve Service members can bring to the civilian workforce, matching Guards with employers nationwide and advocating for Guard employment initiatives.
- AUSA is a private, non-profit educational organization that supports America's Army-Active, National Guard, Reserve, Civilians, Retirees, Government Civilians, Wounded Warriors, Veterans and family members. AUSA provides numerous Professional Development Opportunities at a variety of events both local and national.
- Engage Chief Executives Network for Manufacturing (CEN) to encourage employment of Veterans; this has been done and will be ongoing.



- Advocate for projects that will result in more defense-related industry opportunities for which Veterans may be uniquely qualified. The CNSE SCIF proposal, specifically, creates a secured facility where sensitive defense-related research and development will provide companies with the unique needs of hiring Veterans with security clearances.

Associated Round IV Priority Projects:

- The Watervliet Arsenal
- Energy Security for Emergency Response, ZeroBase Energy
- CNSE Sensitive Compartmented Information Facility or SCIF

PART 2.2 OTHER NEW PRIORITIES

Over the past year, while the Council’s primary goals of creating jobs, generating investment in the Region, enhancing collaboration and encouraging public input have remained the same, other new priorities have emerged to address circumstances within the economy.

The Council has taken direct action to focus on Governor Cuomo’s priorities, as well as those gleaned from ongoing input from the community. Specifically, these initiatives, developed based on the voices of stakeholders, have included initiatives related to:

- **Community Development Bridge Funding** – creating a method to assist organizations needing capital financing to bridge the gap between the time an expenditure is made and reimbursed through grant funding.
- **Distance Learning** – identifying educational programs that leverage best practices in both K-12 and higher education and providing access through technology to a greater audience in the Capital Region and throughout the State of New York.
- **The Creative Economy** – cataloguing our Region’s arts, culture and tourism assets and focusing support on institutions and organizations that promote not just the visual and performing arts, but also businesses throughout the economy that make art productions possible.
- **The Defense Industry** – concentrating on developing new opportunities in defense contracting by building our capacity to compete for secured federal projects that would otherwise not be considered for the Capital Region. This initiative is particularly important in creating job opportunities for Veterans with required security clearance.
- **Global NY** – highlighting projects focused on global trade and investment in the Capital Region’s eight counties, including investments in our port, rail and airport system, traditional manufacturing industries, nanotechnology, biotechnology and research.
- **Veterans NY** – supporting and creating training and employment opportunities for Veterans by focusing on efforts to match servicemen and servicewomen with careers that link their military training with workforce needs.

These priorities have emerged specifically because of the outreach and direct involvement of the Council, which has brought together various elements of the economy to identify areas for potential growth.

PART 2.3 ONGOING STATE PROGRAMS

2.3(a) SUNY 2020

Governor Cuomo established the SUNY 2020 program to leverage the State University of New York's 64 campuses with the goal of being a catalyst for job growth and economic development, while building upon the academic and research excellence that spans the SUNY System. Eight SUNY 2020 plans were approved in Rounds I and II of the SUNY 2020 program competition. As of the time the Council submitted its 2014 Progress Report, Round III awards had not yet been announced.

The University at Albany – one of the four distinguished University Centers in the SUNY System – was a first-round winner with its SUNY 2020 plan approved in 2012 for a plan involving one of its largest academic expansions in decades:

- 114 new faculty, researchers and staff have been hired across UA's nine colleges and schools
- \$165 million Emerging Technologies and Entrepreneurship Complex (E-TEC) is under construction – when completed in 2017-18, this 225,000-square-foot, high-tech R&D facility will serve as home to leading global research, business development, commercialization expertise and co-location space for business and industry

The University is creating an entrepreneurial ecosystem – both within its E-TEC facility and across UAlbany's 23,000-member campus community – in order to harness the power of transformational research, discovery, scholarship and creative work. Under SUNY 2020, UAlbany will leverage this entrepreneurial ecosystem with its global-leading research clusters – including climate and environmental science, biomedical sciences and biotechnology, forensic science and cyber security, and advanced data analytics – along with emerging programs in engineering and allied health in the years ahead.

Two of UAlbany's internationally leading research clusters include weather and climate science and RNA science and technology development. Home to the largest concentration of weather and climate scientists in New York State and one of the largest groups in the nation, UAlbany is building the nation's most dynamic and scientifically advanced center of excellence in atmospheric and environmental sciences, including the implementation of New York's first statewide Mesonet.

The RNA Institute is making New York a national leader in RNA science, technology development, drug discovery and diagnostics. This unique "open source" biomedical research facility brings together leading scientists from around the globe to collaborate in the design of RNA technologies and drug therapies for the treatment of cancer, Alzheimer's, Amyotrophic Lateral Sclerosis (ALS), HIV/AIDS and MRSA.

Associated Round IV Priority Projects

- Weatherlab
- Research Alliance
- Innovate 518 (i518)

Announced by Governor Cuomo with Vice President Joseph Biden on January 7, 2014, the \$23.6 million NYS Early Warning Weather Detection System (NYS Mesonet) will consist of up to 125 advanced weather observation stations, including up to 17 state-of-the-art profiler stations capable of observing meteorological data above the ground. The NYS Mesonet will be the most advanced weather observation system in the country and is a centerpiece of UAlbany's SUNY 2020 plan.



In June, 2013, Governor Cuomo announced the expansion of the RNA Institute's laboratories with a new 15,000-square-foot, state-of-the-art facility for biomedical technology development. Under Start-Up New York, the RNA Institute is positioned to be a magnet for investment, innovation and job creation.



2.3(b) Cleaner, Greener Communities Sustainability Plans

The Capital Region’s Cleaner, Greener Communities initiatives interconnect and support each other, accelerating our progress toward innovation in land use and technology, and growth in jobs, key industries and public engagement.

As the initial projects are implemented, they are generating a ripple effect that strengthens the pipeline for the next sustainability projects, which then create more inspiring projects and form a sustainable stream of effective projects, or “Sustainability Squared.”

The Sustainability Plan adopted in 2012, which builds a framework for programs and projects, includes priority initiatives with measurable goals such as:

- reducing greenhouse gases
- improving the energy supply
- investing in existing infrastructure resources, such as water and transportation

Sustainability Priority Initiatives
Climate adaptation
Economic development
Energy
Food systems
Land use and livable communities
Solid waste
Transportation
Water

It also sets forth actions for community and business involvement including:

- adoption of the Climate Smart Communities Pledge
- implementation of local comprehensive plans that embrace sustainability principles down to the neighborhood level
- ongoing partnership actions among regional, municipal, citizen and business stakeholders that build a framework for communication and collaboration

Governor Cuomo’s Cleaner, Greener Communities Program focuses on building more sustainable communities through empowering and resourcing regional planning along with the implementation of sustainable practices. Key goals of the program are to:

- Establish sustainability and land use policies,
- Guide infrastructure investment,
- Promote sustainable growth, and
- Reduce GHG Emissions 80 percent below 1990 levels by 2050.

Phase I provided funding to regional planning teams to create comprehensive sustainability plans, and Phase II provides funding toward projects that support each region’s goals, reduce greenhouse gas emissions, save energy and deploy renewable energy, and improve the economic and environmental health of communities.

Community and Business Involvement. In October 2013, at a regional infrastructure forum 200 stakeholders representing business, government, education and community groups, worked together to identify and take action on infrastructure issues and challenges facing the Region. Titled “Tech Valley and Beyond: Growing Sustainable Infrastructure at the Speed of Life,” the forum used the Appreciative Inquiry (AI) process, facilitated by David Cooperrider, Ph.D., to allow stakeholders to design sustainable infrastructure solutions to be prioritized and implemented to enhance economic development in the Region.

Tech Valley and Beyond's operational and governance structure ensures close coordination and participation by the New York Works Task Force and the Council’s Infrastructure, Innovation and Technology Workgroup. Action teams of volunteers throughout the community are advancing sustainable infrastructure solutions that address the region’s Cleaner, Greener Communities goals.

Associated Round IV Priority Projects:

- MICROrganic (Albany, Rensselaer, Saratoga, Schenectady, Fulton, and others)
- ZeroBase (Albany)
- Marina District (City of Troy)

Round II and III Priority Projects Underway:

- CNSE Zen Building, Albany (ESD, NYSERDA)
- Arsenal Business Technology Partnership, Albany (ESD, NYSERDA)
- Urban Grow Center at Capital District Community Gardens, Rensselaer (ESD, Department of Agriculture and Markets, EFC)
- Free Form Fibers LLC, Saratoga (ESD)
- Casella Organics/Claverack Animal Bedding, Columbia (ESD), economic development, solid waste
- City of Saratoga Springs Comprehensive Plan Implementation, Saratoga (NYSERDA)
- City of Albany 2030 Sustainable Code Project, Albany (Department of State, NYSERDA)
- Albany County Rail Trail Phase II, Albany (NYSERDA)



2.3(c): Innovation Hot Spots

CREDC is advancing two initiatives as Innovation Hot Spots, both of which support many of our 2014-2015 strategies – Innovate 518 and NEXT Tech.

Innovate 518 (i518)

The University at Albany, Rensselaer Polytechnic Institute, and CEG are proposing Innovate 518 (i518), a Capital Region Innovation Hot Spot with UAlbany as the lead applicant institution.

	Innovate 518	NEXT Tech
New Industries/Products	✓	✓
Jobs	✓	✓
Global NY	✓	✓
Veterans	✓	✓
Revitalized Cities / Opportunity Agenda	✓	✓
Cleaner/Greener	✓	✓
Collaboration / Leverage Assets	✓	✓

Collaborative Incubation

The purpose of i518 is to create jobs and promote economic development by leveraging the existing business incubation systems to more effectively identify and nurture innovative startup companies in the Capital Region allowing them to achieve self-sufficiency and growth. The partners in the proposed i518 initiative all recognize that, while their independent efforts have contributed expressly to the development, growth and sustainability of local startup

companies, a more formalized and concerted effort among the three principal partner applicants towards producing more locally financially sustainable and scalable companies would yield more impactful results.

i518 will selectively work with targeted client startup teams to solidify a scalable business model, discover and validate customers, bolster operational capabilities and pursue capital. Essential to the long-term success of i518 and its clients is a healthy and connected regional innovation ecosystem – comprising additional educational institutions, investors, service providers, and Veteran entrepreneurs/mentor – to be convened and fostered through extensive collaborations.

Expanding Global Presence

i518 also will seek out markets and investment from outside the Region through relationships with Ultralight Startups, Armory Square Ventures, Excell Partners and the Upstate Venture Association of New York. Programming support will also be provided in conjunction with Upstate Venture Connect and the Business Incubator Association of New York State.

To enhance the Capital Region’s global presence, i518 will provide export training, market research and marketing plans for innovative export-ready start-ups through CEG’s ExporTech program and in collaboration with the Tech Valley Global Business Network. Local startups will also be promoted to global sources of capital through the Ultralight Startups platform and broadening the i518 partners’ network of early stage investors.

Revitalizing Cities

Strategic touch points of i518 will be located within select downtown co-working spaces in the Capital Region; the Beahive (Albany), Emerging Ventures Ecosystem (EVE) (Troy) and Saratoga CoWorks. Other partners will include regional early-stage investors, such as Eastern NY Angels and High Peaks Venture Partners.

Complementary to the work of incubating innovative startups in the Region's downtowns, i518 will support and enhance UAlbany's SEED program to encourage entrepreneurial activity among the socio-economically disadvantaged. SEED is an innovative program that provides character-based loans to startup companies that would not otherwise qualify for capital. In addition to operating support, the i518 team will provide supplementary technical mentorship, advice and business support services to help technology-oriented SEED companies succeed.

Participating educational institutions include

Union Graduate School, Schenectady

Sage Colleges, Troy and Albany

Skidmore College, Saratoga Springs

Siena College, Albany

Albany Medical College

NEXT Tech

The College for Nanoscale Science and Engineering (CNSE) and Albany Law School are proposing NEXT Tech to provide commercialization services to emerging companies that are focused on advanced materials, biotech, nanotech and information technology. The services provided will emphasize the legal aspects involved in developing products and an international presence.

Guiding the Commercialization of New Products

NEXT Tech is dedicated to education, training and providing a testing environment for innovative technologies as well as providing professional office, meeting and conference environments, light manufacturing and research facilities that will continue to expand the nucleus of a strong high technology cluster within Tech Valley.

NEXT Tech was developed on the premise that emerging technology innovations can only be meaningfully commercialized when they are scaled for the future. The ultimate goal is to aggregate the current forms of technology being developed within the Region's laboratory and incubation facilities, along with new emerging technologies, to expand the impact of these innovations and improve the opportunities for success.

