

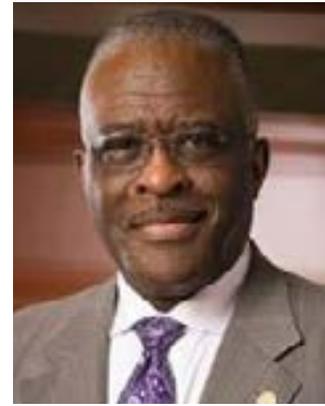
THE CAPITAL REGION  
**CREATES**

GROWTH  
INCOME  
HAPPINESS  
CULTURE  
JOBS  
NEW IDEAS  
ECONOMY  
BEAUTY  
RECREATION  
SOLUTIONS  
SECURITY  
OPPORTUNITY  
INNOVATION  
MOMENTUM  
BUSINESS  
CONNECTIONS  
PASSION  
MOVEMENT  
ENERGY  
MANUFACTURING  
INFRASTRUCTURE  
INDUSTRY  
SUSTAINABILITY  
WORKFORCE  
STRATEGY  
SUCCESS

## CAPITAL REGION CO-CHAIRS



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



**ROBERT J. JONES, PH.D.**  
PRESIDENT (2013-2016)  
UNIVERSITY AT ALBANY

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VICE PRESIDENT, REALTY USA

**DENNIS BROBSTON**  
PRESIDENT, SARATOGA ECONOMIC DEVELOPMENT CORPORATION

**DAVID BROWN**  
PRESIDENT AND CEO, CAPITAL DISTRICT YMCA

**DAVID BUICKO**  
COO, GALESI GROUP

**JOSEPH DRAGONE, ED.D.**  
SUPERINTENDENT, BALLSTON SPA CENTRAL SCHOOL DISTRICT

**TODD ERLING**  
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**HON. HUGH T. FARLEY**  
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**MICHAEL J. HICKEY**  
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**DREW MATONAK, ED.D.**  
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**ANDREW MEADER**  
DIRECTOR OF CORPORATE ALLIANCES, SIX FLAGS/THE GREAT ESCAPE

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CHAIRMAN, SCHENECTADY COUNTY LEGISLATURE

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**HON. GARY MCCARTHY (EX-OFFICIO)**  
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**HON. DANIEL MCCOY (EX-OFFICIO)**  
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MAYOR, CITY OF ALBANY

**HON. ARTHUR WRIGHT (EX-OFFICIO)**  
CHAIRMAN, SARATOGA COUNTY BOARD OF SUPERVISORS

# A MESSAGE

## FROM THE CAPITAL REGION REGIONAL CO-CHAIRS

When our Council first convened in 2011, we understood that our work was cut out for us if we were to realize fully Governor Cuomo's vision of a community-driven approach to economic development.

As charged, we developed strategies tailored to our communities' strengths and needs, and as result, we have built strong relationships. This approach is akin to tending a garden. First, we developed a vision, and a design to reach it -- our Strategic Plan. Then, we found the fertile soil where our vision could take root by building the leadership table. Finally, our early investments in promising projects allowed us to make progress toward that vision—and build confidence in our approach.

Projects were, and are, both large and small, ranging from the Mohawk Harbor development in Schenectady made possible by an early Council investment, to the constellation of developments in the creative economy.

And just as last year's Upstate Revitalization Initiative spurred us to create an ambitious future plan, this year's Downtown Revitalization Initiative allowed us a closer look at our Region's cities; we considered the best way to deploy this \$10 million investment to transform not just one community, but to benefit our entire Region.

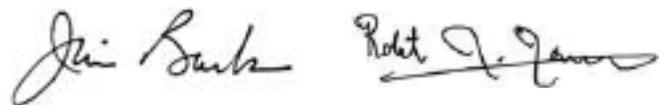
We are confident that our DRI choice, Glens Falls, has the "right stuff" to do just that. We have leveraged it to identify other downtown projects across the Region that deserve support, whether through the CFA process or other funding sources.

As you will notice in the pages of this report, for 2016 we are showcasing some of the individuals whose lives and communities have been directly impacted by the Council's investments. We believe this is a fitting tribute to a process that is all about improving the quality of life in our communities—led by the people who live, work, and play in those communities.

Our theme, "Capital Region CREATES," was inspired by our unique assets in the creative economy—from the fine arts to the eclectic group of maker spaces and incubators springing up in our communities. We continue to nurture this critical mass, recognizing that creativity is the basis for all innovation, entrepreneurship, and growth. The creative economy is more than a regional priority; it is truly a model for how we work: seeing the connections, the multiplier effects, and the unexpected positive developments that take place when true collaborations and partnerships flourish.

As always, we deeply appreciate the hard work of our Council members and the many partners who have lent their time, expertise, and passion to this grassroots approach to regional economic development. We thank the countless individuals, businesses, and organizations that have contributed to this critical process.

It is our pleasure to present this report on our Region's progress, including our proposals for new investments—investments that will build on our success and harness new opportunities for growth and a better way of life across our eight counties.



### **Post Script from James J. Barba**

*It is with equal parts sorrow and admiration that I must say farewell to my colleague Robert J. Jones. Robert has been an extraordinary partner to me and to the entire Capital Region through his leadership at the University at Albany and as co-chair of our Council. Throughout his tenure at UAlbany and with the Council, Robert insisted on deepening our public engagement and expanding our collective impact as leaders in our community. He truly raised the bar as a role model for public service, and he will be greatly missed by his many partners, colleagues, and friends. It has been a great privilege to work closely with him on the Council, and I know I speak for our entire Council in wishing him all the best as he embarks on his next chapter, as Chancellor of the University of Illinois at Urbana-Champaign.*

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## EXECUTIVE SUMMARY

At the heart of the Capital Region's success are our people. Individuals who innovate. Dreamers who get things done. And creative thinkers who make the right connections. These leaders, from all walks of life, are pushing our communities forward—and strengthening New York State's economic vitality. Over the past six years, the Capital Region Economic Development Council has cultivated our natural assets, investing in the makers, the believers, and the hardworking men and women who have the skills to succeed—and the courage to create.

Supported by our Council's leadership, we've dug deep to truly understand our challenges and see our opportunities. And as we expand our regional knowledge base, we continuously improve our ability

to invest in projects that will create jobs and pathways across our eight counties.

In the Capital 20.20 plan created for the Upstate Revitalization Initiative in 2015, we possess a bold new blueprint for the Region's future. This year's Downtown Revitalization Initiative provided a powerful new opportunity to continue the transformation of our urban neighborhoods, while a renewed emphasis this year on workforce development inspires us to aim even higher as we target and train regional talent.

The State's strong economic development vision—along with the strategies the Region has developed and refined—leave the Council in a very strong position to build on our success and set a course for strong, sustainable, and inclusive growth.

# STRATEGIC PLAN & CAPITAL 20.20

## CREATING FORWARD MOMENTUM

This year marks an important transition for our Region and our Council. We have reached the end of the life cycle of our Strategic Plan—a plan that was developed at the outset of the Council’s creation. The plan reflected our understanding that our Region had a unique set of advantages, but at the time it was not yet clear how we would leverage those distinctive assets.

Capital 20.20, our Region’s URI plan, provides a strong foundation for our next strategic plan. It represents the Council’s progress in mapping the Region’s economic DNA, with five years of investments—and seeing the results of those investments.

The five themes in Capital 20.20 take the Council’s Strategic Plan to the next level—focusing on the sectors and strategies we know hold the greatest promise.

Aligning the CREDC’s Strategic Plan with the themes laid out in Capital 20.20 provides a focused, evidence-based approach to regional economic development and a better way of life across our communities.

These goals represent an overlay to the Council’s approach to regional economic development: harnessing our best assets—including the natural beauty across our Region—to create the best possible quality of life in all of our communities.



# URI CAPITAL 20.20 THEMES



## **NEXT-TECH** CAPTURING OUR NEXT GROWTH HORIZONS

As a Region, we have a track record of innovation and success when it comes to technology and advanced industries. With distinctive assets in nanotechnology, health care, health sciences, clean energy, advanced analytics, and cybersecurity—bolstered by proximity to State government—the Capital Region is poised for tremendous investment and growth in next-wave technologies.



## **GATEWAY** CONNECTING MARKETS AND BUSINESS

Situated at the confluence of major rivers, highways, and rail lines, every point in our eight counties is close to large metropolitan areas as well as cities, towns, villages, and agricultural areas. This position has enabled our Region to be a transportation hub since the days of the fur trade. This strategy invests in port infrastructure, waterways, rail, and ground transport to support a fast-growing distribution and logistics cluster.



## **TALENT** BUILDING THE WORKFORCE OF TODAY AND TOMORROW

This strategy leverages the Region's education cluster to link job-seekers and employers with our vast higher education network. It also embraces a systemic approach to collaboration—including university-community partnerships—that aligns resources to improve education outcomes from cradle to career.



## **LIFT-OFF** ACCELERATING IDEAS, ENTREPRENEURS, AND BUSINESSES

Encouraging innovation and supporting an ecosystem of vibrant entrepreneurs is critical to the future growth of our Region. By focusing on commercialization of R&D and university-based research, nurturing a growing creative economy, and investing in agriculture and food manufacturing companies, we'll help launch and grow the marquee employers of the future while attracting and retaining top entrepreneurial talent.



## **METRO** BUILDING VIBRANT CITIES FOR BUSINESSES AND FAMILIES

Vibrant and healthy cities are critical to the economic development of any region. By investing in the urban core of our Region's cities, we will catalyze mixed-use development, tackle blight in our most challenged neighborhoods, and invest in infrastructure that connects workers to jobs. In conjunction with the Governor's Opportunity Agenda, we will build on past projects that address the concentrated poverty in our cities. This strategy is critical to address inequities and restore vibrancy to our urban neighborhoods.

# STATE OF THE REGION

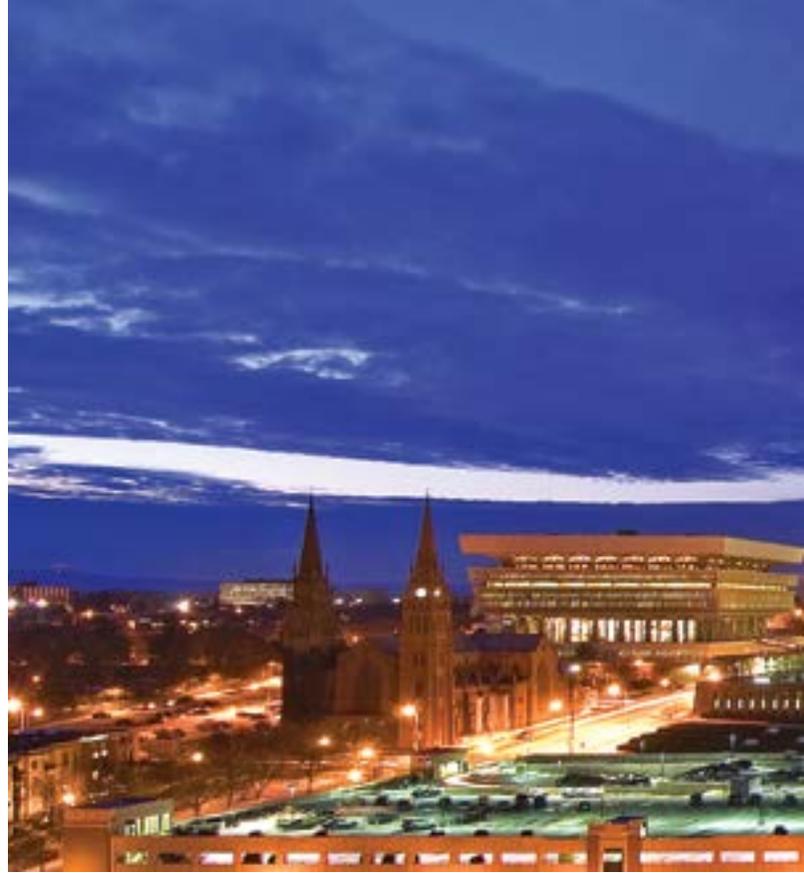
**"WE'RE CREATING  
A REGION THAT IS  
GROWING ITS OWN  
ECONOMY."**

**James J. Barba**

President and CEO, Albany Medical Center  
Co-chair, Capital Region Economic  
Development Council



# CREATING A REGION OF CHOICE



The Capital Region continues to diversify its economic portfolio beyond a government-centered economy to a tech-based and creative economy. This diversification directly correlates to this year's REDC themes to develop core urban centers of innovation and technology along with the workforce of today and tomorrow. In a recent report issued by *U.S. News and World Report*, the Albany metro area was ranked #3 nationally (behind only San Francisco and San Jose) as a place to find a job in technology, ahead of other major markets such as Austin, Dallas, Boston, Washington D.C., Seattle, and Detroit. The dense concentration of higher education and research institutions attracts and retains innovative businesses of all sizes in a variety of technology sectors including nanotechnology, biotechnology, health sciences, information technology, advanced manufacturing, and logistics.

In the General Economic Indicators categories, the Region continued to see gains in numbers of jobs and establishments from 2011 through 2015; however, those indicators did not surpass the New York State average increases reflecting the insulation of government employment from a lower entry point in 2011. Our Region did see higher percentage increases than the State average in the Total Wages and Average Annual Wages indicators, along with a higher increase in our Gross Metropolitan Product. Unemployment rates dropped on average in close proximity to the State averages.

The Capital Region has emphasized and showcased our high quality of life as an attraction tool for students, businesses, and millennials to the Region. With lower than average commute times to our urban centers from our vast suburban and rural destinations, getting around our Region has never been easier and more efficient. And with enhanced transportation options and infrastructure projects, the Region is even more accessible to many major metropolitan centers, whether for work or pleasure.

By many Quality of Life Indicators, the Capital Region is leading the State. It is home to hospitals and health care facilities within easy reach of most residents. Many of our hospital and health care organizations are designing new and creative models for health care delivery. The percentage of the population who lacks health insurance is lower than the State and national average, and continues to fall. Population growth has remained slow but steady with international migration into the area due to our expanding tech and R&D sector, adding to the diversity of the Region.

While the Capital Region has many positive indicators, the childhood poverty rate has risen slightly in 2016 particularly in the three main urban centers – Albany, Schenectady, and Troy. Childhood poverty can also be found in rural pockets throughout the Region. To address this concern, the CREDC has redoubled its efforts to promote both education and workforce development by supporting innovative projects in these areas as the key to end childhood poverty and to support families in need.



The Region's most important asset is a highly skilled workforce and its many renowned academic and research institutions. The Capital Region is home to over 21 institutions of higher learning with a regional student population of over 65,000, including elite research centers like SUNY Polytechnic Institute, Albany Medical College, the University at Albany, and Rensselaer Polytechnic Institute (RPI). In addition, the Region boasts 15 technical or vocational schools. These intellectual centers provide unparalleled economic development potential as well as opportunities for companies to grow and expand, especially in high-tech and knowledge-based industries. The Capital Region boasts a higher percentage of residents with a Bachelor's degree or higher than either the State or national average. With strong public support for education, the Council works collaboratively with local government, community groups, schools, and families to reverse the trend in poverty rates in adults and children throughout the Region.

The Capital Region is poised to create the next chapter in the story of our economic vitality. As we transition next year into a new strategic vision, built on the framework of our Capital 20.20 revitalization plan, the Region is well-positioned to capitalize on our assets and address our challenges. We are creating a Region, town by town, city by city, and community by community, where people from all over the country and world want to come to live, learn, work, play and be entertained.

### English as New Language (ENL) learners in the Shenendehowa School District:



students in 2010



students in 2015



students whose families speak more than one language at home

Source: Albany Business Review, GlobalFoundries: 10 Years Later, September 2016

# GENERAL ECONOMIC INDICATORS



## UNEMPLOYMENT

### PERCENT UNEMPLOYED

	2011	2015	% CHANGE REGION	% CHANGE NYS
REGION	7.3%	→ 4.6%	▼ 2.7%	▼ 3%

### INDIVIDUALS UNEMPLOYED

	2011	2015	% CHANGE REGION	% CHANGE NYS
REGION	40,400	→ 25,200	▼ 37.6%	▼ 35%



## EXPORTS

	2011	2015	% CHANGE REGION	% CHANGE NYS
REGION	\$5.1B	→ \$5.7B	▲ 11.8%	▲ 17%



## GROSS MET. PRODUCT

	2011	2015	% CHANGE REGION	% CHANGE NYS
REGION	\$46.9B	→ \$49.4B	▲ 5.4%	▲ 4.3%

Data source: Local Area Unemployment Statistics Program



## ESTABLISHMENTS

	2011	2015	% CHANGE REGION	% CHANGE NYS
PUBLIC*	1,087	→ 1,380	▲ 27%	▲ 41.9%
PRIVATE	27,573	→ 28,517	▲ 3.4%	▲ 7%
REGION	28,660	→ 29,897	▲ 4.3%	▲ 7.6%

\*The growth in public sector establishments reflects administrative reporting changes, not economic events.



## JOBS

	2011	2015	% CHANGE REGION	% CHANGE NYS
PUBLIC	113,148	→ 112,356	▼ 0.7%	▲ 2%
PRIVATE	380,100	→ 403,073	▲ 6%	▲ 8.5%
REGION	493,248	→ 515,429	▲ 4.5%	▲ 6.8%



## TOTAL WAGES

	2011	2015	% CHANGE REGION	% CHANGE NYS
PUBLIC	\$5.8B	→ \$6.3B	▲ 7.5%	▲ 7%
PRIVATE	\$16.5B	→ \$19.6B	▲ 18.5%	▲ 18.3%
REGION	\$22.4B	→ \$25.9B	▲ 15.7%	▲ 16.7%

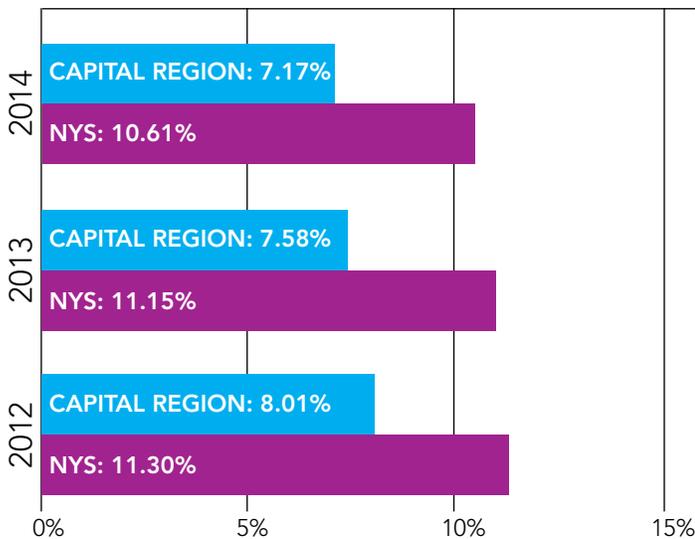


## AVG. ANNUAL WAGES

	2011	2015	% CHANGE REGION	% CHANGE NYS
PUBLIC	\$51,575	→ \$55,832	▲ 8.3%	▲ 9.2%
PRIVATE	\$43,453	→ \$48,573	▲ 11.8%	▲ 9.1%
REGION	\$45,317	→ \$50,155	▲ 10.7%	▲ 9.3%

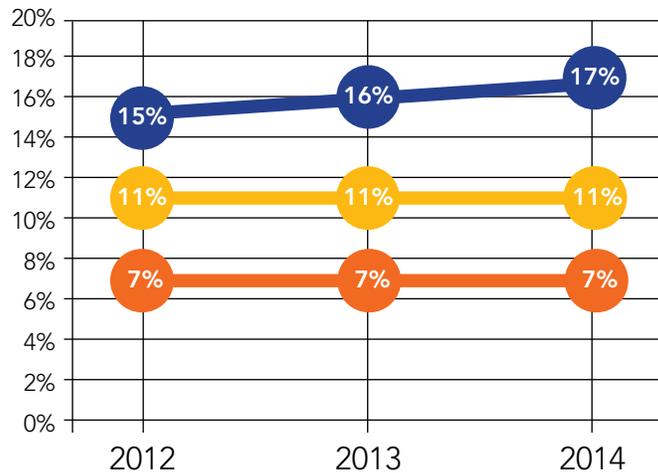
# QUALITY OF LIFE INDICATORS

## CAPITAL REGION % OF POPULATION LACKING HEALTH INSURANCE



Source: 2010-2014 American Community Survey 5-Year Estimates, S2701: HEALTH INSURANCE COVERAGE STATUS

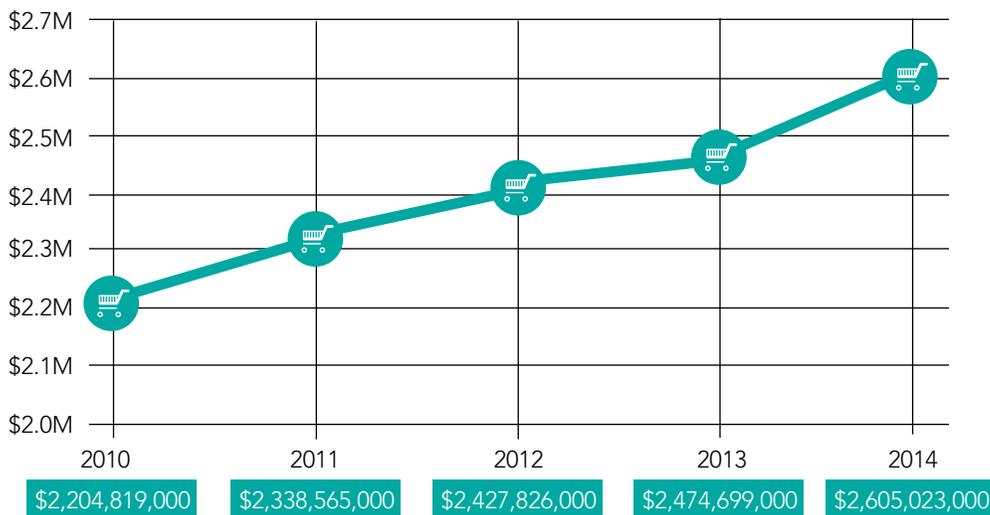
## CHILDHOOD POVERTY RATES ARE ON THE RISE



Source: 2010-2014 American Community Survey 5-Year Estimates, POVERTY STATUS IN THE PAST 12 MONTHS

- under 18 years
- 18-64 years
- 65+ years

## CAPITAL REGION VISITOR SPENDING




**18.2%**  
INCREASE IN  
VISITOR SPENDING  
2010 - 2014

Source: Tourism Economics. The Economic Impact of Tourism in New York 2015. Capital - Saratoga Focus.

## CAPITAL REGION NET MIGRATION

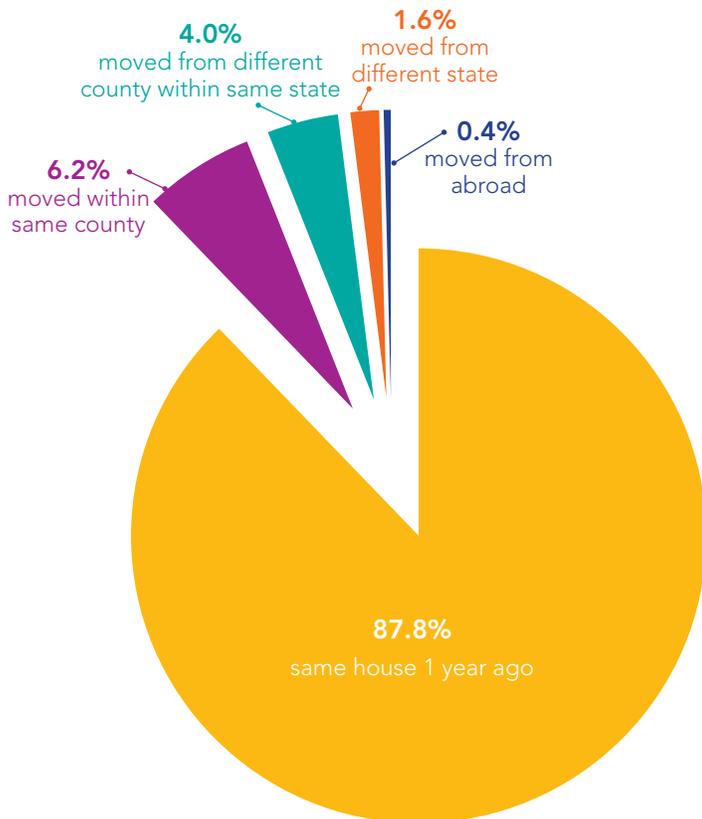
International migration since 2010 has been a significant factor in maintaining the Capital Region population.