The team of primary collaborators, supporting partners and affiliates, represents a carefully crafted partnership of highly qualified and experienced Tech Valley institutions. Working together, they will offer the Region's entrepreneurs, scientists, innovators, inventors and students the highest levels of technology-focused incubation, involving:

- access to facilities, scientific research and development
- practitioners with proven business commercialization and acceleration experience, and manufacturing and training expertise

Unique and Unparalleled Access to Experts

Headquartered at CNSE, the most advanced research complex at any university in the world, with more than \$20 billion in public and private investment to date, NEXT Tech will provide access to leading-edge technologies and thinkers; an active network of more than 300 sophisticated investors from leading investment firms that specialize in early-stage clean energy and nanotechnology ventures; an advisory board of more than 20 seasoned entrepreneurs, industry executives and technical experts from around the Region; and partnerships with the National Renewable Energy Laboratory and the Clean Energy Alliance, a Department of Energy-sponsored alliance of clean energy incubators and accelerators across the nation.

The Tech Valley Innovation Hot Spot will leverage its partners' current incubation, entrepreneurship, commercialization and educational programs, and partnerships. It will serve as a magnet to continue to support small business development, encourage and assist budding entrepreneurs, attract the best and brightest students to the Region's colleges and universities, and retain this world-class talent in the Capital Region.

A Sustainable Model

In order to ensure future sustainability of NEXT Tech, the partners have outlined several strategies to sustain NEXT Tech and its associated incubators for the long term. These strategies include:

- continuing expansion throughout New York and the Northeast
- applying for continued funding through federal agencies
- applying for continued funding through state agencies
- seeking corporate partnerships
- licensing IP
- charging fees for services/equipment use



2.3(d): Collaboration with Other Regional Councils

The Council has continued to make a concerted effort to increase inter-regional collaborations that will benefit the Capital Region and beyond. Projects related to food manufacturing, agribusiness, processing organic waste, weather, education, tourism and the nano-corridor have all been identified as solid candidates for Round IV funding.

- The **Capital Region** and the **North Country** Councils have historically collaborated to promote international trade and investment, primarily with Canada. Under Global NY, our two Councils have identified numerous areas for continued and advanced collaboration (*please see section 2.1(a) for additional details*)
- Project applicants have identified efforts to minimize the environmental and economic impact of organic waste generated in the Region and lower the operating costs of food manufacturers that provide New York State manufacturing jobs and support Upstate agribusiness. MicroOrganics represents research by a Capital Region company being developed into a working, marketable prototype using the expertise present in the **Finger Lakes Region's** Eastman Kodak Industrial Park.
- The Council is involved in a collaborative effort between **multiple, if not all, regions** in New York State to develop a comprehensive calibration laboratory for meteorological instruments and test site for advance technology to support 125 statewide weather stations.
- The Capital Region has collaborated with the **Mohawk Valley Region** to support the development of workforce and education initiatives. The Broadalbin Perth Central School District and Fonda-Fultonville Central School District have collaborated with Ballston Spa Central School District for early college high school programming.
- CEG has worked with a consortium of community colleges **throughout New York State** on a successful 2012 application for a Federal Trade Adjustment Assistance Community College and Career Training grant that is expanding the colleges' advanced manufacturing-related two-year education and career training programs.
- In early 2014, the Adirondack Park Recreation Web Portal was launched to provide residents and travelers to New York's six-million-acre park, spanning parts of the **Capital Region, North Country** and **Mohawk Valley**, with the ability to map visits using an expansive list of recreational opportunities, amenities, lodging and restaurants, as well as lesser-known attractions, through the Adirondack Regional Tourism Council's official website.
- The Council is proud to endorse the construction of a sensitive compartmented information facility (SCIF) to support the mission and research efforts of CNSE in the Capital Region and as it expands **across the State**.
- The **Mohawk Valley** cities of Gloversville and Amsterdam are participating with Schenectady and Troy in a four city pilot to share a regional code enforcement repository. They will determine what data is most critical to share across governments, build on systems already in place, and investigate and implement the most appropriate platform from which to share this data.



2.3(e): Start-Up NY

START-UP NY is already having a significant impact in the Capital Region with colleges and universities moving quickly to capitalize on this pioneering economic development initiative. The program is poised to transform the academic and research missions of the Region’s public and private colleges and universities, while providing an unprecedented tax-free environment for new and expanding businesses.

APPROVED & ADVANCING
SUNY Adirondack
College of Nanoscale Science & Engineering
Albany Medical College
University at Albany
Schenectady County Community College

In 2014, five public and private universities and colleges in the Capital Region developed START-UP NY plans that were approved by New York State. These plans detail campus blueprints specifically designed to leverage the program’s tax-free incentives to establish public-private partnerships that lead to new job creation and entrepreneurship across the Region, and at the same time advance academic, research and service missions of their respective institutions of higher learning.

The Region’s colleges and universities with approved plans are keenly focused on attracting new businesses to the Capital Region over the next 10 years, including out-of-state companies, new start-up ventures and expanding businesses from the Capital Region and New York State. Eligible START-UP NY businesses will not only create new employment opportunities, but will also attract new investment locally spurring additional economic growth across the Region’s economy. This economic growth will result in a number of benefits including:

- Increased employment opportunities
- Diversification of the regional economy
- Expanded purchasing/spending in the local economy
- Greater economic impact through increased population
- More home ownership and residential investment throughout the Region

Additionally, colleges and universities are placing high priority on prospective businesses that engage and benefit underserved communities – including the economically distressed areas detailed in the Council’s Opportunity Agenda.

In addition to promoting new job creation, private-sector investment and economic growth, the START-UP NY program will strengthen the academic and research enterprise of participating colleges and universities by enhancing educational and workforce training programs, establishing new experiential learning and career placement opportunities for students, generating new research and discovery, and commercializing more R&D to the market place.

Other more specific benefits include:

- Fostering workforce readiness and development opportunities for students and graduates
- Sponsoring new faculty research, scholarship and creative work through industry and business
- Providing access to specialized instrumentation, tools and/or laboratory equipment.
- Supporting scholarships, fellowships or endowed chairs
- Providing industry expertise, instructional contributions and student mentoring
- Affording access to intellectual property, expertise, or other business resources
- Supporting enhancements to campus facilities and/or other institutional services/amenities

College and university START-UP NY plans have a wide array of economic and community benefits that align with key strategic goals of the Council:

- To leverage resources among academic, not-for-profit, governmental and commercial organizations
- To open new doors for business, cultivate opportunities for startup companies and build the competency of research, education and health care
- To prepare for tomorrow by supporting education and workforce development
- To focus development within the urban core – as detailed in the Council’s Opportunity Agenda
- To promote Global NY and attract international investment to the Capital Regions

Through the public-private partnerships established under START-UP NY, the Capital Region universities and colleges are well positioned to support the Council’s Strategic Plan and accelerate Tech Valley Advancing Beyond.

Associated Round IV Priority Projects

- Research Alliance
- Innovate 518
- NEXT Tech
- Park South Redevelopment Project Phase II





Part 2.4 Existing Regional Strategies

To achieve the goals of engaging a cross-section of stakeholders to collaborate in ways that enrich the regional economy, the Council has developed and fine-tuned strategies to help identify fertile business sectors and growing businesses.

These strategies include:

- Significant and ongoing public input, with meetings ranging from one-on-one discussions to large-scale public forums to frequent electronic communications with a wide audience.
- Attracting and involving experts across disciplines in the decision-making process; these individuals have included new Council and workgroup members with perspectives on new areas.
- Investing in education and workforce development. From the first rounds of the regional economic development process, the Council has focused on programs that prepare students for the jobs of today and the industries of the future, including Early College High School programs, Pathways in Technology Early College High School, Tech Valley High School and others.
- Identifying opportunities for the unemployed and underemployed, through training and technical enrichment programs.
- Collaborating closely with local government officials to find synergies that strengthen the economy and build community.

Over the past years, industries that have played key roles in the Region's economic health include manufacturing, nanotechnology, health care, government, arts, culture and tourism, and higher education. These sectors will continue to provide a bedrock for innovation, exploration and expansion.

Education Pipeline:

The quality of Tech Valley's workforce and education pipeline has drawn international investment like GLOBALFOUNDRIES and other multinational companies. Continued improvement in this area is important to maintain our status as a destination of choice both for investors and for foreign students.

The regional strategies established by the Council in 2011 and detailed in its first Strategic Plan have continued to evolve with additional guidance from the Governor, feedback from the State Assessment Team and input from stakeholders throughout our Region. The Proposed Priority Projects for Round IV demonstrate how we continue to advance these strategies and adapt to refined direction and emerging needs.

Associated Round IV Priority Projects

- All

Part 2.5 Proposed Priority Projects



GOAL 1

LEVERAGE AND COLLABORATE

NYQuality for Weather Detection

The Council strives to foster success in **leveraging** and **collaboration** among the Region's academic, not-for-profit, governmental, and commercial organizations. NYQuality for Weather Detections encompasses the entire State of New York and leverages the technical and scientific expertise of The Research Foundation of The State University of New York and UAlbany to create a network of early-warning weather detection stations to promote resilience and provide advanced warning for future severe weather events. The NYS Early Warning Weather Detection System will consist of 125 mesonet stations – the most advanced network in the nation – with at least one station in each county. The Mesonet's sensors will provide reliable and quality-assured data for accurate weather prediction. The Research Foundation for The State University of New York UAlbany will ensure that the measurement accuracy/reliability of each sensor in the NYS Mesonet is of the highest quality.

These proposed priority projects also fulfill this goal:

- NY CAP Research Alliance
- MICROrganic Technologies: Commercialization of Bioelectrochemical Systems



GOAL 2

OPEN NEW DOORS

CNSE Sensitive Compartmented Information Facility

The Council aims to utilize resources at the federal, state and local level to **open new doors** for business by funding development, supporting incubators and creating opportunities for new and expanding enterprises in the Region. Fuller Road Management Corp. and CNSE seek funding for the construction of a Sensitive Compartmented Information Facility (SCIF) and the accompanying facility security upgrades at CNSE's Albany Nanotech Complex. As a U.S. Government-accredited facility where Sensitive Compartmented Information can be stored, discussed or electronically processed, the establishment of the SCIF will make CNSE a competitive site for a future Federally Funded Research and Development Center (FFRDC) designation and allow for on-site participation by U.S. government agencies seeking proprietary and joint development of classified technologies deemed highly sensitive to national security and competitiveness. A SCIF allows billions of dollars of government agency programs and defense contracts to be executed at CNSE enabling CNSE to expand its workforce.

These proposed priority projects also fulfill this goal:

- Finch Paper: 2014 Modernization
- ZeroBase Energy: Energy Security for Emergency Response
- Premier Personal Products: Capital Region Expansion
- Morcon Tissue Expansion
- Castleton Paperboard



GOAL 3

PREPARE FOR TOMORROW

Capital Region Educational Learning Object Repository and Distribution System

The Council seeks to **prepare for tomorrow** by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries. The Capital Region Educational Learning Object Repository and Distribution System will create a digital network connecting classrooms, students and teachers across the entire Region serving as a framework for educational collaboration, resource storage and distribution. This solution offers an Enterprise Digital Management System that supports multiple formats and on-demand access to learning objects across the Region. Each site will support on-demand streaming for live conferencing, maximizing opportunities for learning experiences without physical boundaries.

These proposed priority projects also fulfill this goal.

- Nano Alliance Center for Careers in Sub Systems and Site Services
- Arsenal Partnership Application



GOAL 4

BUILD A SUPERHIGHWAY

Port of Coeymans: Inland Deep Water Port Expansion

The Council works to invest in infrastructure to support the growth of the Region's economy in both new and retained jobs, **building a superhighway** to carry the Tech Valley forward as a leader in technology and innovation. The project involves water infrastructure extensions and upgrades, improvement of access roads, permitting of temporary improvements connected to the New York Bridge project, and the purchase of a Self-Propelled Motorized Trailer (SPMT) that will allow heavy pieces to be transported from rail to storage and eventually to a dock for shipment. All components will occur in and around the Port of Coeymans property and will provide an opportunity to leverage the prior and ongoing private investments being made as well as accelerate opportunities for job creation.

These proposed priority projects also fulfill this goal:

- Massive Mesh: Free City Wide Wireless Internet
- Upper State Street Garage
- Columbia Memorial Medical Office



GOAL 5

BRING CITIES TO LIFE

City of Troy Marina District Transit Center

The Council endeavors to **bring our cities to life** by focusing on development within the Region's urban core, restoring, rebuilding and revitalizing streets and communities by investing in capital projects for the Region. The City of Troy in partnership with CDTA is looking to construct a five-level level Transit Center in a central location within the Marina District at 466 River Street. In partnership with CDTA, the structure's first floor will become a transit center for CDTA customers along with retail and commercial space, public-use parking and alternative modes of transportation including bicycle rentals, taxi stands and campus shuttles. All these services will be incorporated into a larger Transport Troy Initiative to create a truly walkable city fostering not only economic growth but also sustainability.