Cumulative Estimates of the Components of Population Change - Capital Region April 1, 2010 - July 1, 2015	
<b>Total Population Change</b>	7,348
<b>Natural Increase</b>	6,554
<b>Vital Events</b>	
Births	58,153
Deaths	51,599
<b>Net Migration Total</b>	1,955
International	14,110
Domestic	-12,155

Annual Estimates of the Components of Population Change - Capital Region July 1, 2014 - July 1, 2015	
<b>Total Population Change</b>	863
<b>Natural Increase</b>	1,129
<b>Vital Events</b>	
Births	11,049
Deaths	9,920
<b>Net Migration Total</b>	61
International	3,030
Domestic	-2,969

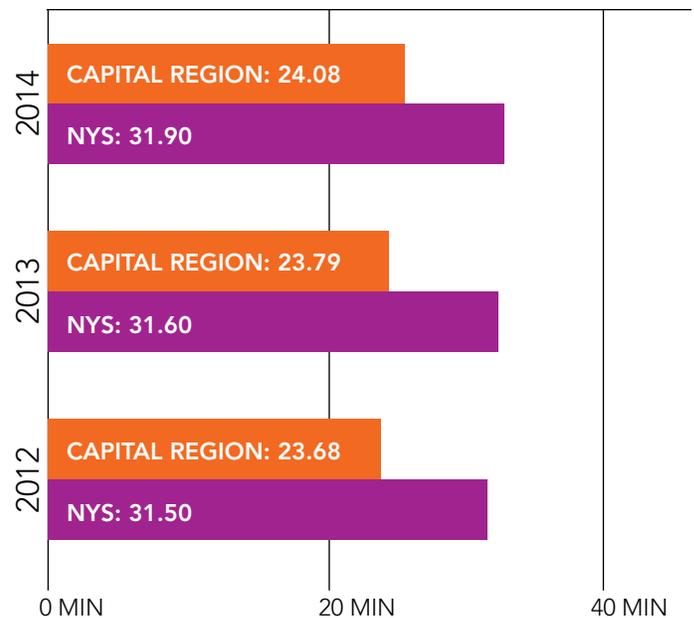
Source: U.S. Census Bureau, Population Division Estimates of the Components of Resident Population Change: April 1, 2010 to July 1, 2015

## CAPITAL REGION MIGRATION RATES 2010-2015



Source: 2010-2014 American Community Survey 5-Year Estimates B07001: GEOGRAPHICAL MOBILITY IN THE PAST YEAR BY AGE FOR CURRENT RESIDENCE IN THE UNITED STATES - Universe: Population 1 year and over in the United States

## CAPITAL REGION COMMUTE TIME

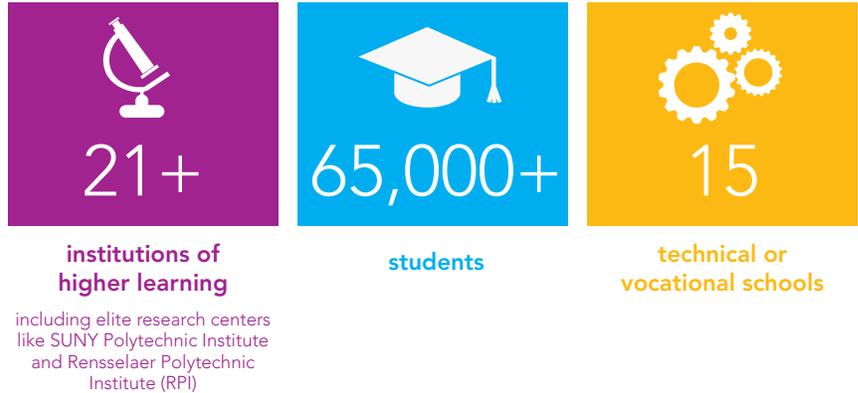


**COMMUTE TIME IN THE CAPITAL REGION IS WELL BELOW THE NYS AVERAGE.**

# KEY REGIONAL INDICATORS

The Region's most important asset is a highly skilled workforce and its many world-class academic and research institutions. These intellectual centers provide unparalleled economic development potential as well as opportunities for companies to grow and expand, especially in high tech and knowledge based industries.

## CAPITAL REGION HIGHER LEARNING INSTITUTION ENROLLMENT

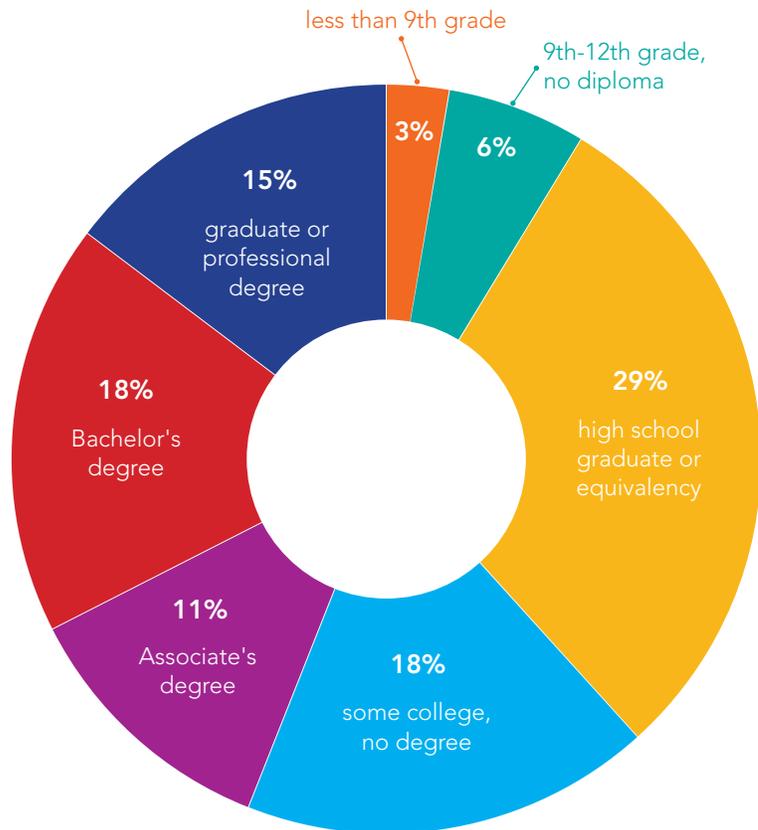


## HIGHEST LEVEL OF EDUCATION ATTAINED

**62%**  
of population has attended college

**33%**  
of population attained bachelor's degree or higher

**112,559**  
students enrolled in Capital Region based\* colleges, universities and trade schools



\*includes distance learning based institutions  
Source: Ipeds educational statistics

Source: S1501: EDUCATIONAL ATTAINMENT 2010-2014  
American Community Survey 5-Year Estimate

## STEM DEGREE ENROLLMENT

Rensselaer Polytechnic Institute **4,468**  
 University at Albany **2,034**  
 Union College **954**  
 Albany Medical College **823**  
 SUNY Empire State College **723**  
 Siena College **596**  
 SUNY Poly **294**

The Sage Colleges **236**  
 The College of Saint Rose **197**  
 Skidmore College **191**  
 Union Graduate College **172**  
 Excelsior College **48**  
 Albany College of Pharmacy and Health Sciences **20**

*Source: Iped's educational statistics and Emsi for STEM*

## GEOGRAPHY & TRANSPORTATION



**HIGHWAYS:** Three major interstate highways—the New York State Thruway (I-87/I-90), the Adirondack Northway (I-87), and I-88—serve all parts of the Region.

**AIR SERVICE:** A number of major national airlines and regional commuters provide air service and air freight service at the newly expanded Albany International Airport. Other smaller airports service outlying areas.

**RAIL SERVICE:** CSX Corp., CP Rail Systems, and Amtrak provide railway freight and passenger service in all directions.

**BUS SERVICE:** The Capital District Transportation Authority serves a four-county metropolitan area, while several private commuter service lines provide local and long-distance service.

**PORT FACILITIES:** Ocean-going vessels berth at the deep-water Port of Albany on the Hudson River. The New York State Canal System connects the area with the Great Lakes ports of Buffalo and Oswego.

## DISTANCE TO REGIONAL METROPOLITAN AREAS

City	Miles
New York City	155 miles
Boston	170 miles
Montreal	221 Miles
Washington D.C.	364 miles



**1-DAY DRIVE**  
 TO MORE THAN HALF THE  
 PURCHASING POWER OF  
 NORTH AMERICA!

# PAST PRIORITY PROJECTS

**"WE'RE CREATING A  
BUSINESS DEVELOPMENT  
ECOSYSTEM IN A DIVERSE  
URBAN NEIGHBORHOOD."**

**Anthony Capece**

Executive Director,

Central Avenue Business Improvement District

*CFA #57889 The STEAM Garden Business Incubator  
and Maker Space*



# STATUS OF PAST PRIORITY PROJECTS

- complete
- on schedule
- in progress
- concerns
- delayed
- terminated



63%

OF PROJECTS COMPLETE  
OR ON SCHEDULE

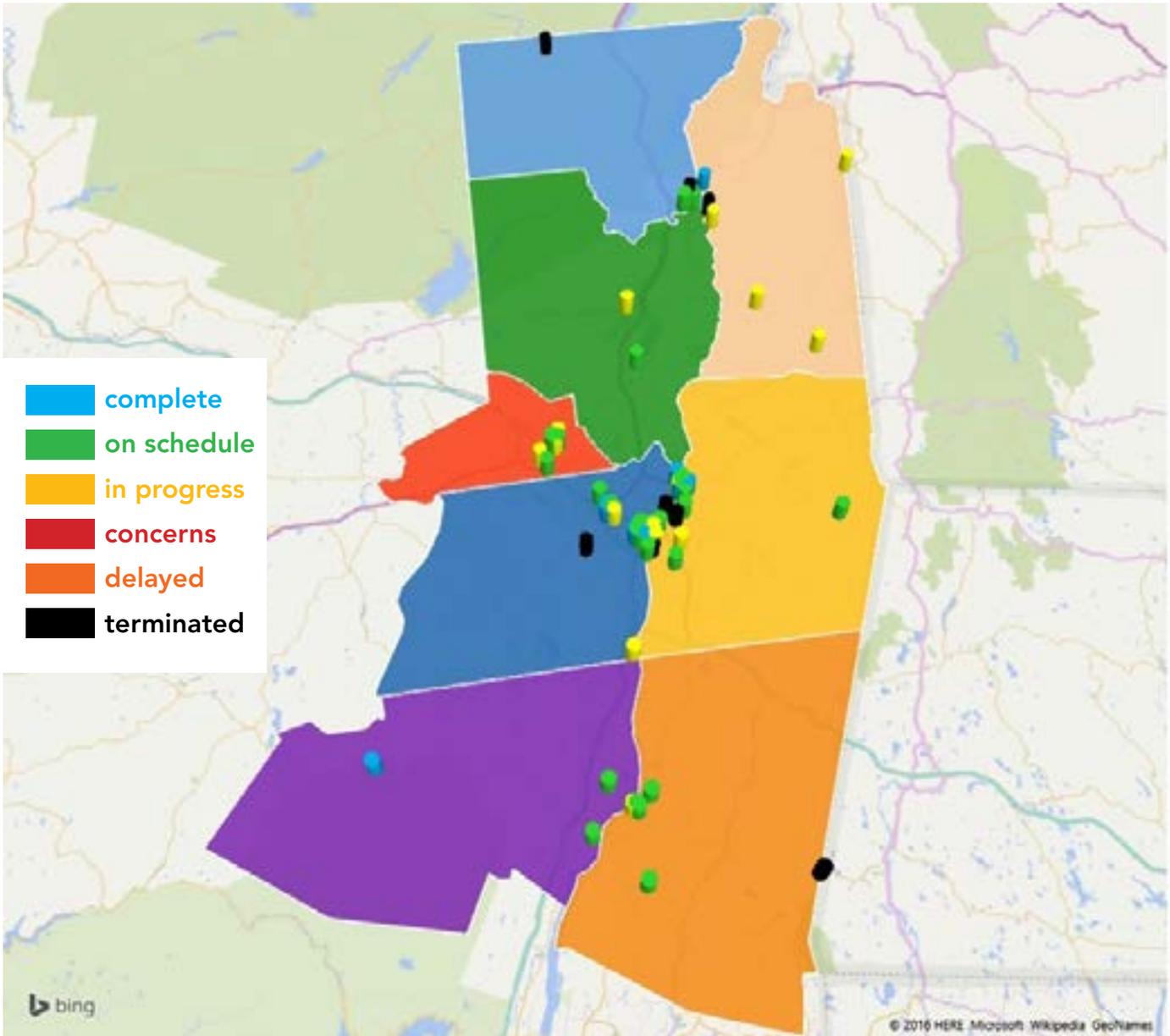
## STATUS OF PAST PRIORITY PROJECTS ROUNDS 1 – 5 SUMMARY

Status	Round 1	Round 2	Round 3	Round 4	Round 5	TOTAL	% OF PROJECT
<span style="color: blue;">■</span>	5	2	6	1	0	14	15.6%
<span style="color: green;">■</span>	3	8	12	5	14	43	47.8%
<span style="color: orange;">■</span>	0	1	2	3	15	20	22.2%
<span style="color: red;">■</span>	0	0	0	0	0	0	0.0%
<span style="color: orange;">■</span>	0	0	0	0	0	0	0.0%
<span style="color: black;">■</span>	3	6	3	1	0	13	14.4%
<b>TOTAL</b>	<b>11</b>	<b>17</b>	<b>23</b>	<b>10</b>	<b>29</b>	<b>90</b>	<b>100.0%</b>

## LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

Round	Past Priority Projects Per Round	Total Priority Project Cost	Total Priority Project Awards	Total ESD Capital Funds	Priority Project Leverage	TOTAL	% OF PROJECT
Round 1	8	\$63,849,089	\$8,611,000	\$8,611,000	7.41	14	15.6%
Round 2	11	\$107,894,622	\$8,565,000	\$8,365,000	12.9	43	47.8%
Round 3	20	\$306,037,789	\$23,956,956	\$23,792,000	12.86	20	22.2%
Round 4	9	\$52,070,370	\$5,500,000	\$5,500,000	9.47	0	0.0%
Round 5	29	\$186,566,913	\$30,063,000	\$30,000,000	6.22	0	0.0%
<b>TOTALS</b>	<b>77</b>	<b>\$716,418,783</b>	<b>\$76,695,956</b>	<b>\$76,268,000</b>	<b>9.39</b>	<b>13</b>	<b>14.4%</b>

## STATUS OF PAST PRIORITY PROJECTS ROUNDS 1 – 5



# STATUS OF ESD PAST PRIORITY PROJECTS ROUNDS 1-5

## ROUND 1

(2011)

Status	CFA #	Project name
Black	2406	TVC Albany
Black	2720	Creative Stage Lighting
Blue	4575	Windham Mountain Partners
Black	4642	Etransmedia Technology Capital Loan
Blue	6161	Ecovative Design EIP
Blue	7144	The United Group of Companies
Green	7489	Warren County EDC
Green	8333	University at Albany Capital - RNA Institute
Green	8349	University at Albany - Biotechnology Training Center
Blue	8470	Albany Medical College - NYCAP Research Alliance
Blue	8575	Center for Economic Growth

## ROUND 2

(2012)

Status	CFA #	Project name
Green	16369	Ames Goldsmith
Green	16897	Albany Medical Center UCDP
Green	17407	Hudson Avenue Parking Structure
Black	17499	Davidson Brothers
Black	17620	AMI Diagnostic Imaging Agent
Green	17649	Albany Medical College
Blue	17759	Smart Cities Technology Innovation Center
Green	18592	GreenRenewable
Green	18790	Albany Waterfront
Yellow	18935	Rotterdam Multi-Modal Center
Black	19382	WWARC Community Kitchen
Black	19617	GLV USA
Black	19647	Transfinder
Green	19712	Albany College of Pharmacy and Health Sciences
Black	19811	RPI Research Facility
Blue	25101	Smart Cities Technology Innovation Center UCDP
Green	32235	Urban Grow Center

- complete
- on schedule
- in progress
- concerns
- delayed
- terminated

**ROUND  
3**

(2013)

**ROUND  
4**

(2014)

Status	CFA #	Project name
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	17994	Tech Valley High School STEM Connect
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	26518	E.Nfrastructure Technologies
<span style="display: inline-block; width: 15px; height: 15px; background-color: #000000;"></span>	27043	Menands Farmers Market
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	27538	Wellington Row
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	28251	Glens Falls Mixed Use
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	28815	St. Peter's Health Partners Troy
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	28865	Mohawk Harbor
<span style="display: inline-block; width: 15px; height: 15px; background-color: #000000;"></span>	29043	Berkshire Mountain Club
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	29302	Commercial Services Printing
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	29761	Downtown Albany
<span style="display: inline-block; width: 15px; height: 15px; background-color: #000000;"></span>	30224	WWAARC
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	30713	HVA Local Food Distribution Hub Network
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	30762	City Station North
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	30861	Kindl Workforce Development Building
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	31502	Dockside Lofts
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	31508	Challenger Learning Center
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	31691	DO-IT Center
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	31758	Park South Redevelopment
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	31836	Glens Falls Labels
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	32083	Glens Falls Civic Center
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	32235	Urban Grow Center
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	32306	ATTAIN Lab
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	32469	Tech Valley Center of Gravity

Status	CFA #	Project name
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	40499	Premier Personal Products Corporation
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	40813	Field Goods LLC
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	40887	Finch Paper Holdings LLC
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	42081	Morcon, Inc.
<span style="display: inline-block; width: 15px; height: 15px; background-color: #000000;"></span>	42397	Monument Square LLC
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	43081	Albany Medical College
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	43230	The Research Foundation for the State University of New York
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	43233	Trinity Alliance of the Capital Region, Inc.
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	43286	Eagle Street Corporation
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	43361	Schenectady Metroplex Development Authority

**ROUND**  
**5**

(2015)

-  complete
-  on schedule
-  in progress
-  concerns
-  delayed
-  terminated

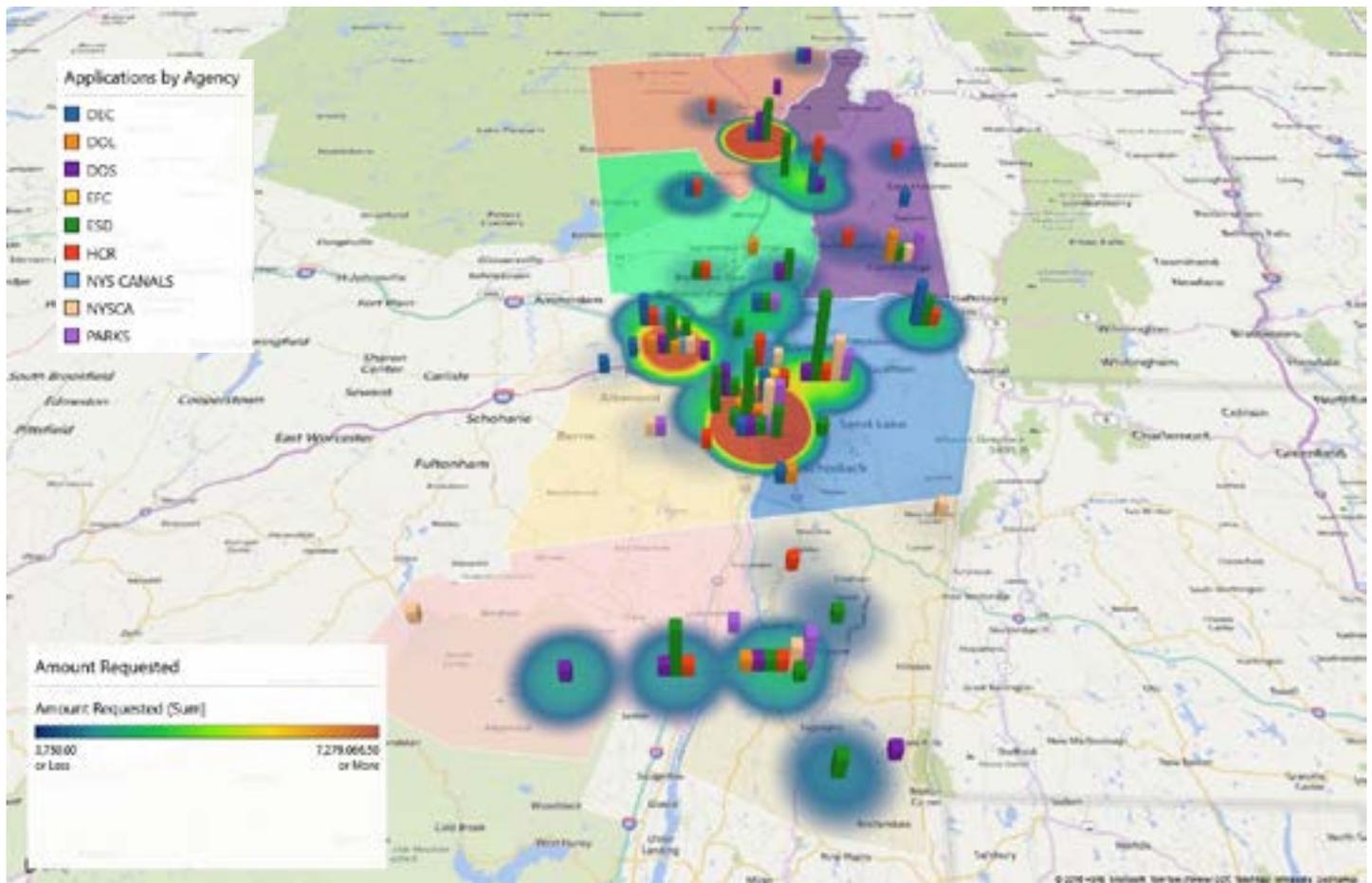
Status	CFA #	Project name
	50941	Hudson Valley Creamery
	51730	American Dance Institute
	52073	Nine Pin Ciderworks
	52140	Proctors ArtsLab
	52461	AMT Training Facility
	53006	Capital District Transportation Authority
	53191	Greenwich Anchor
	53284	Coeymans Recycling Center
	53344	New York Arboretum
	53874	Hudson Opera House
	53911	American Acoustic TV Series
	54092	444 River Lofts
	54799	Universal Preservation Hall
	54968	Albany Water Board
	55126	The Good Market
	55554	Green Infrastructure Redevelopment
	55576	The Hudson Hotel
	55621	Capital Repertory Theatre
	55741	Saint-Gobain Business
	55888	Underground Railroad History Project of the Capital Region
	56000	NYCAP Research Alliance Investment Fund
	56312	Center for Advanced Technology
	56345	Port of Albany Big Lift
	56754	Troy Innovation Garage
	56806	Tower on the Hudson
	57082	Community Loan Fund Infusion
	57393	NYS Mesonet XCITE Laboratory
	57456	Rensselaer Clean Energy
	57889	STEAM Garden

# STATUS OF ALL PROJECTS AWARDED CFA FUNDING

## LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

Round	Total Projects	Total Amount of CFA Award	Total Project Cost (TPC)	Leverage
Round 1	85	\$50,940,475	\$184,252,628	3.62
Round 2	77	\$44,645,826	\$191,970,263	4.30
Round 3	94	\$40,305,563	\$353,669,640	8.77
Round 4	79	\$17,680,550	\$78,713,863	4.45
Round 5	109	\$55,303,450	\$246,144,130	4.45
Excelsior	18	\$21,955,000	\$580,312,148	26.43
<b>TOTAL</b>	<b>462</b>	<b>\$230,830,864</b>	<b>\$1,635,062,672</b>	<b>7.08</b>

## LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS





- complete
- on schedule
- in progress
- concerns
- delayed
- terminated



**83%**  
OF PROJECTS COMPLETE  
OR ON SCHEDULE

### AGGREGATED STATUS OF ALL CFA PROJECTS - ALL AGENCIES

Status	Round 1	Round 2	Round 3	Round 4	Round 5	TOTAL	% OF PROJECT
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	63	39	49	18	0	169	36%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	22	31	36	51	81	221	47%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	1	1	3	6	13	24	5%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #F44336;"></span>	0	0	0	0	0	0	0%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FF9800;"></span>	0	3	0	4	2	9	2%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #212121;"></span>	12	12	8	7	11	50	11%
<b>TOTAL</b>	<b>98</b>	<b>86</b>	<b>96</b>	<b>86</b>	<b>107</b>	<b>473</b>	<b>100%</b>

### AGGREGATED STATUS OF ESD GRANT PROJECTS

Status	Round 1	Round 2	Round 3	Round 4	Round 5	Excelsior	TOTAL	% OF PROJECT
<span style="display: inline-block; width: 15px; height: 15px; background-color: #00AEEF;"></span>	5	6	14	3	0	0	28	18.1%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #4CAF50;"></span>	3	9	20	11	23	14	80	51.6%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FFC107;"></span>	0	1	3	3	13	2	22	14.2%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #F44336;"></span>	0	0	0	0	0	0	0	0.0%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #FF9800;"></span>	0	0	0	0	0	2	2	1.3%
<span style="display: inline-block; width: 15px; height: 15px; background-color: #212121;"></span>	3	6	6	1	0	7	23	14.8%
<b>TOTAL</b>	<b>11</b>	<b>22</b>	<b>43</b>	<b>18</b>	<b>36</b>	<b>25</b>	<b>155</b>	<b>100.0%</b>

# JOB CREATION



17,605 JOBS  
CREATED, RETAINED OR PROJECTED

Round	Jobs Created	Jobs retained	Total New Jobs Projected	Construction Jobs created - ESD
Round 1	165	406	386	75
Round 2	366	617	350	1,856
Round 3	326	936	662	4,261
Round 4	521	1,020	510	474
Round 5	564	2,145	570	1,395
<b>TOTAL</b>	<b>1,942</b>	<b>5,124</b>	<b>2,478</b>	<b>8,061</b>

*Excludes projects that have been cancelled or terminated*



# ESD PAST PRIORITY PROJECT HIGHLIGHTS

“The Urban Grow Center’s capacity for bulk local purchases means we can now focus on bringing local food to institutional customers. Farm-to-institutional sales are critical to growing our local food economy, as they provide the impetus and the markets needed to sustain expansion of farm acreage, employment, and infrastructure.”

- Amy Klein, Executive Director, Capital Roots

## CFA #32235 URBAN GROW CENTER (CAPITAL ROOTS)

The project was awarded \$250,000 in CFA Round 2 and completed in December 2014. The project involved the purchase and renovation of a vacant 10,000-square-foot, two-story building in Troy. Renovations included restoration of the building’s exterior and construction of a new storefront entrance, dock space, and shipping/receiving areas. Indoor renovations included the construction of climate controlled warehouse and distribution areas, a garden tool storage area, administrative offices, and educational spaces. Ramps were installed to allow full access to all areas of the building in accordance with the Americans with Disabilities Act.

Funding from ESD and construction of the Urban Grow Center has transformed Capital Roots in the following ways:

- The building’s expanded work and public spaces have allowed the creation of five full-time positions, doubled the engagement with volunteers, and strengthened working relationships with organizations throughout the Region. This network of volunteers now gathers and



distributes 250,000 servings of fruits and vegetables a year, which would otherwise be left to rot in the fields.

- The Grow Center’s efficient food hub has spurred annual increases of 30% or more in produce sales, with annual distribution to reach a million pounds by 2018 while also cutting produce lost to spoilage in half.

- Locally sourced food now accounts for 49% of annual distribution, up from 29%.
- Squash Hunger, the group’s produce rescue program, has doubled distribution of produce to shelters, soup kitchens, and pantries.

**CFA #40813  
FIELD GOODS**

Field Goods LLC was awarded \$100,000 in Round 4 as a priority project to purchase and renovate a 17,100 square-foot facility located in Athens, Greene County. The \$695,000 investment also included the purchase of machinery, equipment, furniture, and fixtures, providing critical cold storage capacity that would allow the company to expand operations, retaining 11 jobs and creating 12 new jobs in three years.

- The project was identified by CREDC as a priority, based on its potential to further the development and growth of agribusiness in the Capital Region and the job opportunities the project offers for an economically distressed rural community.
- Field Goods met the project’s job commitment of creating 12 new jobs - two years ahead of schedule. The project has also provided employment opportunities for targeted individuals including veterans and those with disabilities.