These proposed priority projects also fulfill this goal:

- Robinson Block Transformation
- Park South Redevelopment Project Phase II
- Schenectady Community Development Infusion



GOAL 6

SUSTAIN AND OPTIMIZE OUR SURROUNDINGS

Field Goods Local Food Distribution Expansion

The Council asserts the importance of **sustaining and optimizing our surroundings**, protecting our environment and natural resources while connecting the Region's citizens to its beauty with access and opportunities for activities. Field Goods has outgrown its existing distribution facility located in a building in Coxsackie. The expansion proposed by this project provides access to market opportunities that will generate increased revenues, profits and employment for 60+ local farms, many located in poor/distressed rural communities. This will also allow local farmers and producers to better access market opportunities, resulting in increased revenues, profits and employment for local agribusinesses, and to promote healthy living by offering fresh local food to members of the community.

These proposed priority projects also fulfill this goal:

- Argyle Cheese Business Expansion
- Troy Riverfront Farmers Market



GOAL 7

SHOWCASE THE BEAUTY

Hudson Opera House

The Council intends to **showcase the beauty** of the Region's Arts, Culture and Tourism, by embracing the diversity of attractions and venues in eight counties. The Opera House building is a 21,000-square-foot building dating to 1855. The rehabilitation of the second floor performance hall and backstage spaces will result in a flexible 300-seat theater. It will allow the Opera House to present full-scale concerts, plays and dance performances, offering the opportunity to expand its earned revenue and to present a range and level of programs it cannot host now. This project will contribute to the revitalization of Hudson and serve as a venue for a wide range of artistic and cultural events.

These proposed priority projects also fulfill this goal:

- Proctors: ArtsLab
- Access Art



GOAL 8

SPOTLIGHT OUR STRENGTHS

The Olana Partnership: River Crossing Creative Marketing

The Council recognizes **spotlighting the strengths** of the Region can be achieved by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets. Olana and the Thomas Cole National Historic Site are partnering to launch a joint exhibition of contemporary art: "River Crossing." Visitors have long been drawn to the area for its famed natural beauty that led it to become the birthplace of the Hudson River School of painting. The opportunity to view works by these famous artists – especially installed in important 19th-century spaces – is projected to attract tens of thousands of visitors, many of whom have never before traveled to the Region, potentially stimulating the economy to an unprecedented degree.

These proposed priority projects also fulfill this goal.

- Proctors: We are Broadway
- Hudson Opera House: Market Hudson NY



Foster success by **leveraging** and **collaboration**
among our academic, not-for-profit,
governmental, and commercial organizations

STRATEGY

Support entities that combine goals efforts and resources for the greater good of our communities.

ACTION

Share high-end niche capital items via a joint capital investment program that benefits all participating institutions in giving them greater access to these resources.

TARGET DATE

July 2015

LEAD PARTIES

NYCAP Research Alliance, CREDC

STRATEGY

Utilize expertise within a particular institution to benefit population across the Capital Region, other regions throughout New York State, bordering states, the United States and throughout the world.

ACTION

Leverage the technical and scientific expertise to develop an advanced early warning weather detection system to alert when severe and destructive conditions exist.

TARGET DATE

January 2015

LEAD PARTIES

The Research Foundation of SUNY, University at Albany, CREDC

STRATEGY

Apply novel concepts created within the Capital Region or New York State that benefits multiple businesses or government agencies throughout the Region or State.

ACTION

Commercialize the Bio-electrochemical system (BES) technology to improve the efficiency and lower the cost of food manufacturers in the Region and across the State.

TARGET DATE

December 2015

LEAD PARTIES

MIRCOrganic Technologies, CREDC



Utilize resources at the federal, state and local level to **open new doors** for business by funding development, supporting incubators and creating opportunities for new and expanding enterprises in the Region

STRATEGY

Cultivate prospects and opportunity for start-up companies, minority and women owned businesses, and innovation in industries across our communities.

ACTION

Provide ESD funding, that will garner other funding, to allow the Albany Nanotech Complex to build a Sensitive Compartmented Information Facility (SCIF) which will establish a very unique facility to serve the highly sensitive national security industry.

TARGET DATE

December 2015

LEAD PARTIES

CNSE

STRATEGY

Apply new technologies and modernize facilities for regional businesses within long-standing industries.

ACTION

Provide capital funding to support a multi-million dollar modernization project of a regional paper mill to increase efficiencies and sustain jobs.

TARGET DATE

July 2015

LEAD PARTIES

Finch Paper, LLC

STRATEGY

Provide worthwhile opportunities for US Veterans in the Region.

ACTION

Develop and build hybrid power systems for the defense industry with employment preferences given to Veterans and active reservists.

TARGET DATE

September 2015

LEAD PARTIES

ZeroBase Energy, CREDC



Prepare for tomorrow by supporting education and workforce development projects that will meet and exceed the needs of the Region’s growing high-tech industries

STRATEGY

Provide increased opportunities for education and training in high tech industries that will support regional demand for high tech jobs.

ACTION

Create a digital network connecting academic venues across not-for-profit academic institutions and commercial business partners to allow learners to work in an interconnected setting that will mirror future high tech worker productivity models.

TARGET DATE

September 2015

LEAD PARTIES

Ballston Spa Central School District, BOCES, WIBs, CREDC

STRATEGY

Promote career development skills in general start up business categories to allow individuals to be more seasoned in the areas that would help their likelihood for success.

ACTION

Support a collaboration among academic institutions that will provide training in business, legal and technical support skills that will benefit underserved individuals in communities to promote successful start up business development.

TARGET DATE

December 2015

LEAD PARTIES

Albany Law School, CNSE, CREDC

STRATEGY

Establish an incubator program to support US Veterans and provide them with workforce development opportunities.

ACTION

Utilize the Watervliet Arsenal to dedicate office space, equipment, training and access to revolving loan funds to establish a formal regional Veterans Incubator Program.

TARGET DATE

July 2015

LEAD PARTIES

Gramercy Communications, CREDC



Invest in our infrastructure to support the growth of our economy in both new and retained jobs, **building a superhighway** to carry the tech valley forward as a leader in technology and innovation

STRATEGY

Support transportation infrastructure development and improvements.

ACTION

Improve access roads and water extensions at a deep water port to support boat and rail transport.

TARGET DATE

June 2015

LEAD PARTIES

Port of Coeymans, CREDC

STRATEGY

Provide high-tech infrastructure throughout the Capital Region to support Tech Valley initiatives.

ACTION

Support the installation of a wireless network system in the City of Troy.

TARGET DATE

October 2015

LEAD PARTIES

Redburn Infrastructure, LLC (Massive Mesh)

STRATEGY

Maintain areas of infrastructure vital to the Region's economic development.

ACTION

Expand primary care and cardiac rehabilitation facilities at a regional medical office building.

TARGET DATE

April 2015

LEAD PARTIES

Columbia Memorial Hospital



Bring our cities to life

by focusing on development within our urban core, restoring, rebuilding and revitalizing our streets and communities by investing in capital projects for the Region

STRATEGY

Focus on development within the Region's urban core, restoring, rebuilding, and revitalizing streets and communities by investing in capital projects.

ACTION

Transform one million square feet of downtown space.

TARGET DATE

January 2015

LEAD PARTIES

CREDC, County Executives, Schenectady Metroplex Development Authority

STRATEGY

Revitalize distressed areas of our cities, with a focus on turning blight to betterment for the people who live, work, and visit.

ACTION

Increase the retail, restaurant, office space, and housing in our downtown communities.

TARGET DATE

September 2015

LEAD PARTIES

CREDC, LGC, CEG

STRATEGY

Support economic development projects that will result in an increased desire of individuals from the Capital Region and beyond to visit and spend time in our vibrant downtown areas.

ACTION

Increase sales tax revenue in distressed areas by 25%.

TARGET DATE

September 2015

LEAD PARTIES

City Mayors, County Executives, CREDC



Highlight the importance of **sustaining and optimizing our surroundings**, protecting our environment and natural resources while connecting our citizens to the beauty of our Region with access and opportunities for activities

STRATEGY

Allow local farmers and producers to better access market opportunities, resulting in increased revenues, profits and employment for local agribusiness.

ACTION

Increase the number of households with access to fresh locally sourced produce by 15%.

TARGET DATE

September 2015

LEAD PARTIES

Field Goods, HVADC, Cornell Cooperative Extension, Troy Riverfront Farmers

STRATEGY

Expand the agricultural sector to find new markets and expand production of high, value-added agricultural products.

ACTION

Increase production of dairy products in the Capital Region by 20%.

TARGET DATE

September 2015

LEAD PARTIES

Argyle Cheese
Cornell Cooperative Extensions

STRATEGY

Responsibly harvest economic bounty from the land, creating jobs and opportunities in agriculture, and natural commodities.

ACTION

Increase demand and delivery of local produce and commodities by 10% for use in major metropolitan areas.

TARGET DATE

January 2016

LEAD PARTIES

HVADC, Local Cooperatives , CREDC



Showcase the beauty of our Region's Arts, Culture and Tourism, embracing the diversity of attractions and venues of our eight counties

STRATEGY

Embrace the diversity of attractions and venues in all eight counties.

ACTION

Increase ticket sales by 10%

TARGET DATE

July 2015

LEAD PARTIES

Chambers, Proctors, Hudson
Opera House

STRATEGY

Build upon the creative economy study by supporting the artists and the artisans who contribute to the Capital Region's economy.

ACTION

Increase the number of productions, exhibitions and merchandising by 20%

TARGET DATE

January 2016

LEAD PARTIES

Chambers, CREDC, Access Art

STRATEGY

Explore and experience the varied destinations tying history, recreation and adventure from the Catskills to the Adirondacks.

ACTION

Increase the number and amount of visitors Bed Tax revenues.

TARGET DATE

July 2015

LEAD PARTIES

County Executives, CEG



Spotlight the Strengths of our Region by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets

STRATEGY

Market existing historic assets and grow, attract, and develop new avenues for economic development.

ACTION

Increase visitors to the Capital Region by 50,000.

TARGET DATE

July 2015

LEAD PARTIES

The Olana Partnership, CREDC, Proctors, Hudson Opera House

STRATEGY

Develop an appreciation for the Region's assets and performance venues by attracting world-class performers and providing the community with a diverse array of productions.

ACTION

Use the results of the Creative Economy Study to focus investments and efforts with the largest return on investment

TARGET DATE

January 2016

LEAD PARTIES

Performance Venues, Leaders Forum, Community Foundation for the Greater Capital Region

STRATEGY

Create funding opportunities to allow organizations without capital to leverage state funding.

ACTION

Expand earned revenues in the Capital Region

TARGET DATE

July 2015

LEAD PARTIES

Community Foundation for the Greater Capital Region, Loan Funding, CREDC, Chambers of Commerce



PART THREE

PROPOSED
2014 PRIORITY
PROJECTS



- Primary Goal
- Related Goals
- Related Themes

GOALS

THEMES

CFA#	Priority ESD only Projects	GOALS								THEMES				
		Leverage & Collaborate	Open New Doors	Prepare for Tomorrow	Build a Superhighway	Bring Our Cities to Life	Sustain & Optimize	Showcase Our Beauty	Spotlight Our Strengths	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising
43081	NY CAP Research Alliance	Primary Goal	Related Goals	Related Goals					Related Goals					
43217	MICROrganic	Primary Goal								Related Themes				Related Themes
40440	Arsenal Partnership		Primary Goal	Related Goals						Related Themes		Related Themes		
39982	ZeroBase		Primary Goal	Related Goals					Related Goals	Related Themes		Related Themes	Related Themes	
42809	Port of Coeymans		Primary Goal	Related Goals	Related Goals					Related Themes		Related Themes		
40499	Premier Products		Primary Goal							Related Themes		Related Themes		
40575	Albany Law Hot Spot			Primary Goal	Related Goals					Related Themes				
43423	Innovate 518		Related Goals	Primary Goal					Related Goals		Related Themes			
43233	Nano Alliance/ Trinity	Related Goals	Related Goals	Primary Goal					Related Goals	Related Themes				
42706	Capital Region Education	Related Goals		Primary Goal						Related Themes				Related Themes
43416	Schenectady Observatory			Primary Goal		Related Goals		Related Goals						
39630	Columbia Memorial				Primary Goal	Related Goals					Related Themes	Related Themes		
42328	CNSE SCIF	Related Goals	Related Goals	Related Goals	Primary Goal				Related Goals		Related Themes	Related Themes		Related Themes
43230	NYQuality for Weather Detection	Related Goals	Related Goals	Related Goals	Primary Goal						Related Themes	Related Themes		Related Themes
42103	MassiveMesh			Related Goals	Primary Goal						Related Themes			
42397	Troy Farmers Market	Related Goals				Primary Goal	Related Goals	Related Goals						
41072	Marina District Transit Center				Related Goals	Primary Goal	Related Goals			Related Themes	Related Themes			
43286	Upper State Street Garage					Primary Goal		Related Goals			Related Themes			
42505	Community Loan Fund	Related Goals	Related Goals			Primary Goal						Related Themes		
43361	Robinson Block	Related Goals				Primary Goal		Related Goals			Related Themes			
42350	Park South, Phase II	Related Goals				Primary Goal		Related Goals			Related Themes			
43381	Renaissance Albany					Primary Goal		Related Goals			Related Themes			
40887	Finch Modernization			Related Goals			Primary Goal		Related Goals		Related Themes			
40813	Field Goods	Related Goals				Related Goals	Primary Goal	Related Goals			Related Themes	Related Themes		
42081	Morcon Tissue			Related Goals			Primary Goal		Related Goals		Related Themes			
38975	Castleton Paperboard	Related Goals					Primary Goal		Related Goals		Related Themes	Related Themes		
42294	Argyle Cheese						Primary Goal				Related Themes			
39794	Hudson Opera House	Related Goals				Related Goals		Primary Goal			Related Themes			
42370	Access Art					Related Goals	Related Goals	Primary Goal						
39326	ArtsLab	Related Goals	Related Goals			Related Goals		Primary Goal			Related Themes			



GOAL 1 LEVERAGE AND COLLABORATE



ALBANY MEDICAL COLLEGE

ALBANY AND RENSSELAER COUNTIES

CFA 43081

ALBANY MEDICAL COLLEGE

PROJECT NAME

NY CAP Research Alliance

PROJECT DESCRIPTION/GOAL ALIGNMENT

The NY CAP Research Alliance will create a \$7.5 million capital investment program for researchers across the Alliance’s partnering institutions to attract increased federal and industry funding, create new jobs and spur economic growth throughout the Capital Region. The capital investment program will enable the Region’s research institutions to be more competitive when applying for federal and industry grants. In utilizing the \$1.5 million of Empire State Development funds for capital investment, the NY CAP Research Alliance member institutions will sponsor the remaining 80% (\$6 million). NY CAP Research Alliance, through its Executive Planning Committee, which represents each member institution equally, will decide the project(s) to pursue. The capital investment program will leverage the collective intellectual capital and research infrastructure across the partnering research institutions.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 2
OPEN NEW
DOORS



GOAL 3
PREPARE FOR
TOMORROW



GOAL 8
SPOTLIGHT OUR
STRENGTHS

Project Cost
\$7,500,000

ESD Grant Funds
\$1,500,000

Leverage
75%



GOAL 1 LEVERAGE AND COLLABORATE



ALBANY, RENNELAER, SARATOGA, SCHENECTADY,
FULTON, COLUMBIA AND OTHER COUNTIES

CFA 43217

MICROORGANIC TECHNOLOGIES, INC.

PROJECT NAME

Commercialization of Bio-Electrochemical Systems to Increase Competitiveness of NYS Food Manufacture

PROJECT DESCRIPTION/GOAL ALIGNMENT

This project calls for the commercialization of a bio-electrochemical system (BES) by MICROOrganic. BES technology has an unparalleled potential to assist in the processing of organic waste, lowering the operating cost of food manufacturers that provide NYS manufacturing jobs and support upstate agribusiness. The project involves two aspects: optimization of the cathode, a key subsystem of the product that must breathe air, conduct electricity and be impermeable to water, and placement of these electrodes with end users in order to guide implementation. In this way, the product will result in validation of the use of resources at Eastman Kodak as a manufacturing partner and refinement of the other product subsystems to meet the specific needs of NYS end users.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 3
PREPARE FOR
TOMORROW



THEME 1
CLEANER
GREENER



THEME 6
INTERREGIONAL

Project Cost
\$1,000,000

ESD Grant Funds
\$200,000

Leverage
80%



GOAL 2 OPEN NEW DOORS



ALBANY COUNTY

CFA 40440

GRAMERCY COMMUNICATIONS

PROJECT NAME

Arsenal Partnership Application

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Michael R. McNulty Center for Veteran Entrepreneurial Activity at the Watervliet Arsenal will provide space and resources for veterans looking to start or expand their businesses. This center will provide veterans with business planning, marketing and financial resources through local experts. Veterans will have access to the SUNY Small Business Development Center, which will lend its expertise and help veterans forge strategic relationships. This center will allow these businesses to flourish by offering an entrepreneurial training program, teaching veterans needed skills and business practices to be successful. A revolving loan program will be created to make capital funds accessible for companies needing assistance to expand. The partnership will perform on-site renovations to create dedicated office space for the veteran entrepreneurs.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 3
PREPARE FOR
TOMORROW



THEME 2
OPPORTUNITY
AGENDA



THEME 4
VETERANS
INITIATIVE

Project Cost	ESD Grant Funds	Leverage
\$550,000	\$500,000	9.09%



GOAL 2 OPEN NEW DOORS



ALBANY COUNTY

CFA 39982

ZEROBASE ENERGY

PROJECT NAME

Energy Security for Emergency Response

PROJECT DESCRIPTION/GOAL ALIGNMENT

This Michigan-based company is in the planning stages to develop and build hybrid power systems for the defense industry at the Watervliet Arsenal. ZeroBase proposes to open a manufacturing plant at the Watervliet Arsenal. The plant will create 20 renewable energy manufacturing jobs in year one, scaling up to 35 jobs by the end of year three. The company will recruit locally with a preference given to veterans and active reservists. ZeroBase will source \$2.2 million of manufactured components to local vendors in year one, scaling up to \$4.4 million in year three. The local sourcing activity will support an additional 20 manufacturing jobs in year one and 45 jobs in year three. ZeroBase products are in demand by the U.S. Department of Defense, federal, state and local emergency management agencies. Up to one-third of production will be for export to foreign governments for border security and sold through the U.S. Department of State and the Department of Defense Foreign Military Sales program.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 3
PREPARE FOR
TOMORROW



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 1
CLEANER
GREENER



THEME 3
GLOBAL
NEW YORK



THEME 4
VETERANS
INITIATIVE



THEME 5
NEW YORK
RISING

Project Cost
\$1,619,000

ESD Grant Funds
\$501,000

Leverage
68.87%



GOAL 2 OPEN NEW DOORS



ALBANY COUNTY

CFA 42809

PORT OF COEYMANS

PROJECT NAME

Inland Deep Water Port Expansion

PROJECT DESCRIPTION/GOAL ALIGNMENT

The project involves water infrastructure extensions and upgrades, improvement of access roads, re-permitting of temporary improvements connected to the New York Bridge project and the purchase of a Self-Propelled Motorized Trailer (SPMT) that will allow heavy pieces to be transported from rail to storage and eventually to a dock for shipment. All components will occur in and around the Port of Coeymans property and will provide an opportunity to leverage the prior and ongoing private investments being made as well as accelerate opportunities for job creation. By optimizing the port's access via water, truck and rail, the import/export business of New York goods to foreign markets can be drastically increased. Among other activities, the port intends to work with the Port of Albany to complement one another's services and partner where appropriate to (i) develop new business, (ii) investigate using the Erie Canal as an avenue through which products can be transported more cost-effectively and (iii) research, pursue and develop relationships with companies, such as GE, that have established import/export business and would benefit from the cost savings offered by barge transportation.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 3
PREPARE FOR
TOMORROW



GOAL 4
BUILD A
SUPERHIGHWAY



THEME 2
OPPORTUNITY
AGENDA



THEME 3
GLOBAL
NEW YORK

Project Cost
\$5,100,000

ESD Grant Funds
\$1,020,000

Leverage
80%



GOAL 2 OPEN NEW DOORS



COLUMBIA COUNTY

CFA 40499

PREMIER PERSONAL PRODUCTS CORP.

PROJECT NAME

Premier Capital Region Expansion

PROJECT DESCRIPTION/GOAL ALIGNMENT

The project advances a Greenport, N.Y., facility beyond just warehousing to state-of-the-art manufacturing by acquiring five-product filling lines and completing infrastructure improvements. Fourteen permanent new jobs, some in STEM fields, will be created directly from the project, with additional jobs expected as manufacturing operations ramp up. Space limitations at its facility in Mt. Vernon, N.Y., force Premier Brands to outsource manufacturing to companies in New Jersey and Canada. Premier Personal Products will bring these operations in-house to the formerly vacant Walmart in Greenport. Premier Brands, a \$40 million company with 5% of its revenue coming from exports, anticipates increasing exports 20% annually due to lower costs and broader product offering as a result of this project. Premier Personal Products expects to generate \$350,000 in revenue its first full year and \$1.5 million annual revenue by 2017.

In facilitating Premier's growth, the project helps the Capital Region and NYS reach its goal of increasing exports. As the state's primary exporters, manufacturers provide a return on public funds, especially those like Premier Brands that have already penetrated foreign markets but have significant room for growth. About 5% of Premier Brands' revenue is from exports and this project is expected to significantly increase export revenues.

The project includes the development of an internship program that will focus on workforce development to connect impoverished people with skilled employment. Premier Brands has developed a partnership with Mount Vernon School District's Project Genesis program to assist high school students in obtaining job experience, references and skills necessary to competitively enter the workforce or college.

Project Cost	ESD Grant Funds	Leverage
\$1,373,000	\$274,600	80%

ADDITIONAL ALIGNED THEMES



THEME 3
GLOBAL
NEW YORK



THEME 4
VETERANS
INITIATIVE



THEME 2
OPPORTUNITY
AGENDA



GOAL 3 PREPARE FOR TOMORROW



ALBANY LAW SCHOOL



ALBANY, RENNELAER, SCHENECTADY, SARATOGA, GREENE, COLUMBIA, WARREN AND WASHINGTON COUNTIES

CFA 40575

ALBANY LAW SCHOOL

PROJECT NAME

Albany Law Hot Spot Application

PROJECT DESCRIPTION/GOAL ALIGNMENT

This project will entail collaboration between CNSE and Albany Law School to support underserved communities by offering business, technical and legal support services targeting the needs of start-up companies throughout the Capital Region. NEXT Tech: Tech Valley's Innovation Hot Spot will focus on continuing to accelerate the development of entrepreneurial companies. NEXT Tech will benefit underserved communities and have an impact on distressed areas by offering individuals and companies from these communities resources, capabilities and services they have never had the opportunity to access.

The free services offered to partnering companies through NEXT Tech will ease the financial burden on entrepreneurs and encourage unemployed and underemployed people to pursue their dreams of owning their own businesses. Cost-prohibitive business and legal services, as well as tool and equipment expenses, often stunt the growth of new businesses. NEXT Tech will provide access to these areas free of charge and help entrepreneurs succeed in high technology areas such as advanced materials, biotech, nanotech and information technology, with an emphasis on legal aspects and developing an international presence.

ADDITIONAL ALIGNED GOAL AND THEME



GOAL 4
BUILD A
SUPERHIGHWAY



THEME 2
OPPORTUNITY
AGENDA

Project Cost
\$2,250,000

New York State Innovation Hot Spot Support
\$750,000



GOAL 3 PREPARE FOR TOMORROW



ALBANY AND RENSSELAER COUNTIES

CFA 43423

UNIVERSITY AT ALBANY

PROJECT NAME

Innovate 518

PROJECT DESCRIPTION/GOAL ALIGNMENT

The mission of Innovate 518 (i518) is to nurture innovative start-up companies in the Capital Region to achieve self-sufficiency and growth, enabling them to create jobs and strengthen the regional economy for the long term. The strategy of i518 is to leverage and connect innovation assets throughout the region to foster a supportive environment for start-ups, increase resources to help them generate sound business models and customer development practices, attract investment capital from outside the region, connect and convene entrepreneurs and innovators with a focus on downtown areas, extend services to disadvantaged entrepreneurs, document the growth of the entrepreneurial community and promote the Region as a hot spot of innovation.