- October 2016 NDEAM Business Recognition: The Field Goods team has been chosen as the #1 company in the State (in the business size of 25 to 99 employees) for the success and achievements of employees with developmental disabilities.
- Purchased over \$2 million in produce from over 80 small farms since grant.
- Delivered over 250,000 bags of local produce to our customers and their families since the grant award date.
- The project is consistent with the CREDC’s plan to sustain and support local farmers to aggregate and market their products while supporting the development of local business, sustainable agriculture, and employment in rural communities.
- The project contributes to the goal of showcasing the beauty of the Region by improving revenue opportunities for farmers while promoting sustainable agriculture that maintains and protects working landscapes.



**Map of Farm Sites**



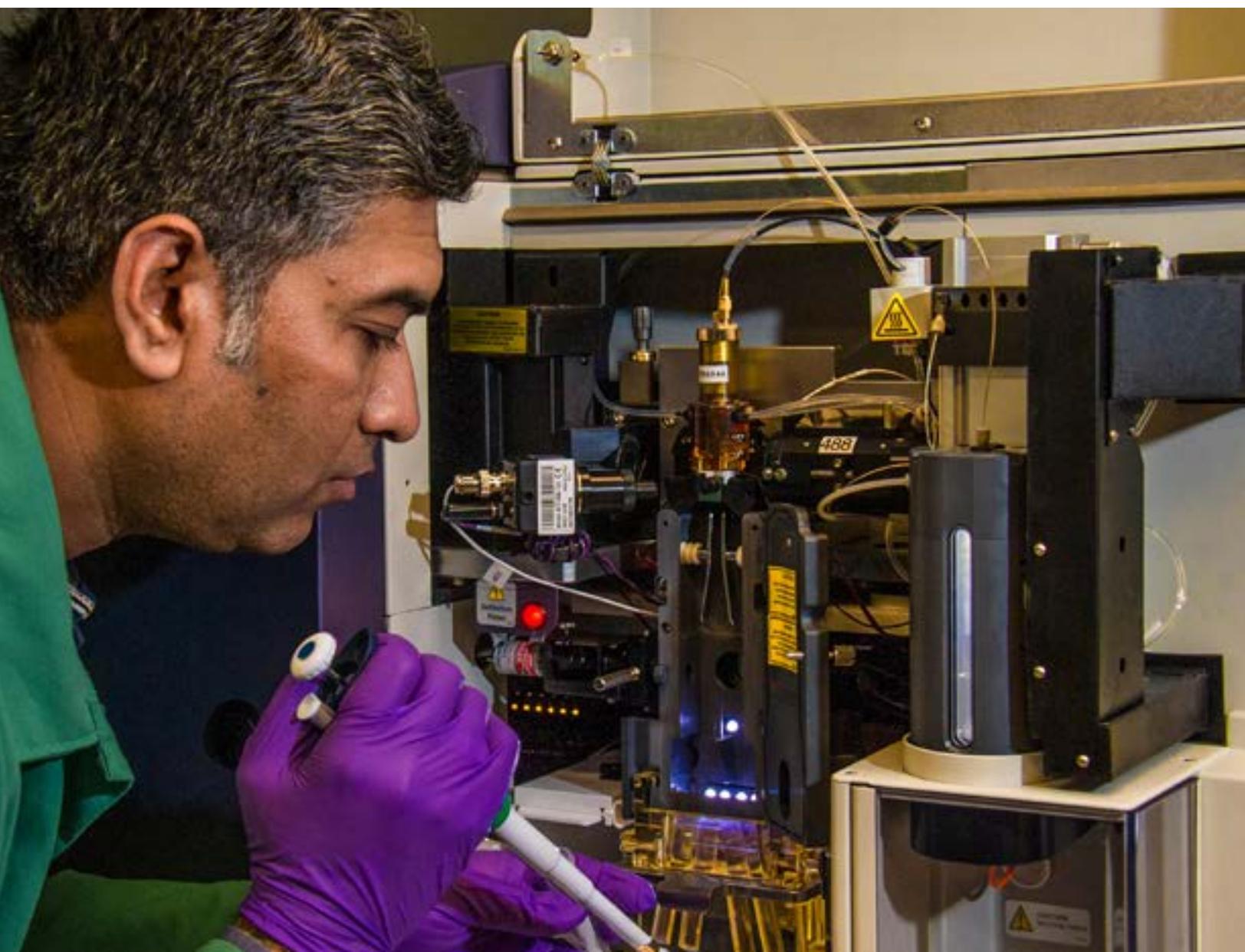
**CFA #8333**  
**RNA INSTITUTE,**  
**UNIVERSITY AT ALBANY**

The RNA Institute was awarded \$2,036,000 during CFA Round 1 and received Priority Project status. The project involved the construction of 15,000 square feet of lab space, purchase of machinery and equipment, and recruitment and hiring of researchers to develop expertise and research capabilities in RNA science and technology. The funding also attracts intellectual capital and sustains highly skilled, long-term jobs that grow the life science cluster in the Capital Region.

The project allowed UAlbany's RNA Institute to complete high-end instrumentation and provide first-year working capital necessary to further the biomedical research into the potential of developing RNA technologies. The research that occurs in the RNA Institute will facilitate the commercialization in New York State of novel RNA technologies and medicines to treat infectious diseases, neurological and neurodegenerative diseases, and cancers.

In the few short years since opening its physical space in 2013, the Institute has:

- Made 15 patent applications for new technologies to advance the development of RNA therapeutics.
- Created 15 new sustainable faculty, professional staff, and scientific staff positions.
- Received \$11.5 million in new external grant funding.





**CFA #31836**  
**GLENS FALLS LABELS**

GF Labels was awarded \$75,000 in CFA Round 3 as a Priority Project to close a funding gap and expand its operations. The total project included the construction of a 6,000-square-foot light manufacturing addition to its existing operation at the Warren/Washington County Industrial Park. The company also purchased machinery and equipment to expand production and warehousing operations, including two dual stream presses, two web presses, dye letting modules, a UV curing system, a bookmaker, and racking.

GF Labels produces data processing labels and other printed materials for use in commercial operations. Its products include a wide variety of custom, adhesive labels used in various manufacturing processes and by banking, health care and other business sectors.

Approximately 80% of sales are derived from customers located outside of New York State. Some larger end users of GF Labels' products include Fastenal® and Microsoft®.

The project was identified as a priority of the CREDC due to the investment and job creation in a very rural, upstate community. Without ESD funding, the project would not have occurred.

“Since our expansion in 2013-2014, we have generated an increase in annual sales of 35% (total), and an increase in employment to 13 full-time employees (from nine) and an increase in payroll of 68%. The grant was helpful to our organization.”

**-Robert Gray,  
President, GF Labels**

# NON-ESD PAST PRIORITY CFA PROJECT HIGHLIGHTS



## **CFA #51478 PATHWAYS TO DANCE**

Pathways to Dance was awarded \$90,000 through the Council on the Arts in CFA Round 5. The project included the creation of a new coalition of Capital Region dance presenters administered by Proctors, which completed its first collaborative project in 2016. Council on the Arts CFA funds helped the project to achieve its goals to enrich the Region's appreciation and access to modern dance as well as incentivize collaboration between Capital Region venues and downstate creative sector organizations.

- More than 2,000 people across the Region participated in a variety of programs that enriched the Region's access to and understanding of the art of modern dance under the guidance and tutelage of legendary choreographer and dance artist Twyla Tharp and her company.
- Twyla Tharp and her company also conducted lectures and demonstrations in Albany, Cambridge, and Hudson, led the participatory dance piece *The One Hundreds* in Schenectady, and held a world premiere of their completed new work at SPAC in June 2016, coinciding with the venue's 50th anniversary season.
- Pathways to Dance established a collaborative model for future projects, in which upstate presenters and downstate producers and artists worked together to develop new work and encounter new audiences.
- Events took place in six of the eight Capital Region counties. Project partners included: 440 State Street, Catskill Mountain Foundation, Proctors, Saratoga Performing Arts Center, Troy Savings Bank Music Hall, Hubbard Hall, UAlbany Performing Arts Center, Basilica Hudson, The National Museum of Dance, the Joyce Theatre, and Twyla Tharp.

## **CFA #17878**

### **CAPITAL DISTRICT WOMEN'S EMPLOYMENT & RESOURCE CENTER (CDWERC)**

The Capital District Women's Employment & Resource Center (CDWERC) was awarded \$50,000 in funding through the Department of Labor in CFA Round 2 to provide training for 30 candidates to complete the Call Center Customer Service Training Program.

The Capital District Women's Employment and Resource Center, Inc. (CDWERC) is a not-for-profit organization which provides workforce development training and placement services that are critical for Displaced Homemakers and women in transition, to return to the workforce. Since 1988, CDWERC has provided quality workforce development services to over 7,000 women, helping them find or improve their employment before their families reach a critical level of poverty.

The impact of the CFA grant was realized in the following ways:

- This employer-specific training provided new or existing businesses with a qualified workforce specifically Displaced Homemakers, who fall under the Special Populations Training Program.

- CDWERC addressed the lack of technology training and workforce development services in the underserved and economically disadvantaged areas of Albany and Rensselaer counties.
- All participants received interviews with two or more companies, success is measured by an 83% - 87% placement rate and a 90% or higher retention rate.
- The program puts money back into the community by returning \$14 for every \$1 invested, as it averts the need of the dislocated worker to access public assistance benefits and brings in new taxable income from candidates that have entered employment. Job security leads directly to increased consumer spending and improves the quality of life for Capital Region families.

## **CFA #17431**

### **OLANA SHOWCASE OUR BEAUTY 2012**

The Olana Partnership received Round 2 CFA funding from the New York State Office of Parks, Recreation and Historic Preservation in the amount of \$343,000

for the restoration of historic landscaping surrounding the main house at Olana State Historic Site. The project specifically addressed improving iconic and nationally significant views and historic plantings around the perimeter of the East Lawn and the Coachman's House; repainting sections of the house; improving lighting; and restoring a retaining wall, historic garden and brick footprint surrounding the house; and landscape consulting services. The restoration work has contributed to the economic growth of a distressed community by promoting educational and inspirational tourism in the Region. In the first season, 749 attendees participated in this new program that engages the historic landscape restored with funds through the CFA process.

- Site tours of the grounds and facilities have increased dramatically as a result of CFA funding. In 2016 the site has dramatically exceeded visitation goals.
- Between 2012 -2015 overall site visitation has shown a 55% increase, from 110,035 to 171,071.



# IMPLEMENTATION OF 2016 STATE PRIORITIES

**"WE'RE CREATING  
JOBS AND ECONOMIC  
GROWTH IN  
MANUFACTURING."**

**Elizabeth Miller**

President, Miller Mechanical  
Glens Falls

*Ms. Miller is on the board of directors of the Glens Falls Civic Center and a driving force behind our DRI winner's vision for Glens Falls downtown revitalization.*



# DOWNTOWN REVITALIZATION INITIATIVE

## CREDC DRI SELECTION PROCESS

On June 27, 2016, the Capital Region Regional Economic Development Council selected the City of Glens Falls as the nominee for the 2016 Downtown Revitalization Initiative (DRI).

The City of Glens Falls prepared a compelling application focused on expanding its growing Arts, Wellness, and Entertainment District within its very traditional downtown area. The proposal called for the walkable character of Glens Falls' central business district to be expanded with new redevelopment efforts in adjacent lower income neighborhoods—connecting large employers, densely settled historic neighborhoods, food and entertainment amenities, cultural institutions, and community services.

Excited by the opportunity that the DRI would bring by focusing on the development of our urban cores, the Council formed a special DRI Committee to facilitate our review process. To aid the DRI Committee members in the selection process, the ESD Regional Office designed a scoring sheet to encourage objective analysis in determining the scores for each DRI application based on the criteria specified in the DRI Guidebook. The applicants earned weighted scores based on the following five areas: DRI Application Criteria, Alignment with Strategic Goals, Leverage, Capacity, and Readiness. Based on the scores submitted by each DRI Committee member, Glens Falls was the leader in each category.

In the second review phase, the top four finalists were provided with eight general

questions and two applicant-specific questions and invited to attend a Q&A session with the DRI Committee. The committee members were instructed to assess the presenter's knowledge of their application and the content and organization of their responses. Upon completion of the interviews, committee members discussed the merits of each application, and Glens Falls was again the clear leader.

This information was presented to the CREDC. After a full review of the process, a motion was made and approved to nominate the Glens Falls DRI area for certification.

## GLENS FALLS' DRI PROPOSAL - THE "AWE" DISTRICT (ARTS, WELLNESS, AND ENTERTAINMENT)

The City of Glens Falls is located in Warren County along the banks of the Hudson River. The name was given by Colonel Johannes Glen, referring to the large waterfalls at the southern end of the city. Glens Falls is a gateway to New York State's Adirondack Park and Capital Region. Only minutes from Lake George and Saratoga Springs, the area offers a rich mix of employment opportunities, cultural amenities, and recreational activities. As a regional hub, Glens Falls and the AWE District are destinations for many in the Adirondacks and Upper Hudson Valley.

The AWE District is located within the compact and walkable central business district. The traditional downtown area



## - AWE QUICK FACTS -



Traditional and walkable downtown



Gateway to Adirondack Park and Lake George  
Region: Over 750,000 related visitors to Glens Falls' events and activities



Primary downtown for more than 150,000 residents



Over 14,000 daily residents, workers, and visitors within the district



Demand for new housing, lodging, and retail establishments



Significant recent public investment: Over \$25 million in arts and culture - Glens Falls Civic Center, Charles Wood Theater, and Crandall Library



Over \$120 million in recent public investment in downtown businesses and buildings



Major Employers: Glens Falls Hospital, Hudson Headwaters, and Finch Paper - supporting new investment

is an important link to surrounding neighborhoods and the significant development opportunities that exist.

Centered around Hudson, South, Warren, and Glen streets, the district includes a critical mass to support the significant investment opportunity with the DRI designation.

### GLENS FALLS - HOMETOWN USA

Glens Falls' compact AWE District boasts small businesses, mixed-use spaces, major employers, parks, health care providers, and arts and cultural organizations. This walkable neighborhood has experienced recent growth in both employment and population. With rehabilitated affordable housing, convenient community services, new market rate rentals, and a bustling Farmers Market, the district is on the rise as a popular destination for a diverse group of residents and tourists.

The AWE District is perfectly sized to capture the daily spending potential of more than 14,000 current residents, workers, and daily visitors within the central business district. Also as the

primary downtown and only urban center within 20 miles, the AWE District serves a population base of over 150,000 people.

### GLENS FALLS' VISION FOR DOWNTOWN REVITALIZATION

Building on the district's core assets, past investments, and current opportunities, Glens Falls plans to reinforce the established urban living model. This model integrates employment opportunities, workforce training and educational resources, quality and unique housing, diverse and affordable food and wellness options, and excellent cultural and recreational activities.

Since the neighborhood's last heyday at the turn of the 20th century, it has been home and a gathering place for working people. Just like the mill workers and their families in centuries past, residents are living in apartments over small businesses, enjoying local pubs, walking to work, and shopping locally.

The City of Glens Falls is committed to progressive policies such as affordable homeownership, complete street design,

land banking, sustainable zoning, historic preservation, healthy cities principles, and green urbanism.

### AWE DISTRICT'S PROJECTS AND PRIORITIES

The AWE District and adjacent downtown area are bustling with recent investment and new development opportunities, including 50 projects with investment value of \$226 million, including 453 units of new housing (283 market rate, 134 affordable and 36 in the planning stages) that will attract 750 new residents. These 50 current and future developments are job generators, creating 460 permanent jobs, 920 construction-period jobs, and helping to support retention of nearly 4,000 local positions. Potential development of a downtown campus for SUNY Adirondack could bring hundreds of students and faculty. Relocated NYS DOL training programs will serve customers looking to enhance their skills. Projects in the districts have received 21 grants totaling nearly \$20 million, including \$6 million through the CREDC, \$1.9 million in other State grants, and \$11.8 million from the federal government.

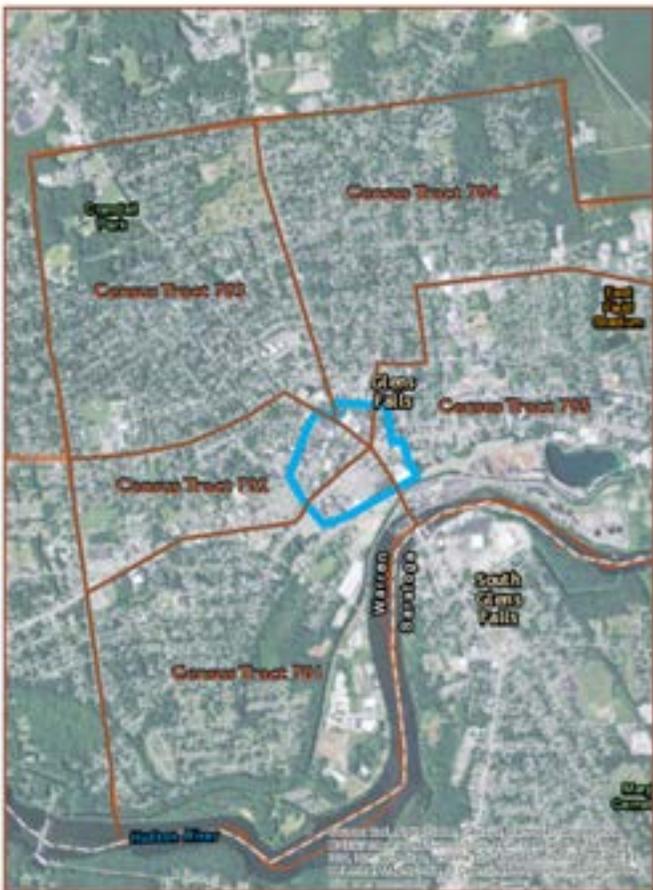
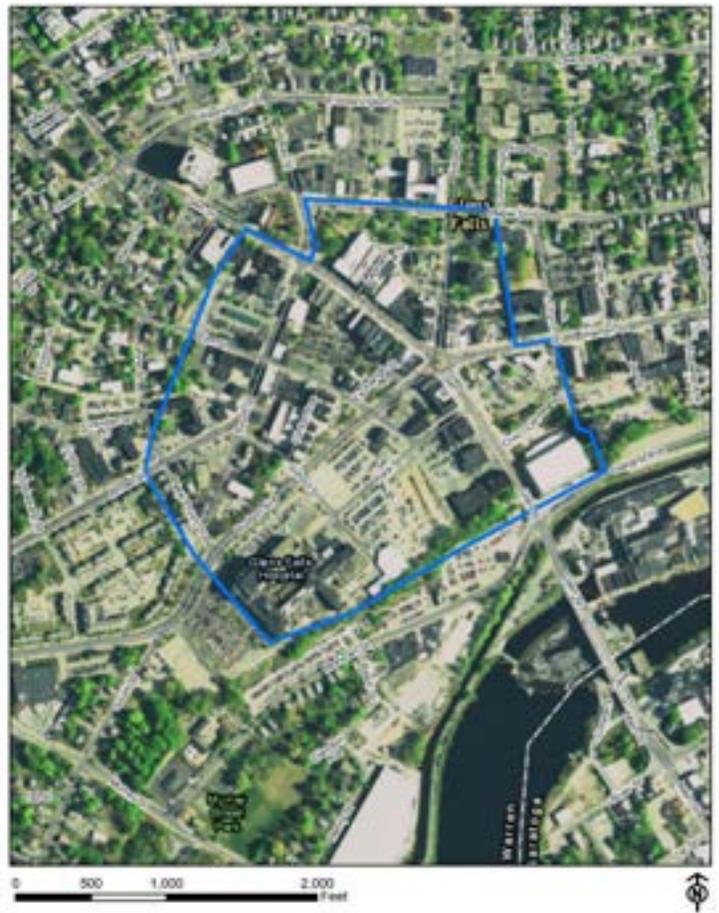
## AWE PROJECT LIST

POTENTIAL PROJECT	DESCRIPTION
<b>Year-Round Farmers Market</b> 25-33 South Street	Establish a 6,000 to 8,500-square-foot facility to house a year-round Farmers Market with a commercial USDA kitchen and space for instructional cooking, nutrition classes, a festival entertainment area, and a multi-level 275-350 vehicle parking structure.
<b>Mixed-Use Development</b> 45 South and 36 Elm Streets	Conversion of two vacant three-story buildings currently owned by the Glens Falls LDC with 7,000 and 17,550 gross floor area respectively. The use of the buildings will be determined through the DRI planning process.
<b>Pocket Park and Parking</b> 49, 51-57 South Street	Develop a pocket park to enhance recreation opportunities for local residents and additional parking to support new business development along the South Street Innovation Corridor. Consideration will be given to designing the pocket park to provide a pad for a food truck and outdoor dining space to be shared by South Street Innovation Corridor restaurants.
<b>Mixed-Use Development</b> 45-56 South Street	Acquisition and mixed-use redevelopment that includes retail, restaurant, office, and residential uses, along with the establishment of SUNY Adirondack Downtown Campus, workforce development center and a Culinary Institute.
<b>Mixed-Use Development</b> 76 South and 17 School streets	Conversion of a vacant lot and adjacent building to mixed-use redevelopment that includes retail, restaurant, office, and residential use.
<b>Mixed-Use Development</b> 274 Glen Street	Redevelopment of residential property that has been largely vacant since the 1960s. The last residential unit will be vacant in fall 2016.
<b>Hudson Headwaters Health Network</b> 90 South Street	Facility renovations to meet DOH building specification, utility system upgrades, and exterior facility improvements.
<b>Park Theater</b> 10-14 Park Street	Exterior renovations, the addition of a separate lobby and elevator entrance, and extensive interior renovations including the addition of a commercial kitchen and restaurant in the basement.
<b>Glens Falls Hospital</b> 100 Park Street	Glens Falls Hospital is the biggest employer in Warren County and seeks to expand its services at this location.
<b>STEAM Museum</b> 64 Glen Street	Feasibility assessment for a children's museum with a focus on science, technology, engineering, arts, and mathematics. Development of a business plan and financing strategy.
<b>Pedestrian Collectors</b> Elm and Glen streets	Establish exciting urban spaces along Elm and Glen streets that are kid-friendly and incorporate seating, public art, and green infrastructure that connect the newly revitalized South Street Innovation Corridor to the STEAM Museum and Glens Falls Civic Center.
<b>Public Art Trail</b>	Development of a linear park along Glen Street that includes a multi-use pathway and defined gathering areas focused on public art and interpretive panels.
<b>Façade Program</b>	Develop and implement of a façade improvement program for properties located within the AWE District.
<b>Small Business Loan Program</b>	Establish a loan and grant incentive program for retail tenants located within the AWE District to attract and retain commercial businesses.
<b>Fellowship Program</b>	Develop and implement of a façade improvement program for properties located within the AWE District.
<b>High-Speed Broadband</b> AWE District Wide	Develop a gigabit network to obtain high-speed broadband throughout the AWE District through use of DRI funds and leverage Connect NY funding and federal resources.
<b>Hotel and Movie Theater</b> South and Elm streets	Potential franchise hotel and movie theater within the South – Elm Street Corridor. Location has not been determined.
<b>Vacant Buildings</b> South and Glen streets	Conduct feasibility study to determine the demand for additional downtown retail components such as hardware, electronic appliance, book store, etc., within other buildings along South and Glen streets.
<b>Streetscape Improvements</b> Park and South streets	As redevelopment progresses along South Street and Park Street, plans will be developed to reconstruct and enhance the streetscapes within the DRI district.

# GLENS FALLS DRI DISTRICT REGIONAL LOCATION MAP



# GLENS FALLS DRI DISTRICT BOUNDARY MAP



## GLENS FALLS LOCAL DRI PLANNING COMMITTEE

Still in its early stages, the Local DRI Planning Committee has begun the process of coordinating with the State DRI resource team and planning consultants. The committee will initially focus on performing a detailed inventory and analysis of existing conditions and development opportunities to assist in creating a downtown profile and assessment. At the same time the committee will begin to seek public input.

The Local DRI Planning Committee, working with its planning consultants, envisions a robust community engagement strategy. The strategy will include regular public committee meetings, organized public workshops, outreach to various stakeholders and community organizations, and the use of social media, website, and survey tools to collect input and ideas. Specific strategies for outreach within the district will include tables at the Farmers Market, and a strong presence at the annual Adirondack Balloon Festival opening ceremonies and block party held in downtown Glens Falls.

## LOCAL DRI PLANNING COMMITTEE

<b>Dan Bruno</b>	Chair	Glens Falls Planning Board
<b>Judy Calogero</b>	Chair	Glens Falls IDA
<b>Scott Endieveri</b>	Member	Glens Falls City Council (for DRI area)
<b>Dan Girard</b>	City Representative Ward 1	Warren County Board of Supervisors
<b>Mary Gooden</b>	Member	Glens Falls Local Development Corp.
<b>Dan Hall</b>	President	City of Glens Falls Common Council
<b>Robert Landry</b>	Executive Director	Greater Glens Falls Housing Authority
<b>Scott Martel</b>	Business Manager	Local 773 Plumbers and Steamfitters
<b>Andrew Meader</b>	REDC representative; Director of Corporate Alliances	Six Flags Great Escape
<b>Jim Siplon</b>	COO	Just Beverages
<b>Patricia Tatich</b>	Assistant Planner	Warren County Planning Board
<b>Omar Usmani</b>	REDC representative; Executive Partner	Aeon Nexus Corporation

# IMPLEMENTING PROGRESS THROUGH THE PROJECT PIPELINE

Since convening in 2011, the Council has worked hard to identify projects that will not only benefit from CFA funding, but that will also catalyze new opportunities for our communities and the Region. Today, with a focus on our strongest assets, we are seeing how investments in earlier rounds are leveraging economic development across our Region.

The CREDC recognized the need to increase public outreach efforts to increase public awareness of the CREDC and to create a continuous stream of high quality CFA projects in the areas of Technology, Infrastructure, Agriculture, and the Creative Economy.