Through its Export Tech program, CEG provides export acceleration training through a proven step-by-step program for new exporters. Targeted programs for i518 client companies that can enter global markets with innovative products will be provided to foster revenue growth. Ongoing export knowledge building will be provided in partnership with the Tech Valley Global Business Network. Foreign investment in the Capital Region start-ups will also be encouraged through the expansion of the i518 partners' investor networks and through the partnership with Ultra Light Startups, which provides a virtual platform for presenting companies' investment pitches.

The i518 program will provide entrepreneurial support and training in points of presence in downtown Albany, Troy and Schenectady. This will nurture the growth of new employers in these areas that are accessible by public transportation to low-income and underserved people. Through the UAlbany SEED program, business mentorship and counseling is provided to low-income entrepreneurs.

ADDITIONAL ALIGNED GOALS AND THEMES

Project Cost
\$2,250,000

New York State Innovation Hot Spot Support \$750,000



GOAL 2
OPEN NEW
DOORS



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 2
OPPORTUNITY
AGENDA



THEME 3
GLOBAL
NEW YORK



GOAL 3 PREPARE FOR TOMORROW



ALBANY COUNTY

CFA 43233

TRINITY ALLIANCE OF THE CAPITAL REGION, INC.



PROJECT NAME

Nano Alliance Center for Careers in Sub Systems and Site Services

PROJECT DESCRIPTION/GOAL ALIGNMENT

Building on the successful Center for Construction Trades training model at the Watervliet Arsenal, Trinity Alliance and partners Albany Housing Authority and SUNY College of Nanoscale Science and Engineering propose the Nano Alliance Center for Careers in Sub Systems and Site Services (CS2) as a first-of-its-kind economic development and workforce training capability supporting manufacturing businesses in upstate New York by focusing on the two leading challenges confronting second- and third-tier nanotechnology supplier companies. This model will be refined based on critical regional manufacturing nodes in Albany, Utica and Buffalo. Funds will support collaborative training equipment, facilities and programs that focus on the control of the manufacturing process with respect to contamination, purity, variability, reliability, safety, control and vibration, among many other factors.

The funds will support the design, construction and fit-up of a clean room training center for technicians, ultra-clean environment personnel and maintenance staff and system operators that live in and around the urban downtown Albany area as well as the surrounding counties.

This project directly applies to eliminating the barriers to employment for the people living in a distressed urban area. Trinity Alliance has been serving the distressed community for over 100 years. Trinity is located in the Capital South section of Albany and serves this low-income community with access to educational and training programs. This specific project will provide hands-on workforce development training to this community in a high-tech clean room environment allowing the population to earn certifications to gain employment, not just jobs, but careers in the emerging high-tech fields located in Albany and throughout upstate New York.

Project Cost \$3,750,000	ESD Grant Funds \$750,000	Leverage 80%
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ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



GOAL 8
SPOTLIGHT OUR
STRENGTHS

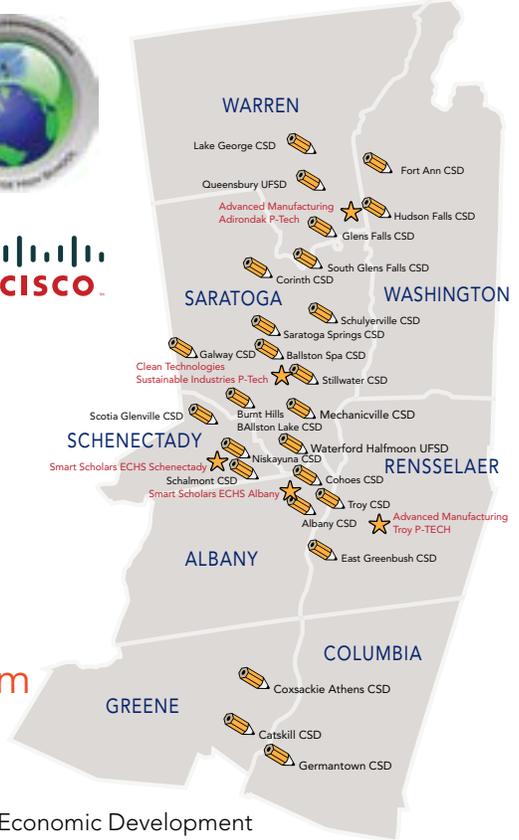
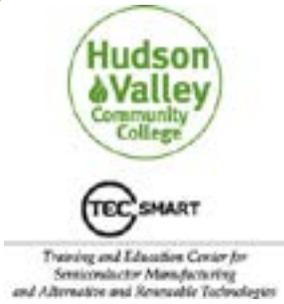


THEME 2
OPPORTUNITY
AGENDA



GOAL 3 PREPARE FOR TOMORROW

Capital Region Economic Development Council
Early College High School Network



SARATOGA, RENSSELAER, ALBANY AND WARREN COUNTIES

CFA 42706

BALLSTON SPA CENTRAL SCHOOL DISTRICT

PROJECT NAME

Capital Region Educational Learning Object Repository and Distribution System

PROJECT DESCRIPTION/GOAL ALIGNMENT

Early College High Schools (ECHS) currently exist as silos throughout the Economic Development Region. The Capital Region Educational Learning Object Repository and Distribution System will create a digital network connecting classrooms, students and teachers across the entire Region, serving as a framework for educational collaboration, resource storage and distribution. To leverage and collaborate among academic, non-profit and business partners, this solution offers an Enterprise Digital Management System that supports multiple formats and on-demand access to learning objects across the Region. A central server will aggregate and manage resources from affiliated parties to be integrated with site-based servers at the initial three ECHS sites; each site will support on-demand streaming for live conferencing and maximizing opportunities for learning experiences without physical boundaries.

This project directly supports the Opportunity Agenda by focusing resources that meet the region's goals for the most disadvantaged and distressed locations and leveraging programs that can collaborate with and compound the efforts of our more successful areas. The Rensselaer County Opportunity Zone is part of this initial proposal. This system eliminates barriers to resources and creates the ability to access and distribute educational learning objects via multipoint connectivity across platforms. The breadth of locations provides an unparalleled opportunity for collaboration across the entire economic development region. This proposal has significant cross-sector support (K-12, higher education, business and industry and non-profit) in place, demonstrating collective engagement and the collaborative capabilities of supporting our region's Opportunity Agenda.

Project Cost	ESD Grant Funds	Leverage
\$2,500,000	\$468,750	81.25%

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 1
LEVERAGE AND
COLLABORATE



THEME 2
OPPORTUNITY
AGENDA



THEME 6
INTERREGIONAL



GOAL 3 PREPARE FOR TOMORROW



SCHENECTADY COUNTY

CFA 43416

SCHENECTADY MUSEUM ASSOCIATION

PROJECT NAME

Observatory

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Schenectady Museum Association (DBA miSci), located on Nott Terrace Heights and bordering downtown Schenectady, will construct a 26-foot-by-32-foot roll-off roof observatory to house the Dudley Observatory's antique telescope. The Dudley Observatory, established in 1852, is New York's oldest observatory. Its centerpiece, a 12" refractor, was purchased in 1893. The telescope has been in storage for 15 years but will be restored and located in a new observatory that will include a viewing area to use it and other smaller telescopes, a control room and an accessible restroom. The opening of the observatory will allow the museum to stay open some evenings during the week and increase its attendance and earned income. Four additional staff members will be hired to allow evening operations.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 5
BRING OUR
CITIES TO LIFE



GOAL 7
SHOWCASE
OUR BEAUTY

Project Cost
\$138,240,000

ESD Grant Funds
\$26,400

Leverage
80.90%



GOAL 4 BUILD A SUPERHIGHWAY



COLUMBIA COUNTY

CFA 39630

LABERGE GROUP

PROJECT NAME

Columbia Memorial Hospital Medical Office Expansion



COLUMBIA MEMORIAL HOSPITAL

Expert medicine for the whole family

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Columbia Memorial Hospital Medical Services and Office Expansion Project will fit out remaining vacant space in the medical office building to expand primary care and cardiac rehabilitation services to patients in Columbia, Greene and Dutchess counties. The project includes a 12-room doctor's office for primary care services and cardiac rehabilitation. This project fulfills a regional need for access to primary and preventive care, rehabilitation and lifestyle assistance to cardiac patients and caregivers. These medical services can help reduce unnecessary hospitalizations, eliminate health disparities based on race and ethnicity, and reduce complications due to chronic illness. This project will create job opportunities in an economically distressed and medically underserved area, expanding an already significant workspace.

This project, based in the city of Hudson will provide medical services to people living in poverty. The 2008-2012 American Community Survey indicates that 9.8% of the county population lives below poverty level and the unemployment rate is 4.7%. The city of Hudson has a poverty rate of 24.4%. These services are identified priorities in the NYS Department of Health Prevention Agenda as well as the Columbia and Greene County Community Health Assessments. This project will create new full-time jobs in the primary care and cardiac rehabilitation medical service fields. The hospital will work closely with the Columbia-Greene County Workforce Investment Center and Veteran Service Agency to align job opportunities to the skilled labor market for unemployed individuals living in poverty in the Region. The city of Hudson is essentially a mature city with little undeveloped land available. Consequently, it is critical that when development and redevelopment occurs, it is coordinated with the overall vision for the city.

ADDITIONAL ALIGNED GOAL AND THEMES

Project Cost

\$1,300,000

ESD Grant Funds

\$300,000

Leverage

76.92%



GOAL 5
BRING OUR
CITIES TO LIFE



THEME 2
OPPORTUNITY
AGENDA



THEME 4
VETERANS
INITIATIVE



GOAL 4 BUILD A SUPERHIGHWAY



ALBANY COUNTY

CFA 42328

FULLER ROAD MANAGEMENT CORPORATION

PROJECT NAME

CNSE Sensitive Compartmented Information Facility or SCIF

PROJECT DESCRIPTION/GOAL ALIGNMENT

Fuller Road Management Corporation and the College of Nanoscale Science and Engineering (CNSE) are seeking funding for the construction of a Sensitive Compartmented Information Facility (SCIF) and the accompanying facility security upgrades at CNSE's Albany Nanotech Complex. As a U.S. Government accredited facility where Sensitive Compartmented Information can be stored, discussed or electronically processed, the establishment of the SCIF will make CNSE a competitive site for a future Federally Funded Research and Development Center (FFRDC) designation and allow for on-site participation by U.S. government agencies seeking proprietary and joint development of classified technologies deemed highly sensitive to national security and competitiveness. A SCIF allows billions of dollars of government agency programs and defense contracts to be executed at CNSE, enabling CNSE to expand the workforce.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 1
LEVERAGE AND COLLABORATE



GOAL 2
OPEN NEW DOORS



GOAL 3
PREPARE FOR TOMORROW



GOAL 8
SPOTLIGHT OUR STRENGTHS



THEME 3
GLOBAL NEW YORK



THEME 4
VETERANS INITIATIVE



THEME 6
INTERREGIONAL

Project Cost
\$17,500,000

ESD Grant Funds
\$3,500,000

Leverage
80%



GOAL 4 BUILD A SUPERHIGHWAY



THE PROJECT IS BASED IN ALBANY,
AND DIRECTLY SERVES/IMPACTS ALL 62 COUNTIES

CFA 43230

THE RESEARCH FOUNDATION FOR THE STATE

PROJECT NAME

NYQuality for Weather Detection

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Research Foundation for SUNY (RF-SUNY), in partnership with AWS Truepower and the Center for Evaluation of Clean Energy Technology, will develop the NY Quality Assurance Laboratory for Instrument Innovation, Testing & Analysis (NYQUALITY) for Weather Detection. This is an advanced calibration and testing facility to support the UAlbany-led NYS Early Warning Weather Detection System that Governor Cuomo announced with Vice President Biden in January, 2014. NYQUALITY calls for the build-out of a comprehensive calibration laboratory for standard meteorological instruments, an enhanced test site for advanced profiler technology, a rapid deployable mobile lab and a tall tower facility for above the surface testing. The primary objective of NYQUALITY, a statewide initiative headquartered at UAlbany, is to ensure measurement accuracy and reliability of all sensors and instruments in the 125-station statewide mesonet.

Currently, U.S. public and private sector entities export sophisticated meteorological technology such as LIDAR & SODAR overseas to Europe, since there are no commercial facilities dedicated for these calibration and testing services in the U.S. With the proposed laboratory and testing facilities, instruments sourced outside the U.S. for domestic deployment will now be calibrated in NYS. Domestic sensor manufacturers will now have the ability to calibrate and test units prior to global export.