The CREDC conducted CFA workshops in all eight of the Capital Region

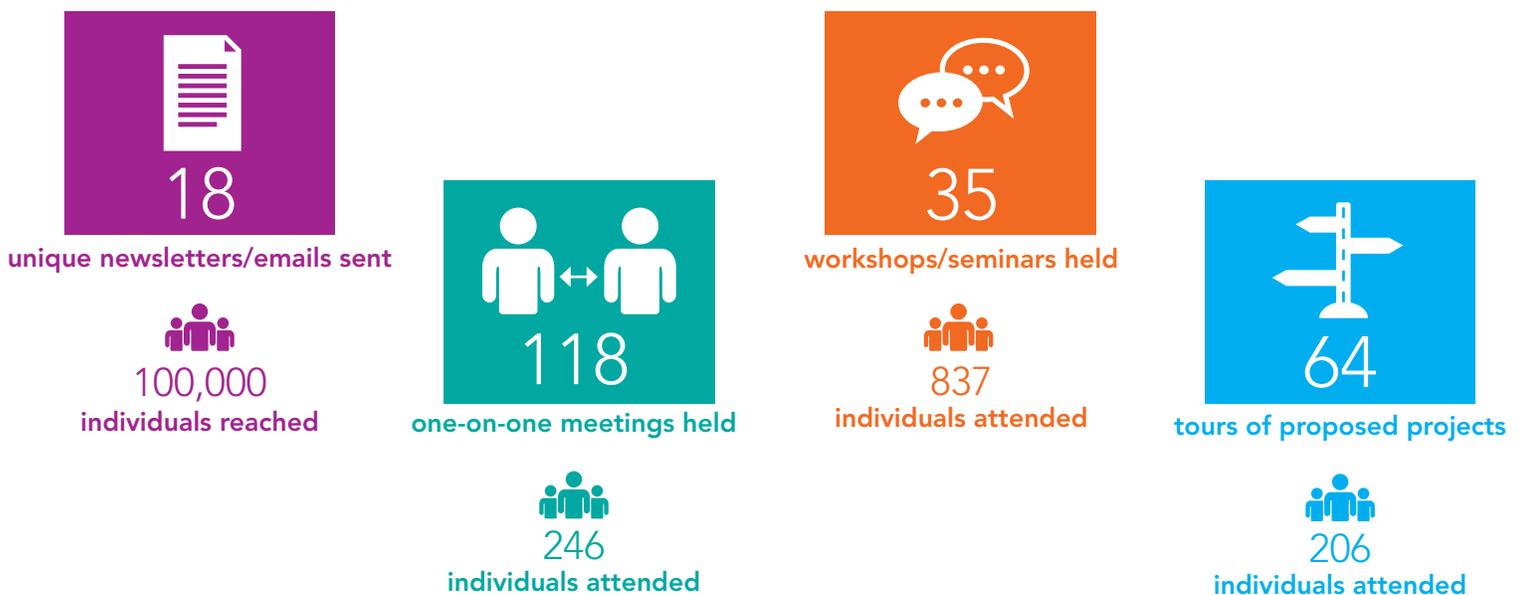
counties immediately following the CFA announcement with nearly 325 people in attendance. The workshops included presentations by Council members and ESD staff, Q&A, and break-out groups by project type, followed by one-on-one sessions to encourage all levels of participation in the CFA process. In addition, the Council used the Priority Project Request Online Form as a means of identifying quality projects which allowed ESD's Regional Office staff to assist and support applicants with project development questions prior to the CFA submission deadline.

Stakeholders, such as local elected officials, travel industry experts, business group members, industry experts, colleges and university staff, environmental

specialists, workforce development and training professionals, economic development specialists, and members of the general public, were all encouraged to participate in the Council and interact directly with State agencies.

The Council will continue to conduct workshops, tours and one-on-one meetings for the remainder of 2016 into 2017, with equal attention to both rural communities and urban centers. This outreach will support their unique concerns, enhance project alignment with regional strategic goals, and assist businesses and municipalities in making necessary connections to assistance resources and expertise which will result in high quality CFA applications in future rounds.

## 2016 PUBLIC OUTREACH EFFORTS



The Council and ESD Regional Office staff actively incubate and monitor projects through the entire pipeline process. Below are examples of projects in different stages of the pipeline.

#### NEW TO THE PIPELINE:

##### **"The Wick" 41 Cross Street, Hudson**

The Wick entered the CREDC Pipeline in early 2015 when an area developer began exploring the Capital Region in search of a new historic preservation development project. That search led to the discovery of 41 Cross Street in Hudson, a former candle and soap-making factory that was built in the 1860s. The building's strategic location near the City of Hudson's waterfront, train station, and downtown—coupled with market research identifying the lack of hotels in Columbia County as a hurdle to the growth of tourism in the county—made 41 Cross Street the ideal location for a boutique hotel.

To strengthen the financial viability of the project, the developer met with a past CFA award winner who encouraged them to consider the CFA process and the CREDC. The developer reached out to the ESD Regional office and submitted its first CFA application in Round 5. The project won a \$1.5 million Empire State Development capital grant for the acquisition, construction and renovation of 41 Cross Street to create The Wick, a 55-room boutique hotel. The project will also include streetscape of the surrounding area to increase its curb appeal and enhance the neighboring community.

Scheduled for completion in the spring of 2017, The Wick will be Hudson's only hotel and will create 11 new jobs. This \$7.8 million historic preservation project will also draw on the building's heritage for design inspiration and will seek a nomination to the National and State Historic Registers.



## IN THE PIPELINE:

### Mohawk Harbor, Schenectady

By mid-2016 Mohawk Harbor in Schenectady was well established in the CREDC pipeline. Located on the former ALCO site, a sprawling vacant brownfield along the Mohawk River, the developer's vision for a gamechanging mixed-use project is taking shape. For years, the natural and manmade challenges at the former locomotive manufacturing site prevented any development from moving forward. Significant work was needed to mitigate site remediation and flood plain issues. Today, thanks to a significant Council investment, the project is nearing completion.

The initial infusion of State funding into this site came from an Empire

State Development Restore NY grant awarded to the City of Schenectady, establishing a relationship between the site developers, the City and the Empire State Development's Regional office. After brownfields remediation, the developer was encouraged to apply for CFA funding to create a vibrant multi-use attraction. The Mohawk Harbor Project was awarded \$5 million by Empire State Development in CFA Round 3 to be used for site preparation, vacant building demolition, harbor construction and the construction of retail and residential space on the site.

Today, Mohawk Harbor is a transformative \$90-million, 1.4-million-square-foot community that includes a 50-boat slip harbor along one mile of the riverfront. This pedestrian-friendly waterfront development will create public access for boating and recreation, along with

outdoor seating, landscaped green space, and a direct link to the Mohawk Hudson Hike-Bike Trail.

Site remediation and redevelopment has also allowed other projects to take place on the site, including luxury apartments, condos, and townhouses, office space, retail, and fine dining along the promenade. The project is expected to create more than 800 jobs.

Most recently, Rivers Casino and Resort selected property adjacent to Mohawk Harbor as the site for the Region's casino, recognizing the potential offered by the project's waterfront features, vibrant mixed-use community, along with the growing entertainment district in downtown Schenectady. Rivers Casino is slated to open in spring 2017 with more than 1,200 employees.



## THROUGH THE PIPELINE:

### Upper State Street Redevelopment, Albany

Completed in late fall 2015, the Upper State Street Redevelopment is a signature mixed-use historic preservation project in downtown Albany. This massive redevelopment includes the Wellington Row mixed-use project, the Albany Renaissance Hotel, and a parking garage—all of which support the Capital Center meeting and convention center project slated to open in 2017.

The most significant component of the project was the historic restoration of the buildings located at 132-140 State Street. The buildings had been mostly vacant for decades, and all were significant blighting influences just a few hundred yards from the State Capitol. An initial infusion of State funding into the project was awarded through an Empire State Development Restore NY grant to the City of Albany for the stabilization and remediation of the buildings. The award also allowed for the cataloging of hundreds of pieces of the historic Hotel Wellington façade and the Berkshire Hotel cornice. Because of

the higher cost associated with the next phase of redevelopment of these historical structures, the developer turned to the CFA process, assisted by the ESD Regional Office and the CREDC.

The project was awarded a \$950,000 Empire State Development capital grant in Round 3 to fully redevelop the Wellington Row properties into new commercial, retail and residential space. Today, nearly all of the commercial space created at Wellington Row is occupied by tenants such as Capital Bank & Trust, National Industries for the Blind, Aeon Nexus Corporation, and Capital Melts. Nearly 60 new jobs have been created.

Downtown Albany faces an acute shortage of parking and new property development adds further pressure. The goal of the upper State Street transformation effort was to attract new commercial business, visitors and residents to the downtown area and its success required the creation of parking accommodations to support new activity. Based on discussions with the ESD Regional Office and the CREDC, the developer was again assisted in the

submission of a Round 4 CFA application. A \$900,000 Empire State Development capital grant was awarded to support the construction of the Eagle Street Garage, a 315-space, five-level parking garage and public access walkway on vacant property behind Wellington Row, to accommodate Wellington Row businesses and residents and other downtown visitors.

The transformation of upper State Street also involved the restoration and redevelopment of the former DeWitt Clinton Hotel. Located adjacent to Wellington Row on the corner of State and Lodge Streets, this 11-story, 190,000-square-foot historic building was one of the centerpieces of downtown Albany until falling into disrepair in the 1970s. An investment of over \$46 million in the restoration of the building resulted in the establishment of the Renaissance Albany Hotel, a 204-room, full service luxury hotel that offers a ballroom, a lounge, a full-service restaurant and meeting rooms. The hotel has 75 employees.



# CREATING THE WORKFORCE OF TODAY AND TOMORROW

At the core of any regional economic development success is a dynamic and demand-driven workforce development strategy that provides multiple entry points and opportunities for educational and skill development for a universal population. The Council's Education and Workforce Workgroup has convened many meetings and dialogues with our **Local Workforce Development Boards (LWDB)** and industry partners to make sure our Region supports programs and projects that train individuals for opportunities that are in demand in today's and tomorrow's economy. Many members of the LWDBs in the Region are also active participants in the Council's Education and Workforce Workgroup, providing an opportunity for cross-pollination of ideas and unity of vision and mission.

With the large number of higher education and research and development institutions in the Capital Region, the CREDC has identified Research and Development to Commercialization as its priority regional cluster; however, in collaboration with our LWDBs, additional significant sectors for workforce development have been identified: Manufacturing, Health Care and Social Assistance, Finance and Insurance, and Professional Scientific and Technical Services which includes the R&D cluster. Other noteworthy sectors for the Region's workforce needs are Hospitality and Tourism, Agriculture, and Construction.

To support these clusters and sectors, our Region has embraced the spirit of creativity and entrepreneurship—and is seeing a growing trend in the formation of incubators, accelerators, and co-working spaces that encourage innovation and collaboration. The Council supported two projects last year that are moving toward operation and are rehabilitating old vacant buildings in downtown urban cores. The **Troy Innovation Garage** is an incubator and co-working space that will support the creative arts.

Designated as StartUP NY-approved space affiliated with UAlbany, the **STEAM Garden** is an incubator facility in downtown Albany that will focus on science, technology, engineering, arts, and math (STEAM) startup businesses, partnering with Hudson Valley Community College and the University at Albany. The building is

in walking distance of UAlbany's downtown campus, where the new College of Engineering and Applied Sciences is located.

These facilities, along with others in the Capital Region including the **Tech Valley Center of Gravity** (Troy), the **NY BizLab** (Schenectady), the **Biomedical Acceleration and Commercialization Center** (Albany), and **Saratoga CoWorks** are providing new avenues for workforce development supported by numerous networks of mentors, peer advisors, and subject matter experts. Our Region recognizes that these hubs of innovation and commercialization are also pivotal to the development of our talent pool of young executives and entrepreneurs.

Capital Region workforce collaborations are addressing the needs of today's businesses—as well as those that will be evolving or starting in the years to come, driven by our Talent Strategy in our Capital 20.20 Upstate Revitalization Initiative. The following are examples of collaborative workforce development strategies and projects impacting the workforce of today and tomorrow.

## THE WORKFORCE OF TODAY

**The Upstate Partnership for Healthcare Pathways** is a collaboration among Schenectady County Community College, Fulton-Montgomery Community College, and SUNY Adirondack, along with the Albany Community Action Partnership and the Schenectady Community Action Program. Supported by the US Department of Health and Human Services, Health Professions Opportunity Grant and Health Career Opportunity Program, the project set a goal of training 2,200 low-income students to become certified nurse aides, home health aides, personal care assistants, and community health workers. The program design uses the community colleges to provide the technical instruction while the community action partners provide intake, assessment, career readiness, post-training placement, and wrap around support. In the first round of the grant, SCCC successfully trained more than 1,500 students, and placed over 1,000 students into a career pathway employment opportunities in the recession-proof healthcare sector.

**The Adult Machine Tool Training program** is a collaboration among local industry, the Washington/ Saratoga/ Warren/ Hamilton/ Essex BOCES (WSWHE), the Workforce Development Institute (WDI), and the Saratoga/ Warren/ Washington Workforce Development Board. A regional survey of machine tool shops and manufacturers in the target areas by the LWDB indicated a workforce shortage of approximately 50 trained machinists. With funding from a federal grant along with funding from WDI, the program was designed using the One-Stop Career Center as an intake and assessment referral source and the WSWHE BOCES as the technical training partner. The 500-hour program has had three successful training runs since 2013 with a fourth session now underway.

**The Introduction to Craft Brewing program** was developed in collaboration with the Local Workforce Development Boards along with Schenectady County Community College (SCCC) and industry partners Schmalz Brewing Company, Rare Form Brewing,

Adirondack Brewing, and Saranac. According to the New York State Brewers Association, the number of New York State breweries grew from 95 in 2012 to 240 in 2015, and New York's craft beer industry is currently the fourth largest in the nation with an economic impact of \$3.5 billion. This tremendous growth, much of which is attributed to the Taste NY campaign, has created a strong demand for trained commercial brewing professionals.

The initial pilot training program was run last year SCCC's Kindl Workforce Development Building, which was renovated with assistance from a Round 3 ESD CFA award. Curriculum was developed and taught by industry professionals utilizing SCCC's Office of Workforce Development and Continuing Education to provide infrastructure and certificate credentialing. Fifteen students completed the non-credit program, nine of whom were funded by a federal workforce training grant. Many of these students now work at local breweries. All students completing the course will be afforded three credits towards SCCC's new





"This new way of learning and processing information really made the subject matter stick in my head. It made me break out of my comfort zone and be able to talk in front of hundreds of people without hesitation. This school showed me just how caring teachers can be, and, most importantly, it handed me a job in my intended field of work."

**- Morgan Pakatar, 2014 Graduate,  
Clean Technologies and Sustainable  
Industries Early College High School  
and Copper Plating Technician,  
GLOBALFOUNDRIES, Malta, NY**

Associate's Degree or Certificate credit programs in Craft Brewing, creating a pathway for continued advancement and development for these students. A second cohort is scheduled for 2017.

## THE WORKFORCE OF TOMORROW

**The Clean Technologies and Sustainable Industries Early College High School Program** is a collaboration between Ballston Spa Central School District, Hudson Valley Community College (HVCC), NYSEDA, and more than 40 other industry, government, and non-profit partners. With an enrollment of nearly 300 students from 24 school districts, the program is identified as one of the Governor's Pathways to Technology (P-TECH) Early College High School Programs. The program allows students to complete their high school degree while earning up to 40 credits toward an Associate's degree from HVCC in the fields of clean energy, mechatronics, computer information systems and entrepreneurship, leadership, and innovation.

The program also incorporates a mentoring model which provides structured times for industry professionals to interact with students to share real world trans-disciplinary experiences.

**The Center for Advanced Technology at Mohonasen High School** (above) is a collaboration between the school district, Capital Region BOCES and Schenectady County Community College (SCCC). This new 53,000-square-foot, \$16-million state-of-the-art facility will open in September 2016 and will feature new classroom and learning laboratories for regional high school and adult students seeking vocational training.

This project was funded in Round 5 of the CFA process to provide a portion of the equipment and tooling in the labs. Programs offered in the new center are in electrical technology, nanotechnology, machining and manufacturing, media arts, materials technology, health professions, welding and gaming, multimedia & web design. The unique nature of the project makes the facility available to adult students in the evenings when the building is not being used by the secondary school and BOCES students. The facility will provide a venue for the provision of Middle Skills-based training programs within the Region to assist in closing the gap which prevents many STEAM-oriented businesses from finding the talent they need to grow their businesses.

# IMPLEMENTATION OF STATEWIDE REGIONAL PRIORITIES

**"WE'RE CREATING A  
SPACE WHERE IDEAS  
AND INNOVATION  
THRIVE."**

**Yamar Carter**

Artist and member of The Tech Valley  
Center of Gravity, Troy

*CFA #32469 Tech Valley Center of Gravity*



# REGIONAL ECONOMIC CLUSTER PLAN: R+D TO COMMERCIALIZATION

In 2015 the Council identified our Regional Economic Cluster as **Research, Development, and Commercialization**, harnessing major research universities and private research centers with international importance, each with a significant economic multiplier effect that directly and indirectly supports many high- and medium-skilled jobs. In 2016 there are numerous activities in our Region associated with incubating and accelerating the development of new ideas.

- A project driven by Albany College of Pharmacy and Health Sciences' (ACPHS) **Pharmaceutical Research Institute (PRI)** on the University at Albany Health Sciences Campus has resulted its first spin-off company developing a nano-scaffold for various vascular disorders. Progress includes developing a Nanomedicine Platform resulting in 35 US patents plus several international patents related to oncology and angiogenesis-associated disorders and expanding the indications into targeted chemotherapeutic delivery and tumor imaging.
- The **Biomedical Acceleration and Commercialization Center (BACC)**, Albany Medical College's initiative to support rising biomedical/biotech entrepreneurs and start-ups, has five successful companies in residence: **Somml Health** developed a new patient portal to improve communication; **iSimulate** developed mobile technology focused on medical simulations; **ReVivo Medical** is working on implantable devices capable of improving treatments for back and neck pain; **Centeria** expanded uses of chlorine dioxide in the health care environment; and **KemSENSE** is a medical device company using general sensor technology in clinical-based applications.
- **GE Aviation** benefitted from R&D that lead to a new material called ceramic matrix composites (CMCs), as well as the introduction of 3D printed fuel nozzles. Both were developed by GE Global Research for the production of its newest aircraft engine, the CFM-LEAP. GE's aviation business already has received more than 10,000 engine orders for the CFM-LEAP, which will power narrow-body aircraft such as the new Boeing 737 MAX and Airbus 320. This new platform is equipped with the two jet engine firsts that were developed and supported by approximately 150 FTE scientists and engineers at GE's Global Research Center in Niskayuna, NY.
- The **Center for Economic Growth (CEG)**, through its Manufacturing Extension Partnership funding, continues to engage with companies that move university-developed technology to commercialization:
  - EnerMat Technologies** produces next-generation, high-performance energy storage solutions.
  - Free Form Fibers** creates inorganic high-performance fibers.
  - ThermalAura** brings together nano-manufacturing and high-performance thermoelectrics.
  - AMBIS Technologies** develops better indoor air quality solutions by using clean interior material solutions in association with fluid mechanics design.
  - Paper Battery** produces a hybrid supercapacitor product line of high energy, high power storage devices.
  - EcoLong** develops thermostats and other environmental sensors.CEG is also working to increase the amount of private investment into the commercialization of IP that is being developed by local universities and companies.
- The **Neural Stem Cell Institute** is a private research and development institute located on the University at Albany's Health Sciences Campus. The institute serves as a site for internships for UAlbany students as well as a training ground for Albany Medical College neurosurgery residents doing their research rotations. The Institute spun off a private company—StemCultures—which completed the commercialization of a product called "StemBeads" this year as a core technology that aids in cell culture preparation.

## 2016 PROPOSED PRIORITY PROJECTS RELATED TO THE REGIONAL ECONOMIC CLUSTER

- Finch Paper – Commercialization of Beneficial Use of Paper Residuals Project
- P1 Holdings Inc. – P1 Advanced Manufacturing Center
- Town of East Greenbush – Mill Creek Tempel Farms Project (includes R&D space)

# REGIONAL HOT SPOTS & BUSINESS INCUBATORS

## INNOVATE 518 – THE CAPITAL REGION INNOVATION HOT SPOT AND BUSINESS INCUBATORS

The mission of Innovate 518 is to orchestrate a robust and connected entrepreneurial ecosystem of incubators, accelerators, and support organizations to assist in growing sustainable and scalable technology ventures within the Capital Region.

Led by the University at Albany with support from RPI and the Center for Economic Growth, Innovate 518 leverages and connects innovation assets throughout the Region to foster a supportive environment for startups, increase resources to help 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. These efforts have been strengthened over the past year with key investments by various stakeholders throughout the Region.

## ALBANY MEDICAL COLLEGE'S BIO-MEDICAL ACCELERATOR AND COMMERCIALIZATION CENTER (BACC)

**Progress:** Founded in September 2014, the Biomedical Acceleration and Commercialization Center (BACC) at Albany Medical College is committed to discovering, developing, and accelerating breakthrough biotechnologies that dramatically improve patient experiences and outcomes while aiding in the economic growth of our Region and beyond. The BACC is a regionally inclusive ecosystem where entrepreneurs, inventors, physicians, researchers, academics, business professionals, investors, students, and administrators stimulate health care innovation. The BACC immerses entrepreneurs into an environment of support where they can refine their technology, gain access to a variety of resources and facilities, and connect with the right people who can help grow their businesses.

**Future Plans:** From September 9, 2016 to December 19, 2016 BACC will launch the BACC Academy called Leading Biomedical Innovation from Bedside to Bench to Business.



## RPI - EMERGING VENTURES ECOSYSTEM (EVE)

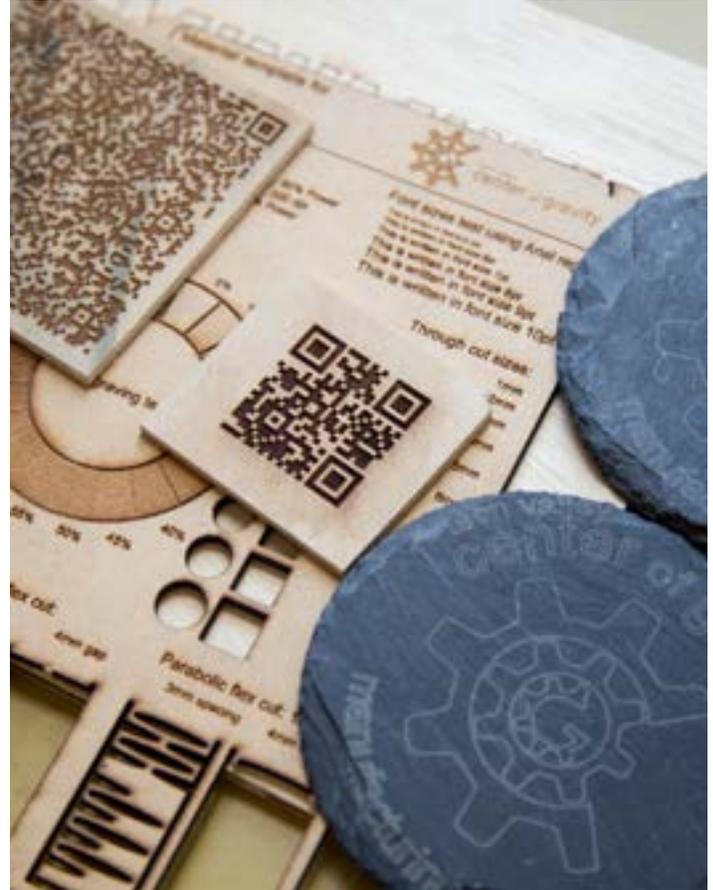
**Progress:** The Emerging Ventures Ecosystem (EVE) builds on more than 30 years of the institute's previous incubator program, the nation's first such program wholly sponsored and operated by a university. Capital Region companies ranging from MapInfo to successful video game company Vicarious Visions grew out of the previous incubator. EVE has a particular focus in areas of Rensselaer's signature research strengths and helps start-up businesses take root in Troy and the Capital Region. EVE is currently serving several pre-seed, seed, and early-stage companies through its virtual incubation program.

**Future Plans:** In 2016 EVE launched the first summer accelerator at Rensselaer Polytechnic Institute. The goal of the five-week, pre-incubation program, called Emerging Ventures Ecosystem, is to coach entrepreneurs of early-stage startups on business model design, customer discovery, and pitching techniques, among other topics. There's been an increased focus recently on supporting student entrepreneurs in the Albany area. Rensselaer's accelerator is one example of a program created to foster early-stage entrepreneurship.

## TECH VALLEY CENTER FOR GRAVITY

**Progress:** At the core of the Tech Valley Center of Gravity is the makerspace, a community of enthusiasts, entrepreneurs, and professionals sharing equipment and expertise. Located in the Quackenbush Building in Troy, the Center of Gravity has open hours staffed by volunteers who can answer questions and give tours, and offers many events, classes, and workshops. The Center of Gravity works with several partner organizations to support and grow a learning, creative, and entrepreneurial community in the Capital District.

**Future Plans:** Tech Valley Center for Gravity will be offering new and expanded programming in the areas of craft brewing, technical assistance (3D printing, laser cutting, wood shop, and fiber arts), and Troy by Design, to showcase interactive demonstrations to show off great design projects from all the makers, engineers, artists, and entrepreneurs in the Region.



## TECH VALLEY BUSINESS INCUBATOR

**Progress:** Based at SUNY Polytechnic Institute, the Tech Valley Business Incubator works with clean energy companies throughout New York, the Northeast, and the rest of the country to offer budding and seasoned entrepreneurs, scientists, engineers, inventors, and innovators the highest levels of incubation and commercialization assistance. In just the past three years, the incubator has directly assisted its member and graduate companies raise over \$22.7 million from public and private sources, which in turn has created and retained 157 jobs.

**Future Plans:** In 2015 SUNY Poly CNSE was awarded \$250,000 through National Grid's Clean Tech Incubation Grant and another \$750,000 through its Renewable Energy and Economic Development Grant. The grants support public-private partnerships and innovative economic development projects that further the commercialization of next generation technologies.

# REGIONAL GLOBAL MARKETING AND EXPORT PLAN

## REGIONAL EXPORTS UPDATE

Because 2015 export data for local areas are not yet available from the International Trade Administration, we examined raw data of nationwide exports for 2015, and can draw conclusions about the likelihood of increases or decreases in certain categories of Capital Region exports from 2014-2015 (2014 data included below).

- U.S. exports of “travel” services jumped 7% from 2014 to 2015. Travel & Tourism is the seventh-largest category of exports for the Capital Region.
- Charges for the use of US-based intellectual property slipped by 4% from 2014-2015. Royalties is the fourth-largest category of exports for the Capital Region and an important component of its priority cluster, R&D and commercialization.
- US exports of financial services slipped 5% from 2014-2015. This is the fifth-largest category of exports for the Capital Region.
- US exports of goods (encompassing the chemicals, machinery, and computer, paper, and food products that contribute heavily to Capital Region exports) slid by 7% from 2014-2015, something that may ultimately also be reflected in regional data when available.
- However, the presence of GE and other large manufacturers in the Capital Region means that fluctuation in orders for large expensive goods, like power equipment, can change the Region’s export picture.

INDUSTRY (3-DIGIT NAICS)	VALUE OF EXPORTS (2014)
Chemical Manufacturing	\$1.1 billion
Machinery Manufacturing	\$909 million
Research & Development Services	\$722 million
Royalties	\$560 million
Financial Services	\$377 million
Computer & Electronic Products	\$227 million
Travel & Tourism	\$199 million
Paper Manufacturing	\$181 million
Educational & Medical Services	\$168 million
Insurance Services	\$166 million
Miscellaneous Manufacturing	\$152 million
Management & Legal Services	\$133 million
Agriculture	\$112 million
Engineering Services	\$108 million
Food Manufacturing	\$105 million

Area higher education enrollment data for the most recent academic year will also be an important indicator of Capital Region export strength, as our robust higher education sector is a significant contributor to trade by way of educating foreign students.



## BUILDING TRADE AND INVESTMENT RELATIONSHIPS

The Capital Region is continuing to foster and advance new and existing trade and investment relationships.

- The International Center of the Capital Region hosted many foreign delegations interested in Tech Valley's economic model.
- The Tech Valley Global Business Network held multiple events to educate local businesses about export opportunities and strategies and showcased local export success stories at its annual Globies event.
- The EB-5 Regional Center, established with the assistance of CFA funding, is working to identify viable projects.
- The Center for Economic Growth continued to offer the proven ExporTech program to prepare Capital Region companies for successful entry into foreign markets.
- Multiple Capital Region economic development representatives joined a New York delegation to SEMICON West, deepening relationships with the global semiconductor industry.
- The Region continued to improve its ability to welcome foreign residents; for example, with the Center for Economic Growth is now the home of Talent Connect, which assists families relocating from overseas.

## 2016 RELATED PRIORITY PROJECTS

- Bioscience Development Properties Upgrades
- Finch Beneficial Use of Paper Residuals Project
- Planning Grant for Clarkson Capital Region Campus (Polyset) Plant Expansion and Equipment
- Craft Brewery – Sustainable Development – Job Growth Project
- P1 Advanced Manufacturing Center
- Bioscience Development Expansion Properties Upgrade
- Finch Beneficial Use of Paper Residuals Project
- Planning Grant for Clarkson Capital Region Campus

## ROUND 6 FOCUS

- Promote the Global NY program in our communities and industry groups to ensure full utilization of this assistance with foreign market entry.
- Cultivate a pipeline of companies primed for entry into foreign markets—especially manufacturers in the \$5-\$10 million range—and connect them with the programs (federal, state, local) and resources (financial, legal, strategy) they need to succeed in that effort.
- Disseminate coordinated messages about exporting as a business growth strategy in the communications of CREDC, the Center for Economic Growth, the Chief Executives Network for Manufacturing, chambers of commerce, local trade groups, Tech Valley Global Business Network, local governments, and others.
- Celebrate success stories in media and through events like the annual Tech Valley Global Business Network Excellence in International Trade Award (“Globies”).
- Lend a Capital Region voice to federal policy issues affecting trade and investment, for example, with regard to foreign worker visas and the availability of EXIM Bank programs.
- Sustain our relationship with the Canadian consulate and with Quebec through continued regular joint receptions and other events.
- Support the implementation of the Port of Albany's significant slated infrastructure upgrades.
- Pursue a proposal from the Capital Region to the International Trade Administration's Market Development Cooperator Program grant.

# REGIONAL OPPORTUNITY AGENDA



Our Region's designated Opportunity Zones continue to be served this year by many of the Council's Proposed Priority Projects and the Downtown Revitalization Initiative, along with other State initiatives, including \$1.5 million Anti-Poverty Initiatives. As the Council prioritized CFA projects for Round V, it considered projects that aligned with the Opportunity Agenda based on the community's poverty profile and each project's potential for addressing barriers, alignment with other strategic plan strategies, and whether the project leveraged or supported other consolidated opportunity agenda-related funding projects from previous rounds. The data analysis in the URI also underscored the urgency of addressing the severe poverty in our Opportunity Zones.



Previous investments by the Council are financing strategic, high-impact community development projects in the three designated opportunity zones of Albany, Schenectady, and Troy through a combination of small business, nonprofit and affordable housing capital projects. Projects already vetted and expected to be funded through this grant include microenterprise businesses in the ethnic food services field; transitional housing units for families fleeing domestic violence; housing units for special needs college students; and renovation funding for community faith based organizations.

The **Non-Profit Economic Development Council**, created in response to the call-for-proposals of the URI, grew from a membership of 35 organizations to 56 in 2016. These organizations share a similar focus to respond to economic

factors that impact poverty in our Region. For example, upon learning of the identification of Troy as a future recipient of Poverty Reduction Initiative funds, the Center for Economic Opportunity (CEO) worked with the other non-profits to form the Troy Anti-Poverty Coalition.

The Non-Profit Economic Development Council also was firm in its conclusion that transportation to work must be part of our Region's overall strategy to fight poverty. In line with this, in 2015 the CREDC funded the Uncle Sam Transit Center which is part of the River Corridor Bus Rapid Transit line.

The URI's data supported interventions to reduce childhood poverty by focusing on urban areas, and identified the **Albany Promise**, a cross-sector cradle-to-career partnership hosted at the University at Albany, as a promising approach to

achieve better education outcomes in underserved communities and ultimately develop our Region's STEM workforce.

The Albany Promise is facilitating the implementation of evidence-based interventions within institutions across the city that support child development and success across six key outcome areas in the education pipeline: kindergarten readiness, third-grade reading, eighth-grade math, high school graduation, college enrollment, and college graduation.

#### Examples of interventions led by The Albany Promise:

- Creation of 221 early pre-kindergarten (3-year-old) seats in the City School District of Albany;

- Distribution of 1,000 kindergarten-readiness bags to energize parents and families and ready students to begin their school experience;
- Participation by 91 early childhood teachers in high-quality professional development for infant, toddler, and pre-kindergarten instruction;
- Partnership between local high schools and colleges to ensure that college-bound seniors successfully matriculate into their first semester in college, avoiding the corrosive “summer melt” phenomenon; and
- Increased completion rates of the Free Application for Federal Student Aid, (FAFSA) by graduating seniors in preparation for post-secondary enrollment.



## 2016 PRIORITY PROPOSED PROJECTS RELATED TO THE OPPORTUNITY AGENDA

- Albany, Schoharie, Schenectady and Saratoga BOCES
  - Special Populations Vocational Training
  - Shared Student Transportation Project
  - Shared Bus Project
- Schenectady Community College – Albany Can Code Project
- ACAP Albany Community Action Partnership – ACAP Career Services
- Columbia Greene Community College – Transportation for Unemployed Workers
- Interfaith Partnership for the Homeless – IHP 2016 Projects
- Proctors – Community Outreach Coordinator
- Greene County Economic Development TP – Microenterprise Assistance Program

Since being awarded a capital grant through the CFA process in 2015, **Good Market** has secured a location for the project in the iconic Nipper Building on Broadway in north Albany and is now actively recruiting food merchants and will be instrumental in revitalizing the Warehouse District. Good Market will host approximately 20 food merchants who will collectively create approximately 80 new jobs. Its location on Broadway means Good Market will be readily accessible via public transportation, allowing people access to get to these newly created positions. Good Market will provide access to fresh healthy food in an area of the city that is effectively a “food desert.” The excitement around Good Market’s launch has also sparked a wave of new potential investment in the emerging neighborhood. This is consistent with yet another strategy invested in by the Council: assisting the Opportunity Agenda by making downtowns attractive places to make business investments.

# SUNY & COMMUNITY COLLEGE PLANS

## CREATING THE TALENT PIPELINE AND NEW JOBS

The Capital Region is home to a vibrant network of SUNY institutions, including four community colleges, a doctoral granting technology institute, and a comprehensive research university. The Council has invested in each of these campuses as part of a regional workforce development strategy—a strategy that complements the State’s significant investment through the NYSUNY 2020 Challenge Grants.

The NYSUNY 2020 Challenge Grant program has had a significant impact on the planning and strategy of all Capital Region’s SUNY campuses. The program has driven institutions to take a deep dive into strategic planning, and programmatic and capital needs to identify priorities and facilitate collaborations with industry partners that will drive economic growth for the Region. Three institutions have received awards under the program and are moving towards implementation of their strategies.

**The University at Albany** received \$35 million in Round 1 to advance enrollment and faculty recruitment and implement new programs to support and retain students. In addition, the award will be used to offset capital costs for the Emerging Technology and Entrepreneurship Complex (ETEC) which will house the new College of Emergency Preparedness, Homeland Security and Cybersecurity along with the Department of Atmospheric and Environmental Science and the University’s Atmospheric Science

Research Center and Center of Excellence Program. It will also be home to the Small Business Development Center, the Office of Innovation and Commercialization Development, and the Office of Business Partnerships and Economic Development.

The state-of-the-art facility will also be home to a 4,000-square-foot incubator space for business development and technology and research commercialization. The facility will be located on the adjacent Harriman State Office Campus and will be connected to the University’s main campus by a pedestrian path and bus access. Final schematic drawings are in place and occupant meetings have occurred during the summer to finalize plans with a groundbreaking scheduled for 2017.

**SUNY Polytechnic Institute** received \$15 million in Round 2 to create the **SUNY Manufacturing Alliance for Research and Technology Transfer (SMARTT)** which is creating state-of-the-art academic, incubator, and accelerator facilities for advanced manufacturing at SUNY Poly and at partner institutions.

Together, the institutions will offer innovative laboratories that maintain advanced manufacturing equipment and services to partner with regional manufacturers. SMARTT will develop workforce training curricula to meet the needs of the manufacturing workforce and continuing education requirements for manufacturing professions. SMARTT will serve as the educational core for the Center for Global Advanced Manufacturing (CGAM), which comprises

a broad array of academic institutions and industry partners dedicated to the support of innovative, advanced manufacturing. SUNY Poly’s CGAM lab is under design and will be bid for construction in the Summer of 2016.

**SUNY Adirondack** received \$9.6 million in 2015 for the construction of the Adirondack Regional Workforce Readiness Center. It will house extensive applied learning and workforce training programs to help prepare the Capital Region’s workforce for the jobs of the future. With state-of-the-art training simulation labs for the Region’s health care workforce, the Center will create a single point of contact for small business startups. Active construction is anticipated to begin at the end of October 2016 with a fall 2018 opening.

The Capital Region boasts some of the strongest community college success stories in the **StartUP NY** program with 13 approved companies to date projecting to create 275 jobs and invest over \$10.3 million. Business such as SureDone, Lotto Points Plus, Furlocity (SCCC), and SpaceoutVR (HVCC) are helping to revitalize the downtowns of Schenectady and Troy, respectively, by bringing an infusion of new talent and innovation-oriented employment opportunities. In addition, Columbia-Greene Community College (CGCC) attracted its first StartUP NY approved business, Hudson Valley Fish Farm, a producer of high quality seafood in an aquaculture farm environment. This project is pivotal to the City of Hudson as it will create 29 new jobs and invest more than \$4.25 million into the local economy.

The following table demonstrates how the Capital Region SUNY institutions are working collaboratively with our Local Workforce Development Boards to identify the skills, programming, and coursework that are responsive to the industry demands of the region.

SUNY INSTITUTION	NEW PROGRAMS SINCE 2011*	LWDB/CREDC PRIORITY INDUSTRY SECTOR	STARTUP NY APPROVED BUSINESSES
<b>University at Albany</b>	<ul style="list-style-type: none"> <li>• Computer Engineering</li> <li>• Emergency Preparedness, Homeland Security &amp; Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Professional Scientific &amp; Technical</li> </ul>	6
<b>SUNY Polytechnic Institute</b>	<ul style="list-style-type: none"> <li>• B.S. Nanoscale Science &amp; Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Scientific &amp; Technical</li> </ul>	4
<b>Hudson Valley Community College</b>	<ul style="list-style-type: none"> <li>• Mechatronics</li> <li>• Entrepreneurship</li> <li>• Health &amp; Wellness Studies</li> <li>• Exercise Science</li> <li>• IT Help Desk Support</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Professional Scientific &amp; Technical</li> <li>• Health Care and Social Assistance</li> <li>• Health Care and Social Assistance</li> <li>• Professional Scientific &amp; Technical</li> </ul>	5
<b>Schenectady County Community College</b>	<ul style="list-style-type: none"> <li>• Supply Chain Management</li> <li>• Entrepreneurship</li> <li>• Casino Gaming &amp; Hospitality</li> <li>• Craft Beer Brewing</li> <li>• Beverage Management Concentration</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitality/Tourism</li> <li>• Manufacturing</li> <li>• Hospitality/Tourism</li> </ul>	7
<b>SUNY Adirondack</b>	<ul style="list-style-type: none"> <li>• Media Arts</li> </ul>	<ul style="list-style-type: none"> <li>• Professional, Scientific &amp; Technical</li> </ul>	0
<b>Columbia Greene Community College</b>	<ul style="list-style-type: none"> <li>• Medical Assistants</li> <li>• Digital Design</li> </ul>	<ul style="list-style-type: none"> <li>• Health Care and Social Assistance</li> <li>• Professional, Scientific &amp; Technical</li> </ul>	1

\* Does not reflect all new programs developed by each college or university since 2011.

## 2016 PRIORITY PROPOSED PROJECTS RELATED TO SUNY & COMMUNITY COLLEGE PLANS

- 1 Canada St. Inc. - Adirondack Craft Beverage Campus (in partnership with SUNY Adirondack and SCCC)
- Hudson Valley Community College – Meeting Employer Needs for Building Systems Technology Program
- University at Albany Bioscience Development Corporation – Bioscience Development Properties Upgrades
- The Research Foundation for SUNY, on behalf of SUNY Polytechnic Institute – Tech Valley Business Incubator

# VETERANS' PARTICIPATION IN THE WORKFORCE

## CREATING OPPORTUNITIES FOR THOSE WHO SERVED

Providing opportunities for career development and business ownership for individuals who have served their country is at the forefront of all that is important to the Capital Region Economic Development Council. To address this need, a number of education, government, non-profit, and private industry partners have formed The VetCon Alliance and are planning the VETCON 2016 Conference on October 24 – 25, 2016 in Albany.

VETCON 2016 is the brainchild of a new alliance among the Tully Rinckey Foundation, Living Resources, SaxBST LLP, University at Albany's Center for Advancement & Understanding of Social Enterprises, University at Albany's Division of Research, Direct Impact Associates LLC, the New York State Office of General Services Service-Disabled Veterans' Business Development Division, and Sandler Training. This new alliance is meant to aid veterans facing socio-economic hardships, and promote growth through education, entrepreneurship, and employment.

This conference is the first of its kind in the Capital Region to help veterans as they make transitions into their future professional careers. It is an unprecedented collection of public and private businesses, non-profit and for-profit organizations, and government agencies gathering together for a worthy initiative.

The conference will:

- Provide support, advice, and direction to startups and existing businesses owned by veterans.
- Host seminars and presentations overseen by UAlbany's School of Business School MBA program. Topics include issues that confront new businesses and how to do business through technology and marketing.
- Make available businesses and organizations that help veterans obtain employment and to encourage industry to consider veterans. The New York State Office of General Services will have representatives from State programs and agencies that will help guide veterans toward useful programs that already exist. Representatives from OGS will

help instruct and educate veteran business owners as to the process and requirements in becoming certified as a New York State Service-Disabled Veteran-Owned Business (SDVOB) in order to increase participation in New York State's contracting opportunities.

- Have the potential to present monetary awards, grants, and prizes to veteran-owned businesses.
- Have prominent speakers serve as mentors during seminar sessions, and networking opportunities with the inclusion of notable veteran business owners, investors, and financial institutions. There will be specific rooms made available to connect investors with potential businesses, and for networking between attendees.

## 2016 PRIORITY PROPOSED PROJECTS RELATED TO VETERANS IN THE WORKFORCE

- Schenectady County Community College – Albany Can Code – SCCC UWT Application 2016
- Albany Community Action Partnership – ACAP Career Services
- Columbia-Greene Community College – Columbia-Greene Transportation Unemployed Worker Training Program
- Interfaith Partnership for the Homeless – IPH 2016



# IMPLEMENTATION OF KEY REGIONAL PRIORITIES

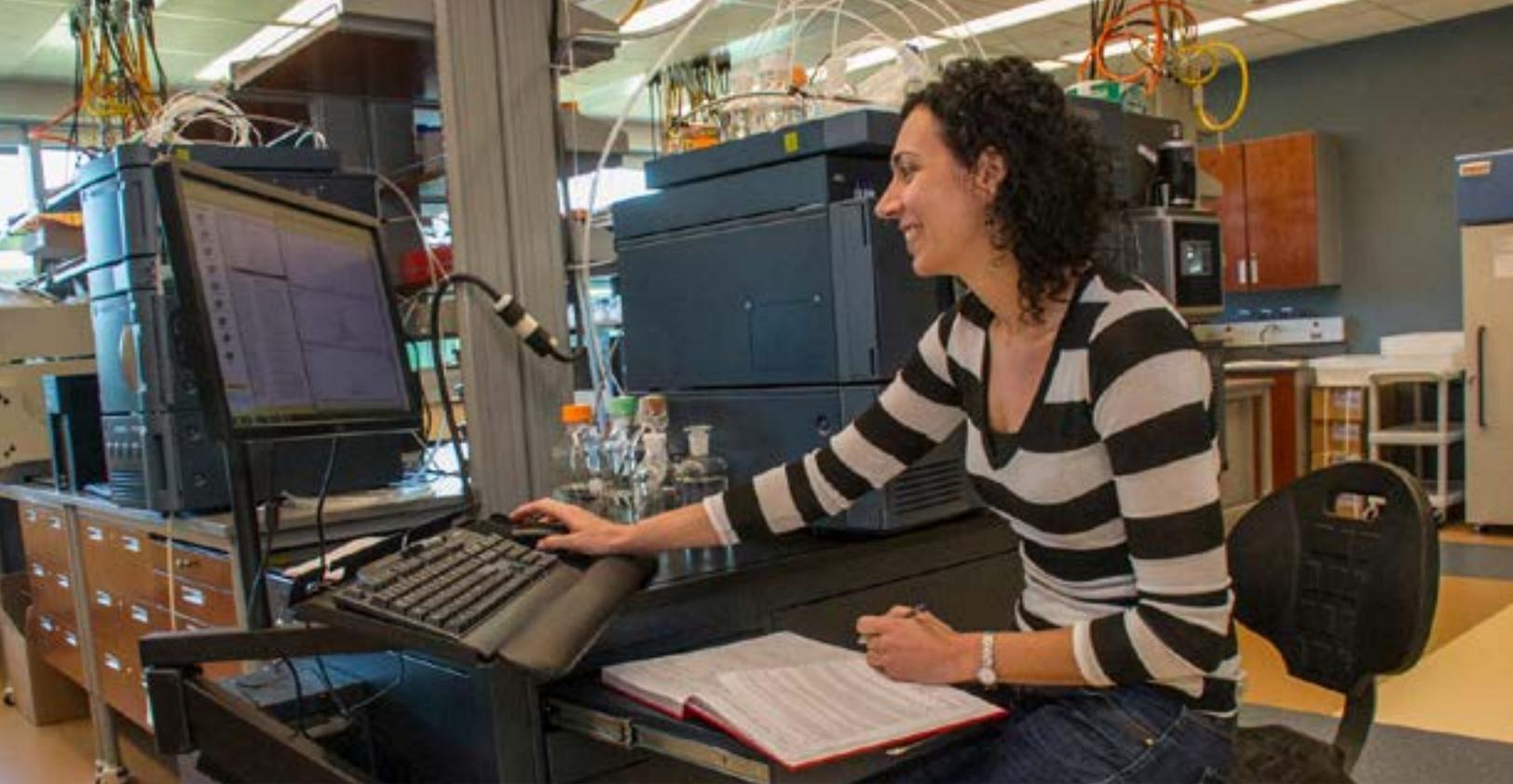
"WE'RE CREATING A  
CULTURAL HUB FOR  
CATSKILL AND THE  
CAPITAL REGION."

**Chris Bolan**

Community Relations Director,  
American Dance Institute Lumberyard

*CFA #51730 American Dance Institute Capital*





The best word to describe the CREDC's approach to our Region's priorities is **integration**. The Council's work is focused on integrating statewide priorities, our key regional priorities, and our Region's unique geographic, demographic, and economic characteristics.

We are in a transition year as the Council moves to integrate the 2011 Strategic Plan and the 2015 Capital 20.20 Revitalization Plan. The Council has already incorporated this integrated approach throughout the DRI application and selection process. In addition to making sure applicants and their proposed districts aligned with the core principals of the DRI program, our Council incorporated specific questions and scoring criteria driven by the goals and priorities outlined in both the 2011 Strategic Plan and 2015 Capital 20.20 Revitalization Plan. In the coming year, the Council will create a new strategic roadmap to take the Region to the next level, including restructured workgroups that reflect our key regional priorities. As described in the Executive Summary, we have crosswalked our Strategic Plan with Capital 20.20—mapping existing goals with emerging strengths and strategies. Below are examples of Council investments—both past and current priority projects—that move us forward on these key priorities. In addition, we are increasingly leveraging our strong suit in the Creative Economy across our sector-based strategies.



**NEXT-TECH**

### **Population Health Data Consortium**

As envisioned in Capital 20.20, our Region has convened a **Population Health Data Consortium**—a regional body looking at ways to work together and potentially share a common data platform. The goal of the consortium is to develop a cluster of companies that will specialize and accelerate population health improvements in the Capital Region and beyond.

The current members of the core group include Albany Medical Center, St. Peter's Health Partners, two regional insurers (MVP Healthcare and CDPHP) and two large multispecialty practices (CapitalCare Medical Group and Community Care Physicians). IBM Watson Health and the University at Albany plan to lend research expertise to this effort. UAlbany has assembled a multidisciplinary (health economics, health policy, population health, computer science/health information systems) group of faculty to examine solutions for improving population health.



**GATEWAY**

**Port of Albany – multiple projects**

Capital 20.20 laid out an ambitious plan to invest in port infrastructure and waterways, to support our fast-growing distribution and logistics cluster. This strategy builds on the Council’s ongoing investments in our ports, including a 2015 priority project to fund the Port of Albany’s Big Lift Operations. This funding is for the construction of a 56,000-square-foot maritime heavy lift cargo operations building. The project is enabling a significant leap forward in our Region’s capacity to handle the growing demand for heavy, large-dimension cargo—such as the steam turbines produced at GE Power in Schenectady.



**METRO**

**Park South Redevelopment**

Capital 20.20 put forth a strategy to build vibrant cities for businesses and families. Smart mixed-use investments near employment centers help provide this vibrancy. The blueprint for a successful approach to this on a local level is the Park South neighborhood in Albany. Working together, the City of Albany, Albany Medical Center, and neighborhood stakeholders developed a plan that continues to guide investment. Assisted with Round 3 and Round 4 CFAs, the redevelopment plan has led to over \$250 million in new investment.

This model of working with local government, institutional partners, and the community will ensure that projects occurring within our urban cores receive the support they need to be successful. Capital 20.20 emphasizes how important vibrant metros are to our Region, and that they are key to its overall economic health and cultural diversity.





**TALENT**

**Albany Can Code**

In support of the Capital 20.20 Talent theme, this 2016 Proposed Priority Project works to address the shortage of skilled application coders in the Capital Region to support our growing software development sector. This program, a collaboration between the nonprofit Albany Can Code, Schenectady County Community College, and the Capital Region Workforce Development Board will train front-end web developers in HTML, CSS, JavaScript, and Ruby On Rails. Recruitment will primarily target inner-city youth in Albany and Schenectady. This project has commitments to interview students completing the program with Transfinder, Apprenda, Greene Tree, ChannelEyes, Mad Glory, and Linium Staffing.

**ALBANY CAN CODE**



**LIFT-OFF**

**Tech Valley Center of Gravity**

Capital 20.20 identified a supported ecosystem of vibrant entrepreneurs as critical to our future growth, recognizing that our Region has increasingly become a hub for innovative business and incubator spaces that are revitalizing our urban neighborhoods and creating fertile ground for entrepreneurship and creative ventures.

One of the best examples of how the Council is implementing this priority is its investment in the Tech Valley Center of Gravity—a collaborative incubator, maker space, and StartupNY site. In addition to providing workspace, tools, and technology for its members and tenants, Center of Gravity is a community gathering space and venue for events and a wide range of classes and workshops.



## INVESTING IN OUR CREATIVE ECONOMY

While not a discrete strategy or goal set forth in either our Strategic Plan or Capital 20.20, the cultivation of our Region's creative economy permeates a broad cross-section of our projects—and is an emerging diverse sector that represents tremendous potential as a driver of our Region's economy. Because we've recognized the correlation between a tech-based economy and a thriving arts sector, we are consciously working to emphasize these investments in our portfolio.

To lift up, energize, and grow these natural assets, the Council has provided leadership and support for Captivate—the Regional Alliance for the Creative Economy. This growing public-private enterprise of stakeholders in the creative economy is using the same integrated approach as the Council, incorporating workforce development, downtown revitalization, entrepreneurship, and the development of our tech sector.

## ADI Lumberyard-Catskill

Thanks to a 2015 Council investment, the American Dance Institute is transforming a former lumberyard in the heart of the Village of Catskill into a performing arts incubator. The center will pair nationally acclaimed choreographers with students and collaborators in an environment where they can focus on intricate technical demands of new productions. The facility, which will consist of several renovated waterfront buildings located on scenic Catskill Creek, will create studios and housing, allowing ADI Lumberyard to expand its mission of supporting artists throughout the creative process by being able to increase the number of residencies and performance opportunities. The site will also include a state-of-the-art performing arts space. ADI Lumberyard will provide an anchor for a growing arts and cultural district as envisioned in the village's strategic plan.