This project will have positive impacts on workforce development because UAlbany will be a magnet to attract the best and brightest students in the nation to its already internationally recognized academic programs. The project will also impact infrastructure. The National Weather Service only has 27 weather stations in NYS, which presents limitations. RF-SUNY's 125 stations and calibration/testing labs will lead to highly accurate data weather forecasting models.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



GOAL 3
PREPARE FOR
TOMORROW



THEME 3
GLOBAL
NEW YORK



THEME 5
NEW YORK
RISING

Project Cost

\$5,855,000

ESD Grant Funds

\$1,700,000

Leverage

80.02%



GOAL 4 BUILD A SUPERHIGHWAY



RENSELAER COUNTY

CFA 42103

REDBURN INFRASTRUCTURE, LLC

PROJECT NAME

MassiveMesh Networks — Free Citywide Wi-Fi

PROJECT DESCRIPTION/GOAL ALIGNMENT

This project entails the installation of a wireless network system in Troy's urban center, allowing access to 12,000 households and eliminating barriers to Internet and Wi-Fi service.

In 2014, Redburn Infrastructure began providing broadband Internet access to a portion of the City of Troy. The launch involved installation of a backhaul network throughout the urban area delivering continuous Wi-Fi hot spots. The network also provides high-speed Internet through individual Wi-Fi radios for normal residential and business usage. Monthly packages start at \$19.95, which is less than the cost of an average home phone. The proprietary network architecture and Wi-Fi hot spots provide free bandwidth and limited Internet availability through the city. With assistance, Redburn Infrastructure is prepared to offer free Wi-Fi to this area for 3 years and invest significant capital with the goal of obtaining subscription revenue to pay for network operations while maintaining free Wi-Fi and subsidized Internet for low-income families.

Everyone should have basic Internet access. It is a gateway to jobs, education and social information. This project seeks to eliminate the barrier of Internet access in poor economic conditions. In doing so, it will increase underserved residents' ability to access business and job opportunities, professional training, education and safety/public awareness information.

ADDITIONAL ALIGNED GOAL AND THEME



GOAL 3
PREPARE FOR
TOMORROW



THEME 2
OPPORTUNITY
AGENDA

Project Cost	ESD Grant Funds	Leverage
\$771,000	\$154,000	80.03%



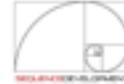


GOAL 5 BRING OUR CITIES TO LIFE



RENSSELAER COUNTY

CFA 42397



SEQUENCE DEVELOPMENT

PROJECT NAME

Troy Waterfront Farmers Market

PROJECT DESCRIPTION/GOAL ALIGNMENT

This project entails the construction of a mixed-use facility on the site of the former Troy City Hall. The applicant has been selected by the City of Troy to construct a 180,000-square-foot mixed-use facility at 1 Monument Square in Downtown Troy, featuring 100 residential units, a public plaza, 40,000 square feet of retail space and a 100-space underground parking garage. A hole in the streetscape since 2010, the former City Hall site was demolished to make way for significant investment. The Sequence Development team is willing to commit \$30 million to make this project a reality. The farmers market is a key element to successful development, the future of Troy and the Capital Region. The market will increase its operational capacity for its 100 regional small farmers, draw more visitors, provide healthy food accessibility and become a center of vitality downtown. The developers will condo the fit-up space to the market for cost, minus received grant funding. Phase I of the project consists of the construction of a 20,000-square-foot facility that will include retail space, residential space and a public plaza combined with a farmers market. The CFA funding will construct and fit up the permanent home for the Troy Waterfront Farmers Market, providing an anchor for the overall \$30 million project.

The location of the redevelopment is a recognized Opportunity Zone in Downtown Troy. Completing this project not only keeps the city on its path toward economic revitalization, but also solves food availability challenges downtown. The Troy neighborhoods that straddle the Hudson River have long been considered a food desert with little to no access to healthy food options. This project seeks to solve this problem, with the permanent home of the Troy Waterfront Farmers Market. In addition, this project will also employ approximately 200 construction workers for the two-year build period and will then create approximately 86 full-time jobs as part of the market, retail component, management and maintenance.

ADDITIONAL ALIGNED GOALS AND THEME

Project Cost	ESD Grant Funds	Leverage
\$15,100,000	\$2,800,000	81.46%



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS



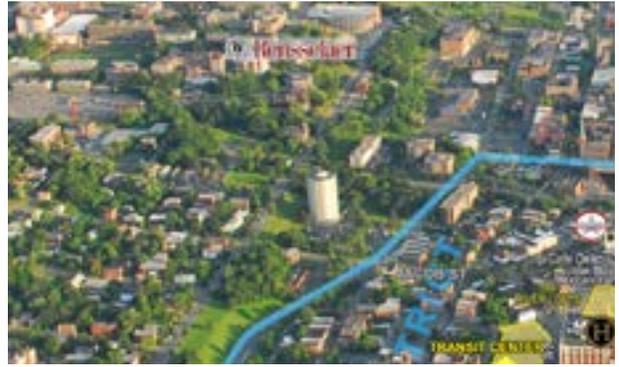
GOAL 7
SHOWCASE
OUR BEAUTY



THEME 2
OPPORTUNITY
AGENDA



GOAL 5 BRING OUR CITIES TO LIFE



RENSELAER COUNTY

CFA 41072

CITY OF TROY

PROJECT NAME

Marina District Transit Center

PROJECT DESCRIPTION/GOAL ALIGNMENT

The City of Troy, in partnership with the Capital District Transportation Authority (CDTA), is looking to construct a 5-level transit center in a central location within the Marina District at 466 River Street. The first floor of the structure will become a transit center for CDTA customers and offer retail and commercial space, public use parking and alternative modes of transportation, including bicycle rentals, taxi stands and campus shuttles. All of these services will be incorporated into a larger Transport Troy Initiative that is being utilized to create a truly walkable city.

Transit-oriented development is a critical piece of Troy’s revitalization plans. Working in partnership with CDTA, the project provides economic growth in an Opportunity Zone, an expanded tax base, an increase in the supply of safe and affordable housing, and improvements for business owners near the center. The project connects two waterfront neighborhoods within the city—Downtown Troy and North Central—and increases the ability of residents, employees, shoppers and visitors to access Troy and the Capital Region. Located along the Hudson River, the transit center will Build a Superhighway through improved transportation initiatives and Bring Cities to Life by revitalizing a historic waterfront and furthering economic development. The project will also create temporary and permanent job opportunities and provide access to safe, efficient and reliable transportation to education and job opportunities throughout the Region; the transit center will serve as a prime example of how a partnership can help identify and solve challenges that hinder economic growth for a cross section of the Capital Region’s residents. This concept will enable CDTA to further partner with other municipalities in the Capital Region to provide greater access to jobs, child care, education and recreation, creating a more sustainable and healthy Region.

ADDITIONAL ALIGNED GOALS AND THEMES

Project Cost	ESD Grant Funds	Leverage
\$25,474,744	\$4,500,000	82.34%



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 4
BUILD A
SUPERHIGHWAY**



**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**



**THEME 1
CLEANER
GREENER**



**THEME 2
OPPORTUNITY
AGENDA**



GOAL 5 BRING OUR CITIES TO LIFE



ALBANY COUNTY

CFA 43286

EAGLE STREET CORPORATION

PROJECT NAME

Upper State Street Garage

PROJECT DESCRIPTION/GOAL ALIGNMENT

The project is a 337-space public access parking garage with fully enclosed connections to two adjacent historic rehabilitation projects, the DeWitt Clinton Hotel Building (to become a Renaissance by Marriott Hotel) and the Berkshire Hotel building (to become apartments), and a planned public connection to the recently announced Albany Capital Center. The project is located at 67 Howard Street in the City of Albany, a NYSDEC environmental remediation site. The project will provide public parking and safe, climate-controlled pedestrian access to adjacent retail, office, convention, exhibition, lodging and residential buildings, once again making the long-ignored “top of the hill” a vibrant and safe “welcome mat” on the steps of the Capitol.

ADDITIONAL ALIGNED GOAL AND THEME



GOAL 7
SHOWCASE
OUR BEAUTY



THEME 2
OPPORTUNITY
AGENDA

Project Cost	ESD Grant Funds	Leverage
\$7,205,000	\$1,200,000	83.34%



GOAL 5 BRING OUR CITIES TO LIFE



SCHENECTADY COUNTY

CFA 42505

COMMUNITY LOAN FUND OF THE CAPITAL REGION

PROJECT NAME

Schenectady Community Development Infusion

PROJECT DESCRIPTION/GOAL ALIGNMENT

In March of 2014, the Community Loan Fund (CLF) opened a satellite office at 920 Albany St. in the 209 census tract of the City of Schenectady and is providing community-based economic development services in the form of access to affordable loan products and free training, business counseling and technical assistance. Additionally, CLF is offering an 8-week business training class in Schenectady. CLF is staffing the office part-time and has committed to growing that presence to full-time in 2015, and to lending \$1.9 million over the next three years, \$500,000 of which will go to small businesses and the Division of Minority and Women’s Business Development for start-up and expansion projects. CLF will provide financing to nonprofits for affordable housing and essential community services, and to low-income homebuyers for the purchase or repair of their homes. Through financing and technical assistance, this project will create or retain at least 35 jobs.

CLF financing and development services support workforce development programs, the improvement of physical infrastructure and the establishment of social services. CLF helps micro-entrepreneurs create and operate sustainable ventures that provide employment for themselves and others. CLF assists nonprofits that build affordable housing, provide essential human services, work with veterans and offer job training and counseling. Supporting businesses and making services available in an underserved neighborhood attract residents and additional development, making an area more livable and further increasing the available customer base. CLF has partnered with the City and County of Schenectady, as well as The Schenectady Foundation and the Wright Family Foundation, to provide targeted, community-based economic development that is critical for the stabilization of this neighborhood.

ADDITIONAL ALIGNED GOALS AND THEMES

Project Cost	ESD Grant Funds	Leverage
\$2,274,000	\$375,000	83.51%



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



THEME 2
OPPORTUNITY
AGENDA



THEME 4
VETERANS
INITIATIVE



GOAL 5 BRING OUR CITIES TO LIFE



SCHENECTADY COUNTY

CFA 43361

SCHENECTADY METROPLEX DEVELOPMENT AUTHORITY

PROJECT NAME

Robinson Block Transformation Project

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Robinson Block Transformation Project will leverage public and private investments of over \$18 million to revitalize three blighted city blocks in downtown Schenectady within walking distance of Schenectady County Community College and Union College, the downtown business district, and Amtrak and CDTA access points. The redevelopment will include 105 apartments and 9,900 square feet of restaurant and retail space. The project will bring desirable market-rate housing for young professionals attracted to long-standing employers, such as GE, and new businesses, like Transfinder and Quirky. Its restaurant and retail space will provide increased sales tax revenues and create employment opportunities. Requested funding is needed to offset the costs of constructing on the site's profoundly substandard soil, which has, to date, prevented the site's redevelopment.

This project directly supports the Capital Region's goal to convert dormant manufacturing or commercial buildings into mixed-use projects, combining residential, office and retail activities and "Bring Our Cities to Life." This carefully planned redevelopment will create high quality housing and new jobs for residents of the Opportunity Area by offering new, strategically located retail and commercial space. This project is a collaborative effort between the Schenectady Metroplex Development Authority, the City of Schenectady, Schenectady County and Prime Companies.

ADDITIONAL ALIGNED GOALS AND THEME



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 7
SHOWCASE
OUR BEAUTY



THEME 2
OPPORTUNITY
AGENDA

Project Cost	ESD Grant Funds	Leverage
\$19,805,000	\$1,300,000	93.44%



GOAL 5 BRING OUR CITIES TO LIFE



ALBANY COUNTY

CFA 42350

PARK SOUTH PARTNERS, LLC

PROJECT NAME

Park South Redevelopment Project, Phase II

PROJECT DESCRIPTION/GOAL ALIGNMENT

This project will redevelop a multi-block section of Albany adjacent to Albany Medical Center with office, apartment and retail space. This proposed grant will fill a financing gap from infrastructure cost increases. The entire project will create over 300 jobs in construction and 47 new permanent jobs. Through this collaboration between Albany Medical Center, Park South Partners and the City of Albany, the areas bounded by Myrtle Avenue, Morris Street, Dana Avenue, Robin Street and New Scotland Avenue will be transformed by the development of residential apartments, mixed-use residential/retail buildings and a medical office building with a parking garage. The project will be developed in two phases: this phase, Phase II, is the development and construction of additional residential and mixed-use buildings between Morris Street and Dana Avenue. The project is being driven by the City of Albany Park South Urban Renewal Plan, Albany Med's need for additional medical office space, parking and, most importantly, the need for quality residential housing units in Park South.

This project is the first major regional development project to employ a collaborative public-private-academic approach to actively encourage the use of public transportation and to incorporate bicycle and pedestrian access into its design. The Project and associated infrastructure that will be put in place will not only increase transportation access to the education-dense area, but will create many job opportunities for unemployed and underemployed low-income residents, as well as increase personal security and housing opportunities in an economically depressed area within the City of Albany.