# LUMBERYARD<sup>SM</sup>



# 2016 PROPOSED PRIORITY PROJECTS

**"WE'RE CREATING  
NEW OPPORTUNITIES  
TO GROW OUR CRAFT  
BREWING INDUSTRY  
HERE IN THE CAPITAL  
REGION."**

**David Gardell**

Proprietor, The Ruck, downtown Troy  
and Graduate of Schenectady County  
Community College's Craft Brewing  
certificate program

*CFA #30861 The Kindl Workforce Development  
Building, training site for SCCC's Craft Brewing  
Certificate Program*

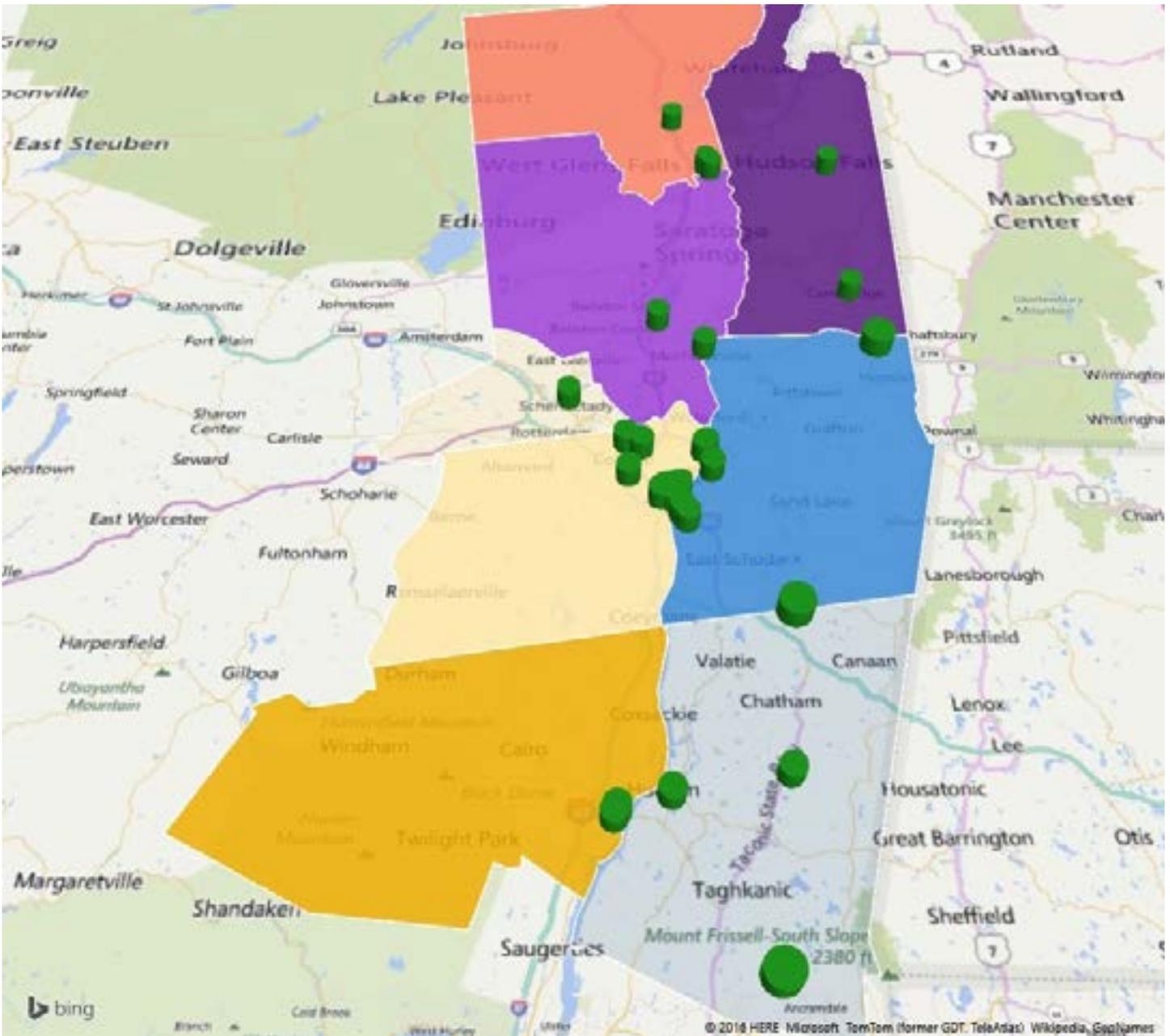


## ROUND 6 SELECTION PROCESS

Council outreach efforts produced an impressive list of CFA applications. Working as a group, the Council reviewed and analyzed all qualifying applications resulting in a comprehensive list with supporting documentation. Each project was then scored by at least two Council members. Scores were compiled in a database by ESD's Regional Office that was used by the

Council during its annual priority project selection meeting. Each qualifying CFA was then discussed and scored by the Council. The result is our 2016 list of Priority Projects. Covering a broad and diverse range of projects, the Council is confident that once implemented, these projects will take the Region to the next level.

## PROPOSED PRIORITY PROJECTS MAP



# ESD PROJECTS

## STRATEGIES

## 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	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
65254	<b>Schenectady County Metroplex Development Authority</b> The Mill					*	*			*			*		
67104	<b>Finch Paper</b> Finch Beneficial Use of Paper Residuals Project	*	*	*		*			*		*			*	
65554	<b>P1 Holdings Inc.</b> P1 Advanced Manufacturing Center			*		*					*	*	*	*	
49005	<b>Polyset Company Inc</b> Plant Expansion and Equipment		*	*							*	*			
65124	<b>Brown's Brewing Company</b> Craft Brewery-Sustainable Development and Job Growth Project	*	*			*					*				
67829	<b>Town of East Greenbush</b> Mill Creek Tempel Farms Project	*		*		*						*		*	
67050	<b>Hawthorne Valley Association Inc</b> HV Farm Enterprise Expansion	*	*	*		*	*		*		*				
65941	<b>Dauchy River Triangle LLC</b> American Theater					*	*			*			*		
64040	<b>1 Canada Street, Inc.</b> Adk Craft Beverage Campus	*				*				*					
66307	<b>Legal Aid Society of Northeastern NY</b> LASNNY Civil Legal Services Center	*				*					*		*		
63988	<b>Albany County</b> Albany County Civic Center Renovations					*	*			*					
68267	<b>Albany County</b> Times Union Garage Egress			*		*				*					
66228	<b>Hudson Valley Community College</b> Meeting Employer Needs For Building Systems Technology Programs	*	*	*							*				*
66142	<b>EDC Warren County</b> Womens Wellness Center of the Glens FallsAdirondack Region		*			*				*			*		
66508	<b>Albany Medical College</b> MS/ME Basement Rehabilitation	*	*	*							*	*			
68346	<b>Nipper Apartments LLC</b> Nipper Apartments - 991 Broadway					*				*			*		
67820	<b>River King Development</b> 155 River St AD 1888			*		*				*			*		
68182	<b>University at Albany Bioscience Development Corporation</b> Bioscience Development Properties Upgrades	*		*				*				*		*	

# ESD PROJECTS

## STRATEGIES

## 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	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
64512	<b>Columbia Memorial Hospital</b> Service and Employment Expansion Catalyst Project		*			*				*			*		
67389	<b>Common Roots Brewing Company</b> Brewery Expansion		*			*				*					
67911	<b>EASM Properties, LLC</b> The Park Theater					*				*					
65275	<b>The Watershed Group</b> Original Sin Hard Cider Expansion						*	*	*					*	
66933	<b>Clarkson University</b> Planning Grant for Clarkson Capital Region Campus	*	*	*							*				
66405	<b>Palace Performing Arts Center Inc.</b> Downtown Albany Arts Entertainment District	*	*	*		*			*	*			*		
67236	<b>Center for Economic Growth</b> Greater Capital Region Food System Assessment	*	*	*			*		*						
65124	<b>Brown's Brewing Company</b> Craft Brewery-Sustainable Development and Job Growth Project	*	*	*		*									
65313	<b>Greene County</b> Greene County Mountain Bike Ride Center	*					*	*	*				*		
67555	<b>Thomas Cole Historic House</b> Marketing New Cole Site Permanent Interpretive Exhibition	*					*	*	*						
68656	<b>TriCity ValleyCats</b> Capital Region AllStar Festival						*	*	*						
65811	<b>Albany Symphony Orchestra, Inc.</b> Water Music 2017	*					*	*	*						
67752	<b>Greenway Heritage Conservancy HRV, Inc.</b> Hudson River Sojourn	*					*	*	*						
65275	<b>The Watershed Group</b> Original Sin Hard Cider Week Marketing						*	*	*						
67954	<b>Hubbard Hall Projects, Inc.</b> Marketing Washington County Arts	*					*	*	*						
65199	<b>Tech Valley Center of Gravity, Inc.</b> TVCOG Community Based Business Cultivation	*	*	*		*				*	*	*	*		
65082	<b>The Research Foundation for SUNY, on behalf of SUNY Polytechnic Institute</b> Tech Valley Business Incubator	*	*	*								*			



## ALBANY COUNTY CIVIC CENTER RENOVATIONS

City of Albany

Application #63988

The Times Union Center is a vital economic engine that supports and drives the sustainability and growth of the Capital Region, attracting thousands of patrons annually. This proposed renovation will enhance the experience of patrons attending events and the general public, and will strengthen the marketability of the Times Union Center as a premier venue preferred by artists and patrons alike by reconfiguring and renovating the front atrium and south facade of the center, enclosing the walkway and northeast patio, upgrading the aesthetics and functionality of these areas, and improving technology, signage, and other functions. The project also will enhance the connection between the Empire State Plaza, The Egg, and the new Albany Capital Center with a renovated and heated walkway designed to help pedestrian traffic flow easily between venues. With these improvements, the Capital Complex will create additional economic development within 10 city blocks of the facility, as land and vacant buildings in this urban center are expected to see growth in private investment for basic services, restaurants, bars, and shopping to meet the needs of increased numbers of visitors.



Project cost: **\$19,685,300**  
ESD grant request: **\$3,937,060**  
Leverage: **\$15,748,240**  
Source of funds: **CFA Funds**  
Projected direct jobs: **200 construction jobs**

BRING CITIES  
TO LIFE



SUSTAIN & OPTIMIZE  
OUR SURROUNDINGS



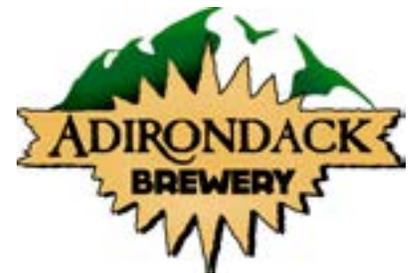


## ADK CRAFT BEVERAGE CAMPUS

Village of Lake George

Application #64040

This project proposes to construct the Craft Beverage Campus (CBC) in downtown Lake George near an existing brewpub and coffee house, and a soon-to-open micro-distillery. The CBC will consist of as many as five or six different structures, each designed to highlight one facet of the craft beverage industry in the Adirondack/Capital Region. Brewing and distilling employment will create skilled, high-demand, and well-paid jobs including brewers, distillers, and other production workers, salespeople, marketing staff, and administrative personnel. Many of these positions will require higher education and/or specialized training. The campus will provide economic diversification for a region that is heavily dependent on seasonal tourism, with year-round manufacturing employment, and a center for year-round tourism. The project also fosters the development of smaller craft brewers, distillers, and winemakers, and creates a hub for the Region's craft beverage producers to promote their products. The CBC also will act as a regional food-and-beverage education center for SUNY Adirondack, Schenectady County Community College, and Paul Smiths College, among others, to provide an off-site facility to help prepare students for jobs and careers in North Country communities.



Project cost: **\$1,632,000**

CFA funding request: **\$344,000**

Leverage: **\$1,288,000**

Source of funds: **CFA Funding, Cash Equity, Bank Financing**

Projected direct jobs: **10 construction jobs**

Projected retained jobs: **39**

**LEVERAGE & COLLABORATE**



**BRING CITIES TO LIFE**





## COLUMBIA MEMORIAL HOSPITAL SERVICE AND EMPLOYMENT EXPANSION CATALYST PROJECT

City of Hudson

Application #64512

The project will enable a 12,000-square-foot renovation in a newly purchased building to accommodate 91 employees as well as rental space for a child-care provider. The plan will relocate this staff to a secure building to allow for future planned campus expansion and the addition of key services and infrastructure. The project serves as the critical initial project in a planned campus expansion. The five-year plan consists of three major capital elements: a new patient pavilion with up to 90 new patient rooms; a new medical office building that will house a Cancer Treatment Center with technology unique to the area; and a new parking garage that will remove 444 automobiles per day from local streets. By serving as a catalyst for Columbia Memorial Hospital's five-year capital plan, this project will increase capacity for potential employees, including hundreds of students in nursing and other programs that Columbia Memorial Hospital's Education Department works with annually.



Project cost: **\$1,567,000**  
ESD grant request: **\$313,400**  
Leverage: **\$1,253,600**  
Source of funds: **CFA Funds**  
Projected direct jobs: **20 construction jobs**  
Projected retained jobs: **15**

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## CRAFT BREWERY- SUSTAINABLE DEVELOPMENT AND JOB GROWTH PROJECT

Town of Hoosick Falls

### Application #65124

Funding will enable Brown's Brewing Company to create a state-of-the-art, sustainable craft brewing and agricultural destination at its Hoosick Falls brewery. Brown's Brewing Company is a community-oriented, sustainable craft brewer with locations in both Hoosick Falls and Troy. This project will create 26 new jobs and renovate a 6,000-square-foot portion of the historic 19th-century Hoosick Falls facility into a full canning and packaging line, build out to increase cold storage capacity and expanded laboratory space. The funding also will enable Brown's to increase barrel production to 15,000 barrels from the current 5,000 annually, ensure quality control of its products with additional laboratory space, and widen production capabilities with a full canning and packaging line. The project will promote sustainability by utilizing hydroelectricity as the facility's primary power source. It will also bring vacant land on the Hoosick Falls property into active agricultural production, allowing the company to leverage current relationships and form new partnerships with local farmers and hop growers, and provide them with equipment and resources required to process their own hops and grains at our facility.



Project cost: **\$8,119,501**

CFA funding request: **\$630,948**

Leverage: **\$7,488,553**

Source of funds: **CFA Funding, Cash Equity,  
Bank Financing**

Projected direct jobs: **26**

**LEVERAGE &  
COLLABORATE**



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## THE MILL

City of Schenectady

Application #65254

The funding will enable the creation of The Mill Artisan District, an innovative project that will create jobs in the local food, craft brew, and specialty brand sector within walking distance of the designated Schenectady Opportunity Zone neighborhoods. The district will revitalize a condensed, blighted area of downtown Schenectady and leverage public and private investments to transform three long-neglected streets into a unique downtown artisan hub including apartments, restaurant, and retail space. Nearby Schenectady County Community College offers training in culinary arts, craft brewing, and hospitality, creating career advancement opportunities for district employees. The district is on a CDTA route, and less than a quarter mile from the city's downtown core, the historic Stockade District, Proctors Theater, Union College, and the new Amtrak Station. A collaborative effort between Re4orm Architecture and Schenectady County Metroplex Development Authority, the project will include the acquisition and renovation of six deteriorated buildings, and bring desirable market rate housing for artists and young professionals. Its restaurant, retail, artisan and maker space will provide increased sales tax revenues and create employment opportunities.



Project cost: **\$14,100,000**  
 ESD grant request: **\$2,820,000**  
 Leverage: **\$11,280,000**  
 Source of funds: **CFA Funding, Cash Equity, Bank Financing**  
 Projected direct jobs: **200 construction jobs**  
 Projected retained jobs: **175, including housing-related and food/maker positions**

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## ORIGINAL SIN HARD CIDER

Town of Ancram

### Application #65275

This funding will enable Original Sin, headquartered in New York City, to purchase approximately five acres of land in Ancram to build a cidery and tasting room and to plant and maintain an orchard. Established as a startup in 1996, the company has grown to become the second-largest independent cider company in the United States with sales distributed to more than 30 states, the United Kingdom, and Japan. The Ancram facility, which will increase profits by moving production in house, will keg and can a high-quality artisanal cider using Hudson Valley apples exclusively and crush and press on-site. The orchard also will serve as an educational and tourism site to educate local, regional, and foreign visitors and potential investors about the history of apples, apple cultivation, and cider production in New York State. The facility will include a community-friendly space appropriate for tasting events, lectures, and other activities in collaboration with local and regional artisanal food and beverage businesses and nonprofits, supporting the ongoing Taste NY and I Love NY activities in the capital region. A total of five full-time employees will be hired, four of which will be appropriate for low-income and disadvantaged Capital Region residents.



Project cost: **\$1,149,900**  
CFA funding request: **\$459,800**  
Leverage: **\$690,100**  
Source of funds: **CFA Funding, Cash Equity, Bank Financing**  
Projected direct jobs: **5**

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OUR SURROUNDINGS**



**SHOWCASE  
OUR BEAUTY**



**SPOTLIGHT  
OUR STRENGTHS**





## P1 ADVANCED MANUFACTURING CENTER

City of Schenectady

Application #65554

The funding will support construction and operation of an advanced manufacturing center, "P1-AMC", enabling P1 to develop new, high-tech manufacturing capabilities, train highly skilled talent proficient in the new software/hardware world of manufacturing, and position P1 to enter new markets and draw manufacturing work to the upstate area. P1 primarily delivers turnkey products and solutions to industrial original equipment manufacturers (OEMs) in the energy market, including GE and innovators in Austria and China. Since its creation in 2006, P1 has enjoyed remarkable success and growth in Schenectady, establishing over 44,000 square feet of high grade manufacturing space and over 90 jobs in the community. The completion of the AMC would permit P1 to produce its current products with enhanced efficiency and in greater quantity. In addition, to allow for a more diverse pool of products to be delivered, the construction will allow new opportunities, such as components for gas turbines and aerospace projects, to be tested in the AMC, while current orders are handled in the primary operations building.



Project cost: **\$3,910,142**  
CFA grant request: **\$782,000**  
Leverage: **\$3,128,142**  
Source of funds: **CFA Funding, Cash Equity, Bank Financing**  
Projected direct jobs: **25 construction, 44 long-term**  
Projected retained jobs: **78**

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## AMERICAN THEATER

City of Troy

Application #65941

The project funding will allow the rehabilitation and re-opening of the American Theater in Troy, a building that opened in the early 1920s. The project seeks to utilize the framework of a beautiful historic theater while bringing all of the functional components up to modern standards to create a destination in the center of Troy that supplements the growth of restaurants and bars to provide another destination for residents and visitors. The funding will support a complete rehabilitation of the building, including new mechanical and electrical systems, new bathrooms, refurbished finishes, and a careful restoration of the rotunda lobby space, along with a full exterior restoration and new marquee. Located on the bus line and in walking distance for many local residents and potential employees, Bow-Tie Cinemas expects to offer the majority of employment opportunities at this location as entry-level positions, with training, at competitive pay rates.



Project cost: **\$3,047,450**  
ESD grant request: **\$610,000**  
Leverage: **\$2,437,450**  
Source of funds: **CFA Funding, Cash Equity, Federal Funding**  
Projected direct jobs: **24 construction, 13 other**

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## WOMEN'S WELLNESS CENTER OF THE GLENS FALLS/ADIRONDAK REGION

City of Glens Falls

Application #66142

This project will enable Hudson Headwaters Health Network, a not-for-profit system of community health centers, to develop a centralized women's health care and wellness center in a downtown location accessible to low- and moderate-income residents. Achieving this goal will require extensive renovations to its facility, along with acquisition of new medical equipment, in order to be in compliance with Article 28 Department of Health regulations. The project is expected to retain 38 jobs and create up to 17 jobs, while providing greater access to medical care for women of Glens Falls. The services provided at Women's Wellness Center will include obstetrics & midwifery, gynecology including laparoscopic and robotic surgery, urogynecology, birth control (including long-acting reversible contraception), preventive screenings for breast and ovarian cancer, and support services including mental health and coordinated care management. The investment will result in expanded services, improved patient access.

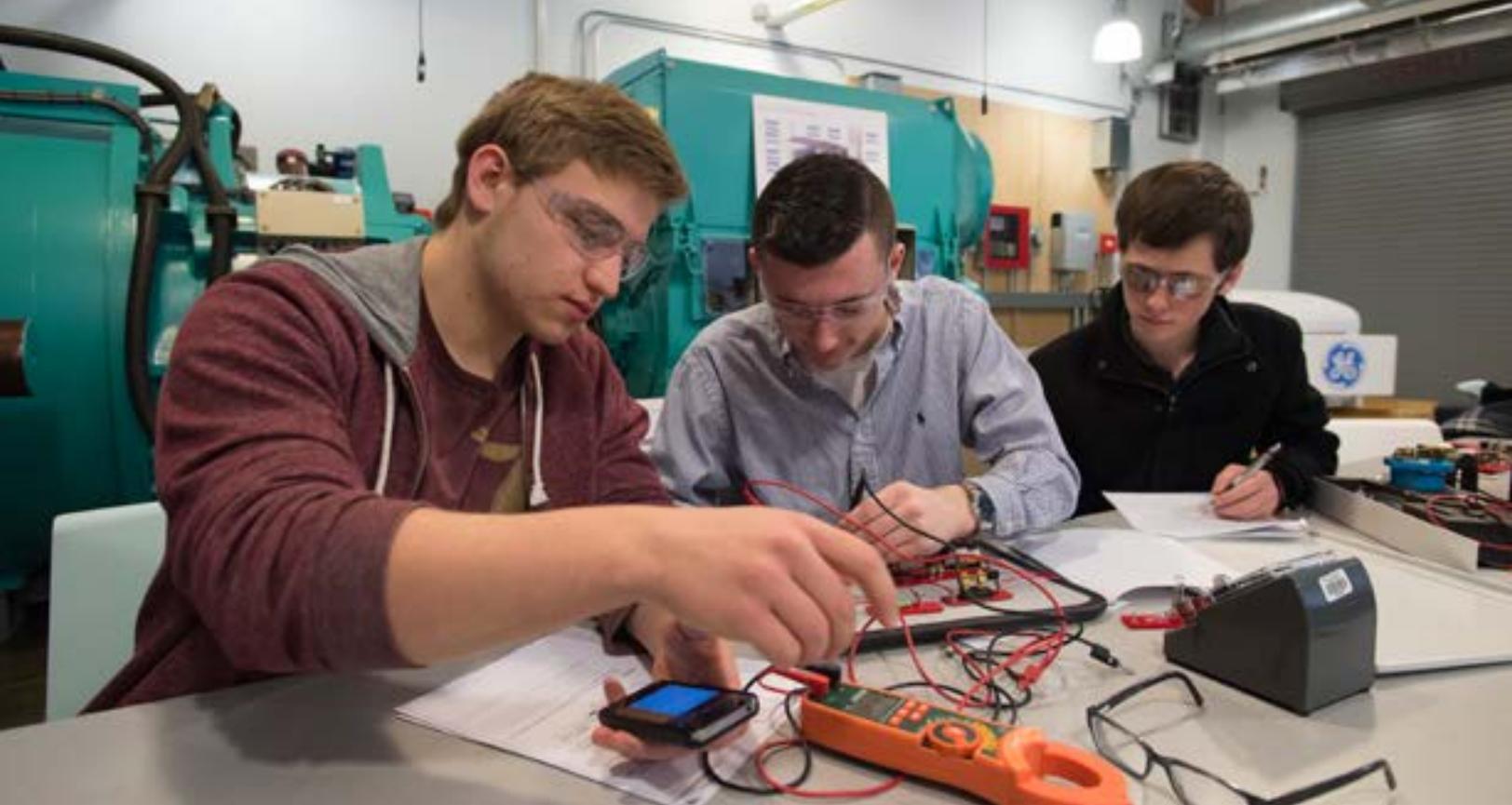
Project cost: **\$1,305,000**  
ESD grant request: **\$261,000**  
Leverage: **\$ 1,044,000**  
Source of funds: **CFA Funding, other**  
Projected direct jobs: **up to 17**  
Projected retained jobs: **38**

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## MEETING EMPLOYER NEEDS FOR BUILDING SYSTEMS TECHNOLOGY PROGRAMS

Town of Malta

Application #66228

Hudson Valley Community College's Electrical Construction Maintenance 3,000-square-foot lab will be equipped to allow the college to train more students and meet employer demand for highly skilled electricians and electrical workers. The project will take place at HVCC's Malta location known as TEC-SMART, a LEED Platinum Certified Building that currently houses geothermal, photovoltaic, semiconductor, and wind labs serving the renewable energy employer market. Current labs will be expanded to include direct current application, residential and commercial construction wiring, electric power systems, industrial motor control, industrial wiring, and industrial power electronics. The program will be able to admit an additional 72 students, and increase the number of graduates from 89 students in 2018 to 150 students in 2019. As high-tech industries continue to grow in the Region and demand for trained technicians continues to rise, Hudson Valley will explore ways to further expand the program to satisfy industry needs and increase training opportunities for all students, especially those from lower incomes.



**Be bold. Be a Viking.**

Project cost: **\$405,674**

ESD grant request: **\$81,135**

Leverage: **\$324,539**

Source of funds: **CFA Funding, Private**

**LEVERAGE &  
COLLABORATE**

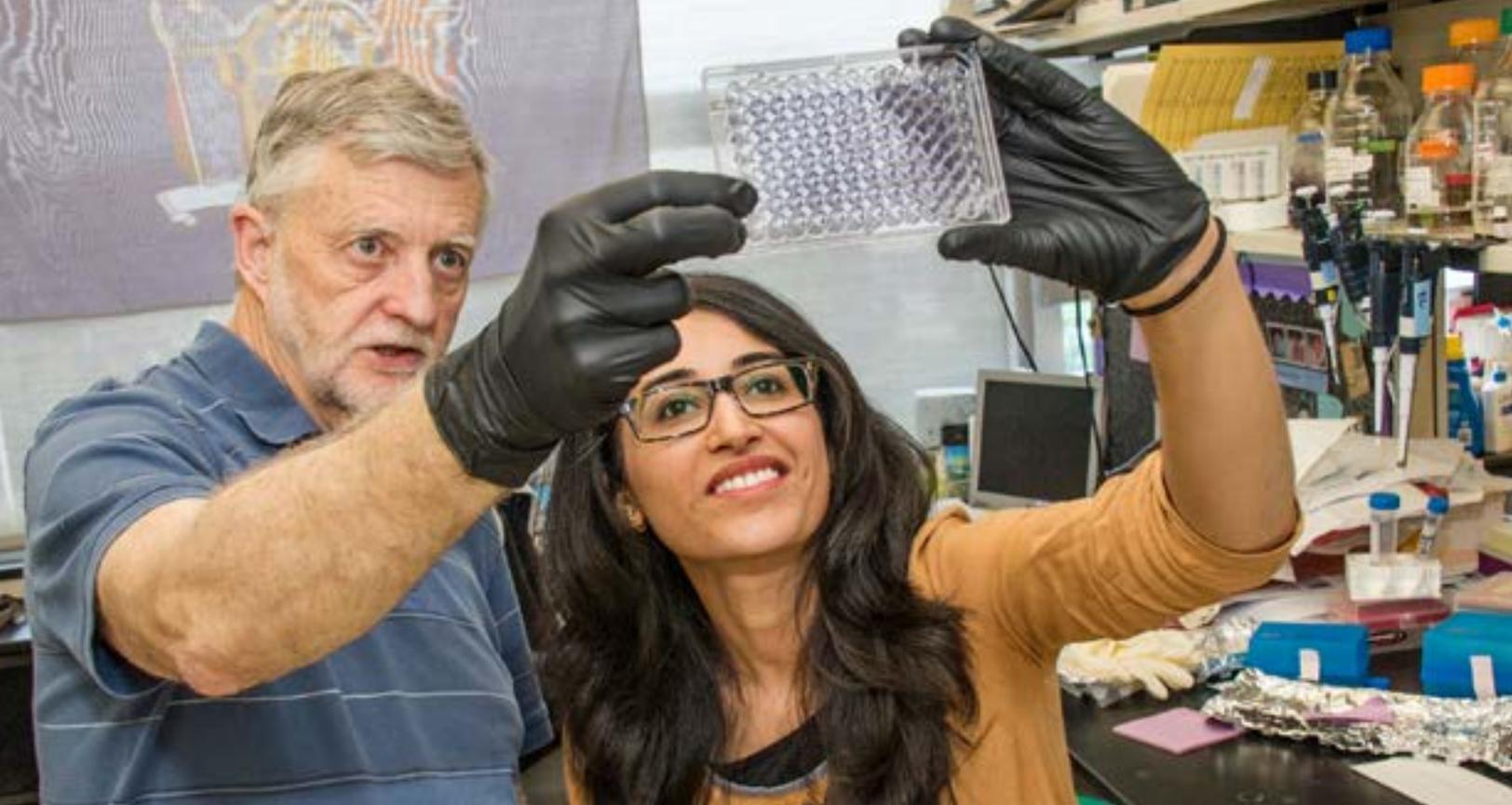


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## BIOSCIENCE DEVELOPMENT PROPERTIES UPGRADES

Town of East Greenbush

Application #68182

To retain existing companies and attract new ones to the University at Albany Biosciences Development Corporation's properties on its East Campus in the Town of East Greenbush, this project will focus on renovating and upgrading existing facilities, critical to making the properties competitive to private tenants in health sciences-based research, development, and manufacturing.

This project consists of a number of upgrades to the Cancer Research Center, George Education Center, and principally to the Main Laboratory Building in utility systems restoration, mechanical systems improvement, building envelope integrity, fit-out of shell space for occupancy, regulatory compliance improvements, parking lot replacement, and interior enhancements.

Currently these properties house 32 tenants with more than 600 employees in health sciences R&D jobs, along with numerous research scientists, faculty and more than 300 students who participate in a wide variety of programs, including health sciences research and development.

Project cost: **\$20,000,000**  
 ESD grant request: **\$4,000,000**  
 Leverage: **\$16,000,000**  
 Source of funds: **CFA Funding, Cash Equity**  
 Projected direct jobs: **35 direct,**  
**100 construction**  
 Projected retained jobs: **200**

**LEVERAGE &  
COLLABORATE**



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**SPOTLIGHT  
OUR STRENGTHS**





## DOWNTOWN ALBANY ARTS ENTERTAINMENT DISTRICT

City of Albany

Application #66405

The establishment of the Downtown Albany Arts & Entertainment District around the Palace Theatre will complement other transformational projects already underway by tripling the Palace's capacity for performance offerings. The project will establish Albany as a center for post-production video business, adding job opportunities for disadvantaged residents of neighboring communities, launching an innovative and inclusive arts education program accessible to residents of the North End and Arbor Hill neighborhoods, and breathing new life into one of Albany's most visible historic landmarks, which is home to the Albany Symphony Orchestra and Park Playhouse.

The vision is to transform an area adjacent to two disadvantaged neighborhoods, following successful models from other cities, where thriving arts districts rely on a central tenant to serve as lead—in this case, the Palace. Improvements to the theatre will strengthen its leadership position while providing an additional draw in support of the new Convention Center, downtown residential and retail development, and added lodging capacity. In addition to improving the quality of life in downtown Albany, this project will provide quantifiable economic benefits and jobs. Once completed, the Albany A&E District will attract outside investment in business and real estate and draw a younger, more affluent population attracted to the Region's creative economy.

Project cost: **\$29,690,800**  
 ESD grant request: **\$4,240,000**  
 Leverage: **\$25,450,800**  
 Source of funds: **CFA Funding, Cash Equity, Bank Financing, Private**  
 Projected direct jobs: **200 direct, 175 construction**

LEVERAGE & COLLABORATE



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SPOTLIGHT OUR STRENGTHS





## FINCH BENEFICIAL USE OF PAPER RESIDUALS PROJECT

City of Glens Falls

Application #67104

This project provides critical start-up capital to convert Finch paper residuals from waste into products for a variety of beneficial uses, including agricultural projects and energy generation. It would create new revenue streams for Finch Paper, which faces a tough paper market in constant decline; generate new jobs in the Glens Falls region; and have a dramatic, positive environmental impact by transforming a waste stream into products with considerable demand and environmentally friendly properties.

Reducing up to 100 million pounds of annual landfill consumption in the area, this project will generate manufacturing products for the New York energy and agricultural markets. By converting a waste product into green energy, fertilizer and bedding solutions with proprietary technology, Finch's investment is directly aligned with the Clean-Tech initiative. Finch's investment in cutting-edge fiber processing technology will allow it to extract the energy value from the paper residual waste stream and generate approximately 1 megawatt of clean, renewable energy. The generation technology will leverage Finch's existing energy infrastructure with modifications to process paper residuals as fuel. The investment would be a first-of-its-kind execution for the North American market, serving as a model for investments by regional and municipal wastewater treatment facilities.

**finch**  
Finch Paper LLC

Project cost: **\$5,000,000**

ESD grant request: **\$1,000,000**

Leverage: **\$4,000,000**

Source of funds: **CFA Funding, Cash Equity**

Projected direct jobs: **12 direct**

**LEVERAGE &  
COLLABORATE**



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# GREATER CAPITAL REGION FOOD SYSTEM ASSESSMENT

City of Albany

Application #67236

This project is an assessment of our Region's production, processing distribution and consumption of local food; the goal is to leverage the investment necessary for a significant increase in the value of local food, while making it a reliable tool in battling regional food insecurity.

Known as the Greater Capital Region Food System Assessment (GCRFSA), this project involves three of the richest agricultural valleys in the state, and is based on four counties of consumption (Albany, Rensselaer, Saratoga, Schenectady) and 11 counties of production (Albany, Columbia, Fulton, Greene, Montgomery, Rensselaer, Saratoga, Schenectady, Schoharie, Warren, Washington). A vast network of partner agencies, farms, businesses, educational institutions, and individuals representing all food system sectors has been assembled to gather, analyze and apply useful information about regional food. Potential markets will be mapped, barriers to expanded production identified, distribution channels diagnosed and bolstered, demand for regional products assessed, and business opportunities, especially in local food processing, identified. On the consumption side, best practices will be identified and shared to increase food access and decrease diet related illness.



Project cost: **\$257,540**  
 ESD grant request: **\$100,000**  
 Leverage: **\$157,540**  
 Source of funds: **CFA Funding, Cash Equity, Private**

- LEVERAGE &  
COLLABORATE**


- OPEN NEW DOORS**


- PREPARE FOR  
TOMORROW**


- SUSTAIN & OPTIMIZE  
OUR SURROUNDINGS**


- SPOTLIGHT  
OUR STRENGTHS**





# Hawthorne Valley

Education, Agriculture & the Arts

## HV FARM ENTERPRISE EXPANSION

City of Hudson

### Application #67050

This project builds on the Hawthorne Valley Association's 45-year history as a local food hub and educational non-profit, and is part of the organization's expansion to increase educational opportunities and spur economic development in our Region.

Phase 1 of the HV Farm Enterprise Expansion includes the acquisition, renovation and equipment outfitting of a 10,000-square-foot facility for sauerkraut production in Hudson's Ward 2; it will include a sauerkraut filler, label applicator, capper, heat tunnel for shrink seals, case sealer, conveyor, and cabbage shredder and juicer. It will also include the opening of a small retail storefront and the creation of culinary and food production job training programs. In addition, Phase 1 will comprise the purchase of a rotary dairy filler and label applicator for Hawthorne Valley's creamery as well as site preparation and design work for its vegetable processing and aggregation center.

Project cost: **\$3,000,000**  
ESD grant request: **\$600,000**  
Leverage: **\$2,400,000**  
Source of funds: **CFA Funding, Cash Equity, Bank Financing, Private**  
Projected direct jobs: **8 direct**

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## LASNNY CIVIL LEGAL SERVICES CENTER

City of Albany

Application #66307

This project focuses on creating opportunities and improving outcomes for residents of Albany’s most distressed communities: West Hill, Arbor Hill, and the South End. The Legal Aid Society of Northeastern New York, Inc. will acquire and renovate a building at 95 Central Ave., Albany, where it can offer critical legal services to its diverse clients in a respectful, professional and welcoming space.

This building, a one-time capital investment, will house LASNY staff and pro-bono volunteers who offer place-based, collaborative legal services focused on its clients’ essential needs for housing, family stability, safety, income, education, and health care. Funding will allow a new program of community engagement, legal education clinics, and legal check-ups. A pro bono “beehive” will provide office space and amenities to volunteers for the Legal Aid Society and other providers, bringing pro bono lawyers and law students to West Hill each day. It expects its clients, especially nearby neighbors, to see significant economic benefits from LASNNY’s public assistance and consumer debt representation, increased household stability and clients who are ready for education and employment.

In 2015, LASNNY’s legal work generated a minimum of \$1,772,918 in economic benefits; this investment will allow it to increase both economic benefits and clients served by one-third in these same distressed communities by 2018.



Project cost: **\$1,769,636**  
 ESD grant request: **\$353,927**  
 Leverage: **\$1,415,709**  
 Source of funds: **CFA Funding, Cash Equity, Bank Financing**

**LEVERAGE & COLLABORATE**



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# MILL CREEK TEMPEL FARMS PROJECT

Town of East Greenbush

Application #67829

This project will allow the Town of East Greenbush to make public roadway improvements and upgrade/extension of water and sewer services to serve private industrial and commercial development in the Mill Creek area. The needed public infrastructure, which will also encompass electrical power, gas service, and high-speed internet and telecommunications, will facilitate development of nearly 300 acres and more than 900,000 square feet of pharmaceutical manufacturing, warehouse, and laboratory, research and administrative space to serve a large expansion project (Mill Creek Campus) of Regeneron Pharmaceuticals, Inc.

The project allows an estimated \$200 million in private investment by Regeneron and the separate Tempel Farms LLC planned development district to expand in East Greenbush. Together, they will create an initial 500 to 600 new jobs, including building construction, and another 500 jobs in varied sectors, including distribution, biomedical research, pharmaceutical manufacturing, management, and retail, hospitality, and related services. Both the projects will also promote commercial and housing investments along the aging Columbia Turnpike Corridor and within the City of Rensselaer, where Regeneron operates its existing primary research and manufacturing center.



Project cost: **\$10,863,600**  
ESD grant request: **\$ 2,172,720**  
Leverage: **\$8,690,880**  
Source of funds: **CFA Funding, Cash Equity, Municipal Bond**  
Projected direct jobs: **220**

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## MS/ME BASEMENT REHABILITATION

City of Albany

Application #66508

This project is focused on attracting start-up biomedical device companies to Albany Medical College's Biomedical Acceleration and Commercialization Center (BACC). In order to meet the research and development needs of these companies, the college must provide state-of-the-art laboratory space critical for testing and developing prototypes for clinical trials, including upgrading a section of its research facilities with improvements to the HVAC and an additional surgery suite.

Albany Medical College, founded in 1839, attracts highly talented faculty physicians, medical students and researchers to the Capital Region. Through the BACC, it is also poised to attract and retain biomedical device companies.

The BACC was established in 2015 and already houses five companies with numerous others in the pipeline. It is committed to discovering, developing, and accelerating breakthrough biotechnologies that dramatically improve patient experiences and outcomes while aiding in the economic growth of our Region and beyond.



*A Hub of Bio-Discovery*

Project cost: **\$4,542,071**  
 ESD grant request: **\$500,000**  
 Leverage: **\$4,042,071**  
 Source of funds: **ESD, Private**

**LEVERAGE & COLLABORATE**



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## PLANNING GRANT FOR CLARKSON CAPITAL REGION CAMPUS

City of Schenectady

Application #66933

This project – a planning grant – will explore the feasibility and next steps required for expansion of facilities and programming at the Capital Region Campus for Clarkson University in downtown Schenectady. By expanding both space and programming, CRC can better assist regional companies in up-training current employees as well as develop a 21st century workforce from current human capital.

In 2016, Union Graduate College merged into Clarkson University. The resulting Capital Region Campus for Clarkson includes an expanded portfolio of graduate degree offerings, professional programs, certificate training, and executive education. Based on demand and its long-standing connections with the industry, Clarkson also plans to expand its conference services to support corporate partners and the local business community with access to faculty and staff experts for customized training and skill building.



Project cost: **\$100,000**  
 ESD grant request: **\$50,000**  
 Leverage: **\$50,000**  
 Source of funds: **CFA Funding, Cash Equity**

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## SPECIAL POPULATIONS VOCATIONAL TRAINING

Town of Colonie

Application #66367

This project will allow the Career & Technical Education (CTE) program of the Albany-Schoharie-Schenectady-Saratoga BOCES (Capital Region BOCES) to continue to grow in response to our Region's workforce needs. With health technologies advancing rapidly and job openings continuing to exceed the number of skilled laborers in the welding and heating, ventilation and air conditioning fields, CTE program expansion, tuition assistance, and the purchase of state-of-the art equipment for training are critical to meet the workforce challenges.

In an expanded and enhanced program, CTE program graduates will be trained in various levels of nursing, or may become a service technician, plant utilities assistant, factory or distributor representative, maintenance supervisor, service manager, specifying engineer, plumber, inspector, or skilled welder. This expanded program will take place largely at 1015 Watervliet-Shaker Road, Albany, in an existing facility.

Of the students who participate in CTE programs, 80 percent fall into one or more of the following categories: low-income populations; those with no high school diploma or equivalency; people with disabilities; veterans; those for whom English is not their first language; and those who have aged out of the school system but continue to need job training.



Project cost: **\$1,518,835**  
ESD grant request: **\$165,910**  
Leverage: **\$1,352,925**  
Source of funds: **CFA Funding, Cash Equity**

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## TIMES UNION CENTER GARAGE EGRESS

City of Albany

Application #68267

This project aims to reduce the current traffic congestion on a major downtown Albany corridor by providing a second egress from the Times Union Center Parking Garage; it will also improve the facility's functionality and help strengthen the marketability of the Times Union Center by ensuring convenient and accessible parking. The Times Union Center Parking Garage is an essential part of the success of the Times Union Center, an arena that attracts thousands of patrons annually.

This six-level parking garage provides secure and convenient parking for nearly 1,000 vehicles and is centrally located between the Times Union Center, the Capital Center, and the Empire State Plaza. It serves as the primary parking location for events held at the Times Union Center and is also utilized daily by State and County employees and tourists. When originally constructed, the garage had an exit leading to Howard Street, but with the construction of the new Capital Center, this exit was lost, leading to gridlock at the intersection of Beaver and South Pearl streets. This project will restore that exit, easing congestion and improving the experience of eventgoers and parking tenants while strengthening the Times Union Center as a critical economic engine for the region.



Daniel P. McCoy  
Albany County Executive

Project cost: **\$1,000,000**  
ESD grant request: **\$200,000**  
Leverage: **\$800,000**  
Source of funds: **CFA Funding, Municipal Bond**  
Projected direct jobs: **30 construction**

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## 155 RIVER ST AD 1888

City of Troy

Application #67820

This project will revitalize a long dormant manufacturing building at 155 River Street, Troy, creating a significant mixed-use anchor property in Troy's Business District and enlivening commercial activity on an important underdeveloped block. Plans call for a mixed-use redevelopment with two restaurants, Class A office space, three residential apartments, a boutique hotel with an exercise room and open terrace, and a two-story parking garage with rooftop restaurant terrace.

The renovation of this building by River King Development, LLC, will include infrastructure improvements, façade restoration, and installation of stairway and elevator, sprinkler system, HVAC, plumbing and electric, windows and doors, new roof, and terrace.

A.D. 1888

Project cost: **\$5,643,600**

ESD grant request: **\$1,008,720**

Leverage: **\$4,634,880**

Source of funds: **ESD Grant, Cash Equity,  
Bank Financing**

Projected direct jobs: **29 direct,  
34 construction**

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## BREWERY EXPANSION

City of South Glens Falls

Application #67389

This project will allow Common Roots Brewing in South Glens Falls to continue its growth and expansion into new markets through renovation of its current warehouse, the purchase and installation of grain storage, milling and conveyance system, and the purchase of a new canning line.

The warehouse expansion and renovation includes insulation and heating with a high-energy efficient gas furnace, a new floor drain, and updated electrical and water service as well as a LED lighting. The new canning line will allow production of 16-ounce cans in four packs to be sold in package stores and specialty shops outside our Region as well as to increase on-site beer sales. The grain management system will allow Common Roots us to purchase grain in bulk and mill it as needed, a more cost-efficient process which also produces less waste. Both the in-house canning line and grain management systems will create job opportunities.



Project cost: **\$500,000**  
ESD grant request: **\$100,000**  
Leverage: **\$400,000**  
Source of funds: **ESD Grant, Cash Equity, Bank Financing**  
Projected direct jobs: **3-4 direct, 6-10 construction**

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## NIPPER APARTMENTS 991 BROADWAY

City of Albany

Application #68346

This project involves the redevelopment by Nipper Apartments, LLC, of a vacant four-story building into apartments and a restaurant. Located at 991 Broadway, Albany, in the city's Warehouse District, the renovation of this building, topped by the iconic "Nipper," will be transformational for the neighborhood. During construction and when complete, it will bring jobs and housing to an area dominated by industry and warehouses.

Redevelopment will include first floor commercial space and 65-75 residential units on upper floors as well as 156 parking spaces. The project involves façade restoration, general window repair (replacement and new), and general clean-up of the site. Interior alterations include structural repairs, new enclosed exit stairs, build-out apartments, commercial space and a parking garage. The single-story building adjacent to the Nipper building is proposed to be demolished and ancillary parking provided.



Project cost: **\$16,000,000**  
ESD grant request: **\$3,000,000**  
Leverage: **\$13,000,000**  
Source of funds: **ESD Grant, Cash Equity**  
Projected direct jobs: **19 direct,**  
**70 construction**

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## THE PARK THEATER

City of Glens Falls

Application #67911

This project will revitalize the Park Theater in Glens Falls, originally a 1911 vaudeville theater, and provide a venue for arts and entertainment, including live theater and music, receptions, and ballroom dancing.

The renovation will include the addition of a circular stairway from the Art Nouveau-type lobby to the basement, where there will be new restrooms, a commercial kitchen, rathskellar-type restaurant, a “green room” with stage access, mechanical room, and elevator entrance/exit. The exterior of the building will be renovated to include a separate lobby and elevator entrance along with separate access to the restaurant. The engineering will include state-of-the-art lighting, acoustics, sound, staging, drapery, new hardwood flooring, and HVAC systems. The architectural design and Art Nouveau décor will be followed throughout the theater’s interior and exterior, including replicated white-glazed brick to match the current façade, period light fixtures, and repositioned bathrooms, furniture, lobby, office, and cloak room. The building will be ADA compliant with an elevator for access to basement facilities.

Project cost: **\$3,000,000**

ESD grant request: **\$600,000**

Leverage: **\$2,400,000**

Source of funds: **ESD grant, Cash Equity**

Projected direct jobs: **15-20 construction,**  
**14 direct**

BRING CITIES  
TO LIFE





## PLANT EXPANSION AND EQUIPMENT

City of Mechanicville

Application #49005

This project will generate increased global exports, create positions of various levels of skill requirements, and revitalize a community that has seen a decline in manufacturing employment opportunities. The funding will go to construction of a new warehouse on the lot of Polyset, a company formed thirty years ago that manufactures a coating system to protect steel from corrosion, along with other products for the construction industry. By building a new warehouse on its existing lot and acquire three adjoining buildings, Polyset will then be in a position to service clients in Quebec in hydroelectric power generation and seek increased business in Canada and China. As a result, Polyset will add an additional production shift and employ a quality control technician and additional production operators, positions that will require no prior experience or skills. The company also will add additional office and sales staff to handle the increased level of business.



Project cost: **\$1,250,000**  
ESD grant request: **\$250,000**  
Leverage: **\$1,000,000**  
Source of funds: **ESD Grant**  
Projected direct jobs: **6**  
Projected retained jobs: **36**

OPEN NEW DOORS



PREPARE FOR  
TOMORROW



# NON-ESD PROJECTS

## STRATEGIES

## 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	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
<b>Eligible Agency: EFC</b>															
63482	<b>City of Watervliet</b> Watervliet Green Innovation Project 3rd Avenue						*	*		*					
<b>Eligible Agency: CANALS</b>															
65279	<b>Erie Canalway Heritage Fund, Inc.</b> Matton Shipyard Structural Preservation Initiative							*	*						
67075	<b>Town of Glenville</b> Scotia Glenville Canalway BikeHike Trail Rehabilitation	*						*	*						
65054	<b>City of Schenectady</b> Mohawk Harbor Visitor Center and Large Vessel Dockage	*			*	*	*	*	*	*					
<b>Eligible Agency: DOL</b>															
68643	<b>Morcon Inc.</b> Morcon Training and Development			*							*				
68438	<b>Interfaith Partnership for the Homeless, IPH 2016</b>	*		*		*				*			*		*
68414	<b>Wesley Health Care Center</b> Career Pathways Workforce Initiative			*							*				
<b>Eligible Agency: DOS</b>															
65289	<b>Irish American Heritage Museum</b> Irish Tourism					*		*	*				*		
65811	<b>Albany Symphony Orchestra, Inc.</b> Water Music 2017	*					*	*	*						
64254	<b>Behold New Lebanon</b> Behold Art Collective						*	*	*						
66030	<b>Albany County Convention &amp; Visitors Bureau - ACCVB</b> Erie Canal Bicentennial Celebration 2017 - Albany County	*				*		*	*	*			*		
<b>Eligible Agency: NYSCA</b>															
67140	<b>Hudson Opera House</b> Hudson Opera House Workforce Development Initiative					*		*	*	*					
65696	<b>Hubbard Hall Projects, Inc.</b> Hubbard Hall Staffing Support			*				*	*		*				
66899	<b>Prattsville Art Project Inc</b> Prattsville Arts Workforce Development	*				*		*	*	*					
64414	<b>Proctors</b> Community Outreach Coordinator	*				*		*	*	*			*		

# NON-ESD PROJECTS

## STRATEGIES

## 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	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
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### Eligible Agency: HCR

64591	<b>City of Cohoes</b> Downtown Anchor Music Hall				*		*	*	*				
68175	<b>Capitalize Albany Corporation</b> North Pearl Street Corridor NY Main Street Target Area Program				*			*			*		
64556	<b>Village of Greenwich</b> Wallies of Greenwich						*	*	*				
66034	<b>Shelter Planning &amp; Development</b> Warrensburg NY Main Street 2016	*			*			*					
63342	<b>Village of Corinth</b> Corinth CDBG Wastewater Facility	*			*								
65093	<b>Village of Hoosick Falls</b> Wood Brook Flood Mitigation Study	*			*								
65664	<b>Shelter Planning Development Inc</b> CDBG Community Planning	*											
63523	<b>City of Watervliet</b> Watervliet Municipal Water System Study 2016	*			*								
64248	<b>Greene County EDTP 2</b> 016 Greene County Microenterprise Assistance Program	*	*	*									
66082	<b>Town of Ballston</b> Town of Ballston Microenterprise Grant Program	*	*	*									

### Eligible Agency: PARKS

65430	<b>The Olana Partnership</b> The Olana Farm Education Center					*	*	*					
65447	<b>Harlem Valley Rail Trail Association</b> Harlem Valley Rail Trail State Route 22 Crossing						*	*					
67502	<b>Saratoga County Planning Department</b> Zim Smith Trail Extension Coons Crossing Road to City of Mechanicville						*	*					
66405	<b>Palace Performing Arts Center Inc</b> Downtown Albany Arts Entertainment District					*	*	*	*		*		
63876	<b>Town of Claverack</b> Shaw Bridge Restoration						*	*					

# NON-ESD PROJECTS

## STRATEGIES

## 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	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
64986	<b>Upper Hudson Northern Catskill Natural Resources Trust Inc</b> The Willows Restoration						*	*	*						
65912	<b>Hudson Opera House</b> Next Stage Project Phase 3					*	*	*	*	*			*		
66295	<b>Historic Albany Foundation</b> 48 Hudson Avenue Restoration					*	*	*	*	*			*		
68589	<b>City of Albany, NY</b> Lincoln Park Pool Project					*		*	*	*			*		
64023	<b>Capitalize Albany Corporation</b> Albany Skyway Project				*	*				*			*		
66023	<b>Historic Hudson Inc., Dr</b> Oliver Bronson House Phase III Restoration						*	*	*						
68615	<b>Hubbard Hall Projects, Inc.</b> Hubbard Hall Historic Structure Report						*	*	*						
64950	<b>Town of Granville</b> D&H Rail Trail Corridor	*					*	*	*						
65417	<b>Village of Voorheesville</b> Voorheesville Main Street Trailhead Project	*					*	*	*						
68251	<b>Troy Savings Bank Music Hall</b> Corporation Expansion Planning					*	*	*	*	*			*		
68328	<b>Village of Cambridge</b> West End Park						*	*	*						
68051	<b>City of Troy</b> Ingalls Avenue Shoreline Park (aka Erie Canal Gateway Park)					*	*	*	*	*			*		

# WORKGROUP DASHBOARDS

**"WE'RE CREATING  
JOBS AND CHANGING  
LIVES."**

**Nikkita Tatro**

Stevedore and GE Clerk,  
The Port of Albany

*CFA # 56345 Port of Albany Big Lift Capital*



# PIPELINE-TO-PROJECT WORKGROUP

## VISION / PURPOSE

Through an efficient and effective process, to create a continuous stream of worthy CFAs flowing from our Council in the sectors of Agriculture, Infrastructure, and Technology.