ADDITIONAL ALIGNED GOALS AND THEME



GOAL 1
LEVERAGE AND COLLABORATE



GOAL 8
SPOTLIGHT OUR STRENGTHS



THEME 2
OPPORTUNITY AGENDA

Project Cost	ESD Grant Funds	Leverage
\$51,000,000	\$3,000,000	94.12%



GOAL 5 BRING OUR CITIES TO LIFE



ALBANY COUNTY

CFA 43381

144 REAL ESTATE PROPERTIES, INC.

PROJECT NAME

Renaissance Albany

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Renaissance Albany Project involves the renovation of the existing DeWitt Clinton Hotel building into a full-service 204-room Renaissance Hotel with associated event/meeting space, banquet facility/ballroom, full-service restaurant and ancillary services including coffee/lounge areas. The building, which currently contains asbestos, has been divided awkwardly for use as apartments over the years and is located in a distressed area of the City of Albany. The applicant intends to renovate the building to its former stature by maintaining the historic nature of the building through historic preservation methods. The hotel will provide services to visitors in a key location close to the NYS Capitol and the Albany Capital Center. This second phase of the Renaissance Project will create a total of 96 permanent jobs and 200 construction jobs.

ADDITIONAL ALIGNED GOAL AND THEME



GOAL 7
SHOWCASE
OUR BEAUTY



THEME 2
OPPORTUNITY
AGENDA

Project Cost	ESD Grant Funds	Leverage
\$26,600,000	\$3,400,000	87.22



GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS

finch



WARREN COUNTY

CFA 40887

FINCH PAPER, LLC

PROJECT NAME

2014 Modernization

PROJECT DESCRIPTION/GOAL ALIGNMENT

Finch Paper, LLC, has developed plans for a \$20-million modernization project at its Glens Falls mill that will strengthen the mill’s competitive position and help sustain more than 600 existing jobs by reducing the company’s overall cost structure without negatively impacting employment. Having already committed to investing \$4.7 million privately, the company is seeking New York State assistance for a portion of the remaining \$15.3 million investment. Finch is seeking assistance with modernizing its facilities in the following three key areas: (1) wood processing operation, (2) pulp mill facility and (3) a No. 4 paper machine. The objective of investing in these three areas is to increase the efficiency of the company’s papermaking process, which will reduce its cost structure and enable Finch to remain a viable manufacturer in a shrinking industry.

ADDITIONAL ALIGNED GOALS AND THEMES



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 3
GLOBAL
NEW YORK**

Project Cost
\$15,300,000

ESD Grant Funds
\$3,060,000

Leverage
80%



GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



COUNTY
CFA 40813

FIELD GOODS, LLC

PROJECT NAME

Field Goods Local Food Distribution Expansion



**fresh foods from
small farms™**

PROJECT DESCRIPTION/GOAL ALIGNMENT

Field Goods has outgrown its existing distribution facility that is located in a building in Coxsackie, N.Y. The business is seeking to construct a 50,000-square-foot building adjacent to its current facility to support the expansion of distribution operations. The project also includes upgrades to the existing facility. Bank financing and owner contribution will cover most project costs, but additional funding is requested so the project can proceed. Building construction and fit up need to be completed so that it can be occupied by April of 2015. Completion of the project will allow the business to accommodate projected growth and hire 16 full-time employees in the next year.

The expansion proposed by this project provides access to market opportunities that will generate increased revenues, profits and employment for local farms, many of whom are located in poor/distressed rural communities. Field Goods currently works with more than 60 local farms and food producers. By purchasing in volume at a fair price when product is available, Field Goods also provides a unique benefit to these businesses by generating income when the supply of produce may exceed local demand.

CFA funds for training will be used to help Field Goods hire and train new employees for positions in operations and as delivery drivers. Hiring efforts will target veterans, the long-term unemployed and residents of distressed communities in Greene and Columbia Counties, including both residents of rural areas and small cities. The training provided, along with the opportunity to work with a dynamic and growing business, will improve the skills of those hired for the long term.

ADDITIONAL ALIGNED GOALS AND THEMES



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 7
SHOWCASE
OUR BEAUTY**



**THEME 2
OPPORTUNITY
AGENDA**



**THEME 4
VETERANS
INITIATIVE**

Project Cost	ESD Grant Funds	Leverage
\$594,900	\$111,000	81.34%



GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



WASHINGTON COUNTY

CFA 42081

MORCON TISSUE

PROJECT NAME

New Building

PROJECT DESCRIPTION/GOAL ALIGNMENT

Morcon is a manufacturer of paper products distributed within New York State and other states nationwide. The company plans to invest significant capital in an expansion project that will consist of the construction of a new 50,000-square-foot building and the purchase of a piece of equipment (start/stop rewinder line) with associated equipment installation costs. The expansion, which includes a new building at the existing site, will enable increased production of paper products that will allow Morcon Paper to offer more product to existing customers and attract new customers, increasing business and enhancing the potential to hire more employees. The company plans to hire 35 new employees within the first 3 years and could create more jobs with continued expansion.

The Morcon facility in Cambridge, N.Y., currently exports to nearby states. Expanding the facility will enable an increase in exports as well as increased penetration of other states that will carry the “Manufactured in New York” marketing message to a wider audience. Additionally, approximately 40% of Morcon suppliers are located within New York State.

Washington County has been home to Morcon’s predecessor for almost 30 years. When Morcon purchased the company in 2013, it retained 79 jobs and hired an additional 12 local employees. Manufacturing is a target industry for the state, and Morcon will offer employment opportunities in this industry as well as expand the skill base of the area labor force by offering training.

ADDITIONAL ALIGNED GOALS

Project Cost \$6,000,000	ESD Grant Funds \$400,000	Leverage 93.33%
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GOAL 3
PREPARE FOR
TOMORROW



GOAL 8
SPOTLIGHT OUR
STRENGTHS



GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



RENSELAER COUNTY

CFA 38975/39282

LABERGE GROUP

PROJECT NAME

Castleton Paperboard, LLC



PROJECT DESCRIPTION/GOAL ALIGNMENT

Castleton Paperboard (CPB) will be developing a \$300 million state-of-the-art, low-cost, high-efficiency, IRS-certified solid waste disposal facility that will be recycling and manufacturing paperboard in Castleton, N.Y. Bond proceeds will be used to remove asbestos containing material (ACM); demolish existing buildings; clean the soil to NYSDEC standards (BCP); return the tax-foreclosed property to the tax rolls; build a light-weight, high-performance recycle paperboard mill that qualifies as a solid waste disposal facility; install equipment needed to operate the facility and install infrastructure necessary for the construction and operation of the plant. The Rensselaer County Industrial Development Agency is requesting volume cap assistance through NYS. Without it, this project cannot move forward.

CPB plans to collaborate with customers in India, China and other countries to export up to 20% of CPB production capacity. Currently old corrugated containers are being exported to China and India from the U.S. where they are converted to paperboard. It will be cost effective for CPB to manufacture paperboard in New York State and ship to other countries.

CPB is a state-of-the-art recycle paperboard facility and will work with HVCC during the planning stages to create a training program specific to their manufacturing needs. CPB will provide on-the-job training, collaborate with the Commission on Economic Opportunity and BOCES to identify potential job candidates and work with CDTA to provide public transit to the job site. In addition, CPB will work with the Rensselaer County One Stop Shop, which brings together a variety of workforce development organizations and agencies with a primary goal of assisting residents of Rensselaer County and the Capital Region to gain employment and assist employers in finding qualified workers.

ADDITIONAL ALIGNED GOALS AND THEMES



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 2
OPPORTUNITY
AGENDA**



**THEME 3
GLOBAL
NEW YORK**

**400 construction jobs and
100 permanent jobs will be created**

**New York State Innovation Hot Spot Support
\$300,000,000**



GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



Argyle Cheese Farmer



WASHINGTON COUNTY

CFA 42294

ARGYLE CHEESE FACTORY, LLC

PROJECT NAME

Argyle Cheese Business Expansion

PROJECT DESCRIPTION

This project will involve the acquisition of a currently vacant commercial building in the Town of Argyle, portions of which will be renovated for manufacturing and food production use. Equipment will be purchased and installed, so that an existing business can transition into the building. The project is expected to create 24 jobs within the first 5 years.

Business development leading to job creation is identified as a statewide economic priority included in CREDC strategic planning. The creation of 24 jobs will benefit the region by connecting people living in poverty to employment.

ADDITIONAL ALIGNED GOAL



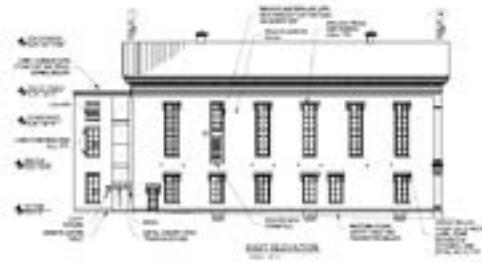
THEME 2
OPPORTUNITY
AGENDA

New York State Innovation Hot Spot Support

\$1,554,100



GOAL 7 SHOWCASE THE BEAUTY



COLUMBIA COUNTY

CFA 39794

Hudson Opera House

HUDSON DEVELOPMENT CORPORATION

PROJECT NAME

Hudson Opera Houses Next Stage

PROJECT DESCRIPTION/GOAL ALIGNMENT

The goal of the Hudson Opera House (HOH) at 327 Warren Street in Hudson, N.Y., is to complete the restoration of the building's exterior and develop the second-floor performance hall, which will accommodate up to 300 people. The opera house is a 21,000-square-foot building, built in 1855. The rehabilitation of the second-floor performance hall and backstage spaces will result in a flexible 300-seat theater. The space is unique: it is a grand yet intimate auditorium with a proscenium arch, no fixed seats and flat floors to accommodate a variety of uses. The rehabilitation will allow the opera house to present full-scale concerts, plays and dance performances, offering the opportunity to expand its earned revenue and to present a range and level of programs it cannot host now.

HOH recognizes its role as an important institutional citizen and, in response, will provide free programming to Hudson's most economically disadvantaged children and families. The importance of access to cultural programming, as a fundamental prerequisite to developing the social skills needed for success in the workplace, cannot be overstated. Additionally, the travel and tourism industry is a particularly effective means for stimulating development in rural and low-income regions. Partnering with the operators of historic and cultural sites in the area, local retailers and merchants, HOH will conduct a Visitor Demand Study based on primary research specific to the Mid- and Upper-Valley Region. HOH will then be able to develop a coordinated action plan to sustain, promote and attract projects that improve economic opportunities and create jobs.

ADDITIONAL ALIGNED GOALS AND THEMES

Project Cost \$7,000,000	ESD Grant Funds \$500,000	Leverage 92.86
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GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 5
BRING OUR
CITIES TO LIFE



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 2
OPPORTUNITY
AGENDA



GOAL 8 SPOTLIGHT OUR STRENGTHS



the shirt factory
artist studios • shoppes • galleries • services

WARREN COUNTY

CFA 42370

SHIRT FACTORY

PROJECT NAME

Access Art

PROJECT DESCRIPTION/GOAL ALIGNMENT

The former shirt factory building, which housed the McMullen-Leavens Company, was constructed 1902. McMullen-Leavens ceased shirt manufacturing in 1996. For three years, the building remained vacant until the applicant purchased it and initiated its transformation into an arts and healing center. This project allows the building's continued renovation so its potential as a space for regional artist studios, shops, galleries and services can be fully realized. The Access Art project entails installing a passenger elevator for access to all three floors, extending a walkway-bike path (with bike racks) to the existing county bike path, erecting directional wayfarer signage throughout the building and constructing a parking lot that allows visitors full access to the entire building. The expected outcome is greater access and an increase in visitors and tenants.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 5
BRING OUR
CITIES TO LIFE



GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS



GOAL 7
SHOWCASE
OUR BEAUTY

Project Cost
\$182,000

ESD Grant Funds
\$36,400

Leverage
20%



GOAL 8 SPOTLIGHT OUR STRENGTHS



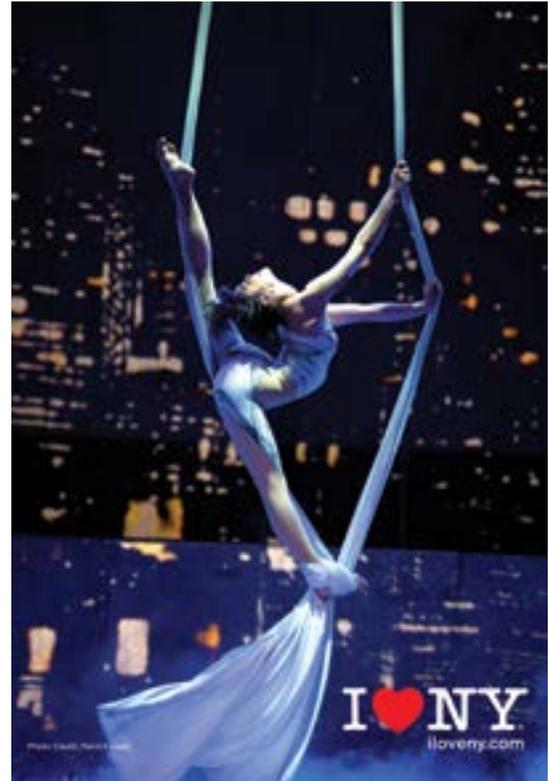
SCHENECTADY COUNTY

CFA 39326

PROCTORS

PROJECT NAME

ArtsLab



PROJECT DESCRIPTION/GOAL ALIGNMENT

Proctors will construct ArtsLab, a multi-use educational space, in collaboration with Schenectady County Community College (SCCC). Located on the unused third floor of the Proctors administration building, it will include a 106-seat black box theatre, three classrooms, a media lab, a dance studio and community event space. During the school year, it will be home to new theatre and media arts degree programs at SCCC. After school and during the summer, it will house expanded Proctors education programs, greatly increasing accessibility to arts education for over 1,000 students in Schenectady and the Capital Region and serving an additional 9,000 members of the public through other community events. The projected 10-year economic impact of ArtsLab exceeds \$40 million in cost savings and revenue for both Proctors and SCCC, as well as cost savings and career income for the students enrolled.