## EXISTING CONDITIONS

- A detailed knowledge of multiple economic development professionals and local leaders to identify and encourage applicants for Priority Projects for our Region.
- A deep understanding of the numerous funding programs of State agencies participating in the CFA process.

## GOALS / STRATEGIES

- Engage with stakeholders in local government and economic development to identify, support, and solicit projects that can benefit from ESD and other state funding.
- Work with past CFA applicants to assist in maturing projects that were not previously funded in the REDC process.
- Hold workshops in communities to advise potential applicants of our Council's goals and strategies and of the State funding programs available to meet the needs of local projects.
- Highlight projects that have regional significance and impact to our Council.

## 2016 ACCOMPLISHMENTS

- Conducted two all-day workshops in Troy and Glens Falls; four formal Workgroup meetings; and 14 individual meetings and tours focused on potential projects.
- Conducted workshops and tours to help move several projects into the CFA process and ultimately to Priority Projects.
- Arranged meetings of Workgroup chairs with local leaders in Warren and Washington counties to identify infrastructure needs that directly impede economic development and growth of existing businesses.
- In tandem with the DRI Committee, identified several Priority Projects in municipalities and connected them to the CFA process as well as the DRI application.

## 2016 PRIORITY PROJECTS

- Plant Expansion and Equipment
- Albany County Civic Center Renovations
- Adk Craft Beverage Campus
- Columbia Memorial Hospital, Service and Employment Expansion Catalyst project
- Craft Brewery-Sustainable Development and Job Growth Project
- The Mill
- Original Sin Hard Cider
- Meeting Employer Needs for Building Systems Technology Programs
- Bioscience Development Expansion Properties Upgrade

- Greater Capital Region Food System Assessment
- Finch Beneficial Use of Paper Residuals Project
- Downtown Albany Arts Entertainment District
- HV Farm Enterprise Expansion
- LASNNY Civil Legal Services Center
- Mill Creek Tempel Farms Project
- MS/ME Basement Rehabilitation
- Planning Grant for Clarkson Capital Region Campus
- Times Union Center Garage Egress
- 155 River St AD 1888

## WORKGROUP MEMBERSHIP

### Workgroup Co-Leader (Agriculture)

Todd Erling

*Hudson Valley Agribusiness Development Corporation*

### Workgroup Co-Leader (Infrastructure)

Bill Hart

*Irving Tissue*

### Workgroup Co-Leader (Technology)

Omar Usmani

*Aeon Nexus*

Dawn Abbuhl

*Repeat Business Systems*

Ed Bartholomew

*Warren County EDC*

Michael Bellini

*Windstream*

Bob Blackman

*Realty USA*

Dave Buicko  
*Galesi Group*

Tom Crowell  
*Columbia Land Conservancy*

Megan Daly  
*Port of Albany*

Jason Denno  
*EFC*

Debra Devine  
*HCR*

Joseph Dragone  
*Ballston Spa Central School District*

Michael Fancher  
*SUNY Poly*

Ross Farrell  
*CDTA*

Mike Franchini  
*CDTA*

Keith Goertz  
*DEC*

Steve Hadcock  
*Cornell Capital Area Agricultural  
and Horticulture Program*

David Haight  
*American Farmland Trust*

Christine Haile  
*University at Albany*

Rich Hendrix  
*Port of Albany*

George Hickman  
*Albany Medical Center*

John Kaldy  
*Microsoft*

John Kolb  
*RPI*

Sharon Leighton  
*Canals*

Susan Lewis  
*Hudson Mohawk Resource  
Conservation & Development*

Kevin Leyden  
*Albany Medical Center*

Linda McFarlane  
*Community Loan Fund*

Tracy Metzger  
*TL Metzger & Associates*

John Mucha  
*Time Warner Cable*

Debabrata Mukherjee  
*Finch Paper*

Donna Murray  
*Rensselaer County Economic  
Development & Planning*

Katherine Newcombe  
*National Grid*

Laura Oswald  
*Washington County Planning*

Theresa Pardo  
*Center for Technology in Government*

Dan Pickett  
*Infrastructure*

Teri Ptacek  
*Agriculture Stewardship Association*

Steve Ridler  
*DOS*

Tori Riley  
*SEDC*

Robert Schwartz  
*Schwartz Heslin Group*

Lisa Smith  
*St. Peters Health Partners*

F. Michael Tucker  
*Tucker Strategies*

Joseph Wildermuth  
*Peckham Industries*

Arnie Will  
*ESD*

Edward Wolk  
*CDTA*

Sam Zhou  
*DOT*

# PUBLIC ENGAGEMENT WORKGROUP

## VISION / PURPOSE

- To link the general public and targeted interest groups to the CREDC.
- To educate these audiences about the work of the CREDC.
- To encourage broad participation in, and input into, the CREDC process.
- To urge attendance at CREDC public meetings and communication with CREDC members.
- To solicit input for the CREDC Strategic Plan.
- To inform the Region about regional priorities and statewide initiatives impacting the Region.
- To boost the number of quality CFAs.
- To spotlight success stories.
- To excite our Region about the power and importance of economic development and job creation.

## EXISTING CONDITIONS

- Longstanding focus of the CREDC on the importance of two-way communication with the Region's constituents.
- Ability to reach broad audiences through important partners with existing distribution channels.
- Solid and reliable systems in place for communications vehicles.

## GOALS / STRATEGIES

- Hold public meetings.
- Host workshops and training sections, both with individuals, groups and the public.

- Partner with the Center for Economic Growth, and 15 chambers of commerce serving our Region to disseminate information, and other groups, as appropriate.
- Develop and disseminate the CREDC e-newsletter, public meeting notices, workshop notices, pertinent communications from ESD and the Governor's Office.
- Stay current on the work of CREDC's workgroups to support their communications' needs.

## 2016 ACCOMPLISHMENTS

- Arranged eight CREDC public meetings covering all eight counties in our Region to update individuals, companies and organizations on the work of the CREDC, the DRI process and to encourage quality CFA submissions.
- Conducted numerous sessions to discuss the progress of our Council's eight workgroups and seek ways to cross-pollinate efforts.
- Held Region-wide workshops to support CREDC's workgroups, including education and workforce development, the Creative Economy, Pipeline to Project, Infrastructure, Global NY, as well as Priority Projects, the DRI, and Broadband.
- Held numerous other external meetings, including with the Center for Economic Growth's Local Government Council, our Region's municipal economic development

offices, our Region's county economic development offices, young professionals' organizations, entrepreneurs' networking organizations, the Regional Planning Commission, and the Regional MTO.

- Arranged more than 75 meetings, including individual and group meetings throughout our Region.
- Disseminated e-newsletters and e-blasts to more than 100,000 individuals, announcing meetings, workshops, CREDC news and news from the Governor's Office.

## 2016 PRIORITY PROJECTS

N/A

## WORKGROUP MEMBERSHIP

### Workgroup Co-Leader

F. Michael Tucker  
*Tucker Strategies*

### Workgroup Co-Leader

Pamela Sawchuk Brown  
*Albany Medical Center*

Lynn Mahoney

*New York State Department of State*

Alice Oldfather

*University at Albany*

Andrew Swank

*Center for Economic Growth*

Arnie Will

*Empire State Development*

# WORKFORCE AND EDUCATION WORKGROUP

## VISION / PURPOSE

Through collaboration among partners in business, industry, education, non-profits and government, to support the development of our Region's workforce to meet the changing needs of employers across sectors throughout the Capital Region.

## EXISTING CONDITIONS

- 21 higher education institutions including world-renowned research institutions, nationally ranked four-year colleges and universities, and distinctive community colleges.
- Several Early College and BOCES programs that support education and workforce development by linking education and industry priorities including the Clean Technologies and Sustainable Industries Early College High School, Tech Valley High School P-TECH Troy, Southern Adirondack P-TECH, Schenectady Smart Scholar's Early College High School, and Albany Smart Scholars Early College High School.
- Innovative solutions to tackle the educational, skills, and employment gaps in our Region. Progress has been made and programs have been implemented to assist in sector-driven workforce development in the areas of advanced manufacturing, research and development, and high-tech, including health-tech and clean-tech industries.
- A need for additional opportunities to train and retrain unemployed and under-employed workers.

- A need to increase the number of partnerships among local educational institutions, businesses and workforce investment boards.
- Great diversity throughout our Region in terms of population, landscape, and employment opportunities.
- The need for increased high school completion rates, college and career readiness, and workforce preparedness to allow our Region to continue to prosper.
- An aging workforce that may make it difficult for employers to fill vacancies and new jobs.

## GOALS / STRATEGIES

- Support existing collaborations and leverage new partnerships between public and private sector entities in order to meet the workforce development needs of the Capital Region and help prepare students and employees for tomorrow.
- Facilitate and create opportunities to train and retrain individuals who are unemployed and underemployed in one of the many growing industries in the Capital Region.
- Encourage K-12 schools, BOCES, colleges, universities, and regional Workforce Investment Boards, to modify and develop curriculum, programming, and training opportunities in order to prepare the workforce of the Capital Region for the 21st century technology-driven and knowledge-based economy.

- Organize and host public forums and community conversations to solicit meaningful projects and create synergy among stakeholders throughout the Capital Region.

## 2016 ACCOMPLISHMENTS

- Graduated more than 4,000 STEM students annually.
- Arranged a well-attended forum hosted by the Center for an Urban Future and NYATEP focused on the integration of the REDC and workforce development.
- Achieved national ranking for programs of four Capital Region higher education institutions (*U.S. News & World Report's* "Best Colleges" and "Best Graduate Schools").
- Achieved number-one ranking, for two consecutive years, 2014 and 2015, for SUNY Polytechnic Institute's College of Nanoscale Science and Engineering for micro- and nanotechnology, topping programs at Cornell (2) and Stanford (12) (*Small Times* magazine).
- Ranked two of our Region's community college's -- SUNY Adirondack Community College and Hudson Valley Community College -- as ninth and 10th best community colleges in New York State, respectively (2015 survey, National Center for Education Statistics).

## 2016 PRIORITY PROJECTS

- Special Populations Vocational Training
- Planning Grant for Clarkson Capital Region Campus
- Meeting Employer Needs for Building Systems Technology Programs
- Bioscience Development Properties Upgrades
- Albany Med MS/ME Basement Rehabilitation
- Hudson Valley Farm Enterprise Expansion
- Special Populations Vocational Training

Louis Buck  
*Saratoga-Warren-Washington WIB*

James Campion  
*Columbia-Greene Community College*

James Church  
*Questar III BOCES*

David C. Conroe  
*Washington County EOC*

Dan Cullen  
*Workforce Development Institute*

Dennis DiDonato  
*Berkshire UFSD*

Lottie Jameson  
*Adirondack Health Institute*

Chari Jones  
*Schenectady Community Action Program*

Tressie LaFay  
*SUNY Adirondack*

Doug Leavens  
*WSWHE BOCES*

Ann E. Luby  
*NYSDOL*

Tamae Memole  
*Council for a Strong America*

## WORKGROUP MEMBERSHIP

### Workgroup Co-Leader

Joseph Dragone  
*Ballston Spa Central School District*

### Workgroup Co-Leader

Andrew Matonak  
*Hudson Valley Community College*

Marjorie Adams  
*Women's Employment & Resource Center*

Louise Aitcheson  
*Center for Economic Growth*

Peter Aust  
*Barton & Loguidice, DPC*

Steve Axelrod  
*Northern Rivers Family Services*

Pete Bardunias  
*Chamber of Southern Saratoga County*

Richard Bennett  
*Hudson Valley Community College*

Gwen Bluemich  
*GlobalFoundries*

Dennis Brobston  
*Saratoga Economic Development Corp.*

Kristine Duffy  
*Adirondack Community College*

Carmen Duncan  
*Mission Accomplished Transition Services*

Brian Durant  
*Adirondack Community College*

Mark Eagan  
*Capital Region Chamber of Commerce*

Ian Flatt  
*Camoin Associates*

Nancy Gonzales  
*MicroKnowledge, Inc.*

Matt Grattan  
*University at Albany*

Charmaine Handler  
*Berkshire UFSD*

Christine Hayes  
*Albany Medical Center*

Michael Henderson  
*Schenectady County Community College*

Linda Hillman  
*Rensselaer County Regional Chamber of Commerce (formerly)*

Elizabeth Miller  
*Women's Employment & Resource Center*

Steady Moono  
*Schenectady County Community College*

Peggy Murphy  
*Espey MFG & Electronics Corp.*

Harris Oberlander  
*Trinity Alliance*

Casey O'Brien  
*Columbia-Greene Community College*

Jean O'Connor  
*Council for a Strong America*

Paula Ohlhouse  
*Schenectady County Community College*

Kelly Owens  
*Adirondack Health Institute*

Madeleine Petraglia  
*Ballston Spa Central School District*

Kathleen Pingelski  
*MicroKnowledge, Inc.*

Hilary Reilly  
*Questar III BOCES*

James Ross  
NYS DOL

Alisha Russo  
Northern Rivers Family Services

John Rymph  
Washington County Board of  
Supervisors

Laura Schweitzer  
University at Albany

Paul Shatsoff  
Workforce Development Institute

Denise Sherman  
Squared Away Event Planners

Todd Shimkus  
Saratoga County Chamber of  
Commerce

Noah Simon  
University at Albany

Jeff Stark  
Greater Capital Region Building &  
Construction Trades Council

Charles Steiner  
Capital Region Chamber of Commerce

Dustin Swanger  
Fulton-Montgomery Community  
College

Marguerite Vanden Wyngaard  
Leader in urban education

Shawn Wallace  
Trinity Alliance

Arlene C. Way  
Arbor Hill Development Corp.

Phillip White  
Hudson Valley Community College

Denise Zieske  
Schenectady County Community  
College

# ARTS, CULTURE AND TOURISM WORKGROUP

## VISION / PURPOSE

Engage the stakeholders of the arts, culture, and tourism industries in the Capital Region and encourage their involvement in the CREDC processes.

- Identify emblematic/signature culinary item.
- Deepen institutional knowledge about visitor attraction strategies.

## 2016 ACCOMPLISHMENTS

- Continued to develop the Alliance for the Creative Economy (ACE), an organization of private-sector and non-profit creative stakeholders working to nurture our Region's creative economy; created an executive group; began developing a board and funding plan.
- Created a Creative Industry Council, an advocacy group of our Region's largest private creative employers; developed employee retention/attraction strategies and a common regional portal for intern applications.
- Created Film Upstate, a regional commission to market the area as a film production location, serve as a broker for connecting productions to local film resources and leverage expansion of film tax credits to our Region's eight counties; developing branding, logo, and marketing materials.
- Secured \$1 million award from Bloomberg Philanthropies for Breathing Lights, a regional creative placemaking/public art project involving a collaboration of Albany, Schenectady and Troy, three regional land banks, local stakeholders, and artists, to celebrate the potential for struggling urban neighborhoods while advocating to reduce vacancy in abandoned buildings.

## EXISTING CONDITIONS

- 30,000 creative sector jobs, in addition to tourism and culinary arts jobs.
- Movement towards deeper collaboration.
- Need for both businesses and freelancers to increase collaborative productivity.
- Craft food entrepreneurs not connected.
- No cohesive strategy for attracting visitors.
- Modest portfolio of world-class attractions (Olana, Saratoga Race Course).
- Emerging larger attractions (Rivers Casino, Albany Convention Center).
- Lack of culinary/signature food identity.

## GOALS / STRATEGIES

- Grow workforce capacity to meet job demand.
- Support collaborative industry growth.
- Grow platforms for collaboration and support their long-term structures and funding mechanisms.
- Integrate agriculture and tourism into the creative economy.
- Use creatives to establish a regional identity that is an attractive global brand.

- Grew Pathways to Dance, a partnership of multiple arts venues that present modern dance, including the premiere of a new work by Twyla Tharp while in residence at the Catskill Mountain Foundation; conducted workshops and public dance events throughout our Region; seeking future projects to develop in partnership with downstate artists and upstate venues.
- Developed workforce programs, including the Workforce Development Institute Ecosystem programs with educational publications to create greater awareness of creative occupations among young people.
- Developed new slate of workforce programs to connect students to skills and jobs in growing regional industries, including Broadway Tech, Broadway Camp, Themed Entertainment Symposium, BOCES Theatre Production, formal internships with common application portal.
- Supported capital projects, including Universal Preservation Hall in downtown Saratoga Springs (construction start in 2017), and the Adeline Graham Theatrical Training and Innovation Center (the ATTIC) at Proctors, Schenectady, co-location of multiple education and workforce programs (construction start in late 2016).

## 2016 PRIORITY PROJECTS

- Albany County Civic Center Renovations
- Original Sin Hard Cider
- American Theater
- Brewery Expansion
- The Park Theater
- Downtown Albany Arts Entertainment District
- Times Union Center Garage Egress

## WORKGROUP MEMBERSHIP

### Workgroup Co-Leader

Andrew Meader  
*Six Flags Corporation*

### Workgroup Co-Leader

Philip Morris  
*Proctors Theatre*

Corey Aldrich  
*Promoter*

Robert Altman  
*WMHT*

Guha Bala

Annamaria Bellantoni  
*Saratoga County Chamber of Commerce*

Tom Birdsey  
*EYP*

Dan Cullen  
*Workforce Development Institute*

Michael Cusick  
*Specialized Audio Visual Inc.*

Mark Eagan  
*Capital Region Chamber of Commerce*

Judie Gilmore  
*Breathing Lights*

Deb Goedeke  
*Albany County Film Commission*

Jean Leonard  
*Proctors Theatre*

Thomas Lloyd  
*Adirondack Studios*

Jackie Mahoney  
*Community Foundation for the Greater Capital Region*

Norman Massry  
*Massry Realty Partners*

Jeff Mirel  
*Rosenblum*

Ed Mitzen  
*Fingerpaint*

Edward Murphy  
*Workforce Development Institute*

Tom Nardacci  
*Grammercy Communications*

Debbie Onslow  
*Community Foundation for the Greater Capital Region*

Joe Piazza  
*Schenectady County Film Commission*

Elizabeth Reiss  
*Arts Center for the Capital Region*

Maureen Sager  
*Nordlys Foundation*

Sheena Salvino  
*Hudson Development Corporation*

Tobi Saulnier  
*1st Payable*

Ellen Sax  
*MVP Healthcare*

Phillip Schwartz  
*Behan Communications*

F. Michael Tucker  
*Tucker Strategies*

# OPPORTUNITY AGENDA WORKGROUP

## VISION / PURPOSE

- To link distressed communities and disenfranchised populations to economic growth through increasing access to employment.
- To make downtown areas attractive places to invest to better connect distressed communities and disenfranchised populations to economic growth.

## EXISTING CONDITIONS

- Stark differences in unemployment levels by race and educational attainment.
- Serious attainment gaps between different groups on third-grade and eighth-grade assessments.
- Extreme income inequality, most acutely in Albany's urban core and parts of the southern counties and most pronounced among individuals in the Albany-Schenectady-Troy metro area in traditionally hard-to-place groups, including residents with a high school diploma or less, part-time workers, single parents, those without access to transportation and homeless residents.
- Disproportionately high poverty rates in minority population.

## GOALS / STRATEGIES

- Align Opportunity Agenda with other strategic plan strategies.
- Address poverty in the urban core as part of growth strategies for the Capital Region

- Focus interventions to reduce childhood poverty in urban areas, with focus also on Hispanic and black unemployed and under-employed adults.
- Incorporate efforts to enhance transportation options to enable people to work

## 2016 ACCOMPLISHMENTS

- Increased the Non-Profit Economic Development Council, created in response to the call-for-proposals of the URI, from a membership of 35 organizations to 56.
- SUNY's University Center for Academic and Workforce Development, continues to promote digital parity, inclusion and access in order to strengthen educational and career pathways through the Advanced Technology Training and Information Networking (ATTAIN) project.
- Enrolled more than 300 residents in the SUNY Advanced Technology Training and Information Networking (ATTAIN) project to promote digital parity, inclusion and access at the Capital South Campus Center.
- Progressed in funding projects through the Community Loan Fund with funding support from previously approved \$700,000 CREDC grant.
- Work will continue of Bus Rapid Transit (BRT) project in the Capital Region, including assistance on detailed design work of service plans,

transit centers in Troy and Guilderland as well as the region's first dedicated busway through the UAlbany and Harriman Campuses.

## 2016 PRIORITY PROJECTS

- The Mill
- Women's Wellness Center of the Glens Falls Adirondack Region
- Nipper Apartments – 991 Broadway
- Brewery Expansion
- Downtown Albany Arts Entertainment District
- Greater Capital Region Food System Assessment
- HV Farm Enterprise Expansion
- LASNNY Civil Legal Services Center
- Mill Creek Tempel Farms Project
- Special Populations Vocational Training
- 155 River St AD 1888

## WORKGROUP MEMBERSHIP

### Workgroup Leader

Laura Schweitzer  
*University at Albany*

Linda McFarlane  
*Community Loan Fund*

Omar Usmani  
*Aeon Nexus*

# GLOBAL NY WORKGROUP

## VISION / PURPOSE

- To continuously cultivate relationships for Capital Region businesses that form the foundation for prospective foreign investment.
- To support activities that improve the capacity for Capital Region businesses to export their goods and services.

## EXISTING CONDITIONS

- Export data for local areas in 2015 not yet available from the International Trade Administration.
- Indications of likely increase in Capital Region export of "travel" services and a likely decrease in exports of other significant sectors, like chemicals, machinery, electronic equipment, paper, according to raw export data in 2015.
- Possibility in change of export picture based on the presence of GE and other large manufacturers in our Region and the fluctuation in orders for large expensive goods, like power equipment, can change the export picture.
- Existence of GLOBALFOUNDRIES, our Region's flagship example of foreign direct investment.
- Success of some small and mid-sized firms in our Region impacted positively by foreign investment.

## GOALS / STRATEGIES

- Promote the Global NY program in our communities and industry groups to ensure full utilization of this assistance with foreign market entry.
- Cultivate a pipeline of companies primed for entry into foreign markets, especially manufacturers in the \$5-\$10 million range --and connect them with the programs (federal, state, local) and resources (financial, legal, strategy) they need to succeed in that effort.
- Disseminate coordinated messages about exporting as a business growth strategy in the communications of CREDC, the Center for Economic Growth, the Chief Executives Network for Manufacturing, chambers of commerce, local trade groups, Tech Valley Global Business Network, local governments, and others.
- Celebrate success stories in media and through events like the annual Tech Valley Global Business Network Excellence in International Trade Award ("Globies").
- Lend a Capital Region voice to federal policy issues affecting trade and investment, for example, with regard to foreign worker visas and the availability of EXIM Bank programs.
- Sustain our relationship with the Canadian consulate and with Quebec through continued regular joint receptions and other events.
- Support the implementation of the Port of Albany's significant slated infrastructure upgrades.

- Pursue a proposal from the Capital Region to the International Trade Administration's Market Development Cooperator Program grant.

## 2016 ACCOMPLISHMENTS

- Many foreign delegations interested in Tech Valley's economic model hosted by International Center of the Capital Region hosted many foreign delegations interested in Tech Valley's economic model.
- Multiple events held by the Tech Valley Global Business Network to educate local businesses about export opportunities and strategies, including one on doing business in India; also showcased local export success stories at its annual Globies event.
- Viable project and foreign investors identified by The EB-5 Regional Center, established with the assistance of CFA funding.
- The proven ExporTech program to prepare Capital Region companies for successful entry into foreign markets continued by the Center for Economic Growth.
- Deepened relationships with the global semiconductor industry by multiple Capital Region economic development representatives who joined a New York State delegation to SEMICON West.
- Improved ability to welcome foreign residents; for example, the Center for Economic Growth is now the home of Talent Connect, which assists families relocating from overseas.

- Collaborations with ESD to promote the Global NY program, especially by encouraging companies to attend the March 2016 session in the Capital Region.

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*The Michael Barnas Law Firm*

Diane Conroy LaCivita  
*International Center of the Capital Region*

Robert Boss  
*Mohawk Global Logistics*

Michael Lipschultz CPA  
*UHY Advisors NY, Inc.*

## 2016 PRIORITY PROJECTS

- Bioscience Development Properties Upgrades
- Finch Beneficial Use of Paper Residuals Project
- Planning Grant for Clarkson Capital Region Campus
- (Polyset) Plant Expansion and Equipment
- Craft Brewery – Sustainable Development – Job Growth Project
- P1 Advanced Manufacturing Center
- Bioscience Development Expansion Properties Upgrade
- Finch Beneficial Use of Paper Residuals Project
- Planning Grant for Clarkson Capital Region Campus

Joann Brown  
*Applied Robotics*  
*Tech Valley Global Business Network*

Brian McMahon  
*New York State Economic Development Council*

Charlotte Buchanan  
*Albany-Tula Alliance*

Phyllis Niner  
*Media Logic*

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## WORKGROUP MEMBERSHIP

### Workgroup Leader

F. Michael Tucker  
*Tucker Strategies*

Kathryn Bamberger  
*ESD Regional Office*

Pete Bardunias  
*The Chamber of Southern Saratoga County*

# VETERANS WORKGROUP

## VISION / PURPOSE

Assist regional US military veterans with employment opportunities and generate start-up business opportunities for all US military veterans in the Capital Region.

## EXISTING CONDITIONS

- Finding suitable job employment for veterans.
- Difficulty for veterans to become business owners.

## GOALS / STRATEGIES

- Provide forums that serve as a conduit connecting veterans with local businesses and organizations in the Capital Region.
- Establish venues that provide necessary tools for veterans to become business owners and sustain these businesses.

## 2016 ACCOMPLISHMENTS

- Creation of an alliance of public and private entities that will host an event in October 2016 to help veterans with startups and existing business ventures and employment opportunities. Many different networking opportunities and hands-on workshops will be available to help veterans create businesses, find employment, and locate educational resources.

- Continued operation of the Heroic Food Project, a not-for-profit business based in Hudson, NY, offering various training initiatives to military veterans for careers and employment opportunities in agriculture that included Heroic Food Farm Boot Camp in August 2016.

## 2016 PRIORITY PROJECTS

- HV Farm Enterprise Expansion
- LASNNY Civil Legal Services Center
- Special Populations Vocational Training

## WORKGROUP MEMBERSHIP

### Workgroup Leader

Omar Usmani  
*Aeon Nexus*

Dan McCoy  
*Albany County*

Brigadier General Steven Spano  
*Center for Internet Security*

Sgt. William Valenza  
*NYARNG*





THE CAPITAL REGION  
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