The many opportunities created by ArtsLab include internship programs, low-cost college credits that will transfer to four-year colleges, and enriching summer and after-school content that impacts scholastic outcomes for younger students. These programs will operate in Schenectady's Opportunity Zone Candidate areas. Proctors also collaborates with City Mission to operate the Downtown Ambassadors Program, which employs homeless clients of City Mission as downtown concierges. Proctors staff are trained in the Bridges Out of Poverty Programs, in collaboration with the Schenectady Foundation, to bring techniques for ending generational poverty.

The Proctors block of downtown Schenectady is identified by the City of Schenectady and the Metroplex Development Authority (for in-fill development). It is also a key component of the Electric City Arts District and is located in an Opportunity Agenda Candidate Zone and a potential environmental justice area.

ADDITIONAL ALIGNED GOALS AND THEMES



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



GOAL 5
BRING OUR
CITIES TO LIFE



GOAL 7
SHOWCASE
OUR BEAUTY



THEME 2
OPPORTUNITY
AGENDA

Project Cost	ESD Grant Funds	Leverage
\$1,871,000	\$352,152	81.18%

Priority Projects Beyond ESD that Scored 20

ARTS ARTS, CULTURE & HERITAGE PROJECT GRANT

38640	Greene County Council on the Arts	Mainly Greene American Masquerade
43484	Albany Symphony	American Music Festival
43238	Thomas Cole Historic House	River Crossing: Contemporary Art at the Thomas Cole Site and Olana
39726	Capital Repertory Theatre	Next Act New Play Summit

ARTS ARTISTIC PROGRAM CAPITAL EQUIPMENT

41619	Hudson Opera House	Lighting and Rigging Equipment for Hudson Opera House
39942	Proctors	21st Century Cinema Project

CANALS NYS CANALWAY GRANT PROGRAM

42931	Town of Waterford	Waterford Canal Harbor Visitor Center Rehabilitation Project, Phase II
41773	Town of Rotterdam	Rotterdam Junction Bike Path Railway Tunnel
39486	Town of Stillwater	Historic Saratoga Battlefield, Champlain Canal Connector Trail

DEC ENGINEERING PLANNING GRANT PROGRAM

42254	Town of Bolton	Town of Bolton WWTF Treatment Improvement Initiative
42253	Village of Lake George	Lake George Village WWTF Treatment Improvement Initiative

DOL UNEMPLOYED WORKER TRAINING PROGRAM

40688	Questar III BOCES	Healthcare Occupations Pathway to Employment (HOPE)
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DOS LOCAL WATERFRONT REVITALIZATION PROGRAM

42248	Village of Lake George, obo The Lake George Watershed Coalition Members	LG Watershed Management Priority Action Plan Implementation
38854	Town of Prattsville	Prattsville Hurricane Irene Storm Recovery Program
42249	Town of Lake George obo The Lake George Watershed Coalition Members	LG Onsite Waste Management Regionalization Improvement Initiative
40807	City of Troy	Riverfront Park, North Riverwalk

DOS LOCAL GOVERNMENT EFFICIENCY PROGRAM

40830	Capital District Regional Planning Commission	Albany Pool Communities Green Infrastructure Program
40053	Washington County	Washington County Police Functional Consolidation Implementation
41626	City of Schenectady	The Shared Code Enforcement Information Resource Pilot Project Leveraging Cross City Collaborations to Fight the Blight

DOS COMMUNITY SERVICES BLOCK GRANT

42691	Better Neighborhoods, Inc.	Schenectady Job Net
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EFC GREEN INNOVATION GRANT PROGRAM

38870	Capital District Community Gardens	The Urban Grow Center
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41427	NYS OPRHP	Roosevelt Baths Parking Lot
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HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – PUBLIC INFRASTRUCTURE

39998	Shelter Planning and Development, Inc.	Whitehall Neighborhood Sanitary Sewer Replacement
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HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) MICROENTERPRISE

39625	Greene County EDTP	Greene County Microenterprise Assistance Program 2014
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39195	Town of Bethlehem	Town of Bethlehem ME
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39099	City of Watervliet	Watervliet Microenterprise Program 2014
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HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ECONOMIC DEVELOPMENT

39632	City of Watervliet	Watervliet 2014 Manufacturing Initiative Project
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NYSERDA CGC PHASE II

39768	City of Watervliet	Watervliet Cleaner Greener Waste to Energy Project 2014
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43259	MICROrganic Technologies, Inc.	Audit of Organic Resources in Capital District
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43305	The Research Foundation of SUNY on behalf of the College of Nanoscale Science Engineering	Sustainable Building Development for Communities
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PARKS HISTORIC PROPERTY ACQUISITION, DEVELOPMENT AND PLANNING

40309	Shaker Museum and Library	Mount Lebanon Shaker Museum, Great Stone Barn Preservation and Tourism Development
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38748	River Street Planning Development	Thomas Cole House
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39679	Historic Cherry Hill	Historic Cherry Hill Fire Detection/Suppression System for Public Safety and Landmark Preservation
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39854	Underground Railroad History Project of the Capital Region, Inc.	The Stephen and Harriet Myers Residence Restoration
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Regionally Significant Projects that scored 15

ARTS ARTS, CULTURE & HERITAGE PROJECT GRANT

41687	Albany Institute of History Art	Top 50
42432	Children's Media Project	Mobile Media Lab

CANALS NYS CANALWAY GRANT PROGRAM

40054	The CNSE Children's Museum of Science and Technology	Exploring New York's Canal System
40417	Schenectady County	Mohawk Hudson Bike Trail Rehabilitation

DOL UNEMPLOYED WORKER TRAINING PROGRAM

43335	Capital District Women's Employment Resource Center	Computer Technology Training for Employment
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DOS LOCAL WATERFRONT REVITALIZATION PROGRAM

38885	Warren County	First Wilderness Plan Implementation 2014
41620	City of Albany	Corning Riverfront Park Tidal Ponds Design and Engineering
42618	Town of Bolton	Veterans Park Improvements, Phase II; South Dock Replacement
40731	Village of Lake George	Canada Street Enhancements

EFC GREEN INNOVATION GRANT PROGRAM

43336	Radix Ecological Sustainability Center	Radix Urban Watershed Education Project
43083	Redburn Development Companies, LLC	The Tilley Lofts – A Green Energy Showcase

ESD EMPIRE STATE DEVELOPMENT GRANT FUNDS

41439	Shelter Planning and Development, Inc.	ESD Sewer
40640	Hudson Valley Wireless	Greene County Public Safety and Broadband Expansion
42454	Town of Moreau	Commercial District Sewer Main Extension
39301	Slic Network Solutions, Inc.	Essex Washington
41371	Crossroads Brewing Company	Crossroads Brewery Production Facility
42741	Affordable Housing Partnership	Take Stock in Your Block
41942	Village of Argyle	Wastewater Collection and Treatment Facilities
40486	Wm. H. Buckley Farm, LLC	Farm Education and Expansion
42729	Mazzone Administrative Group	743 Pierce Road
41981	Sequence Development	The Foster Complex

ESD **EMPIRE STATE DEVELOPMENT GRANT FUNDS (CONTINUED)**

39972	Greater Glens Falls Local Development Corporation	South Street Redevelopment
43109	St. Peter's Health Partners	St. Mary's Hospital Outpatient Campus
43429	Yankee Distillers, LLC	Yankee Distillers, LLC
42274	Schodack School District	Schodack Business Educational Co-Location Facility
38891	Greene County Economic Development Tourism and Planning	Greene County Infrastructure Inventory and Development Project
39049	Town of Hunter	Kaaterskill Clove: Leveraging Partnerships to Create a Destination of Choice

ESD **MARKET NEW YORK**

39370	Proctors	Proctors We Are Broadway Campaign
42899	Hudson Opera House	Market Hudson NY
43204	The Olana Partnership	River Crossing Creative Marketing
38929	Greene County Economic Development Tourism Planning	Tourism Business Attraction; Cool Places, Abundant Spaces, New Faces
42633	Lakes to Locks Passage, Inc.	2014 Lakes to Locks Passage Geotourism Marketing Initiative
39622	Windham Area Recreation Foundation	Windham Mountain Bike World Cup
38769	Erie Canalway Heritage Fund	2015 Erie Canal Marathon Tour
43196	Hudson Development Corporation	Hudson Wayfinding Program
39401	Albany Convention Visitors Bureau, on behalf of the Sports Foundation for the Capital Region	Capital Sports Events building the Regional Economy
43369	New York Golf Trail	Regional Expansion Canadian Marketing
41967	Saratoga Performing Arts Center, Inc.	Bolshoi Ballet

ESD **EXCELSIOR JOBS PROGRAM**

39644	Simmons Machine Tool Corporation	Automation
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ESD **STRATEGIC PLANNING AND FEASIBILITY STUDIES**

42330	Washington County Local Development Corporation	SUNY Adirondack Regional Education Center Strategic Development Plan
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HCR **NEW YORK MAIN STREET (NYMS)**

41848	Capitalize Albany	Downtown Albany Anchor Project
39325	City of Watervliet	Watervliet Main Street Program 2014

HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – PUBLIC INFRASTRUCTURE

39626	Village of Corinth	Wastewater Upgrades
38779	Village of Green Island	Green Island Watervliet Water Interconnect Project
40443	City of Hudson	North Front Street Stormwater Separation
39760	Shelter Planning Development Inc	Cherry Street Neighborhood Water Improvements

HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ECONOMIC DEVELOPMENT

40974	Greene County Economic Development Tourism Planning	Zoom Flume Expansion 2014
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HCR COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – PUBLIC FACILITIES

40863	Village of Waterford	Waterford Streetscape Project
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NYSERDA CGC, PHASE II

41631	City of Rensselaer	Kiliaen’s Landing
41452	Town of Glenville	Glenville Town Center Sustainable Opportunities Program

PARKS HISTORIC PROPERTY ACQUISITION, DEVELOPMENT AND PLANNING

39886	Troy Public Library	Hart Building Restoration
42344	Town of Clifton Park	Restore Grooms Tavern, Blacksmith and Wagon Shop
42150	Erie Canalway Heritage Fund, Inc.	Matton Shipyard Adaptive Reuse Project
41677	Rensselaer County Historical Society	Historic Preservation
41347	Friends of Taconic State Park	Stabilization of Copake Iron Works Furnace Cornerstones
40275	Historic Albany Foundation	Van Ostrande-Radliff House Restoration Plan

PARKS PARK ACQUISITION, DEVELOPMENT AND PLANNING

42933	Albany County Executives Office	Lawson Lake Infrastructure Improvements
39561	Columbia County	Hudson North Bay Recreation and Natural Center
39876	Duanesburg Area Community Center	DACC Outdoor Recreation Project
39242	City of Schenectady	Schenectady Gateway Park
39060	Open Space Institute	Thacher State Park Visitor Center
40468	City of Hudson	Hudson Urban Park Redevelopment



