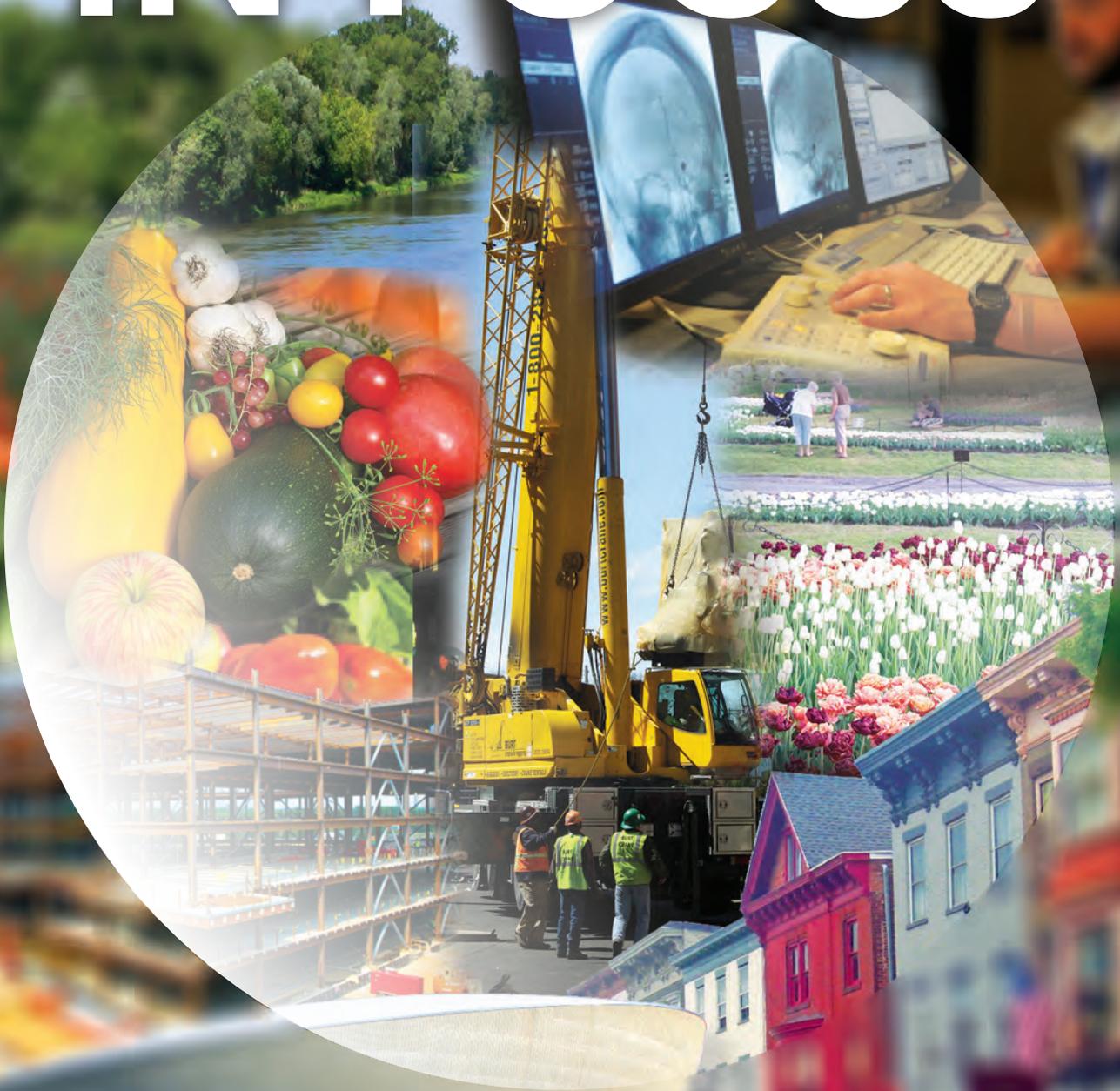


THE · TECH · VALLEY IN FOCUS

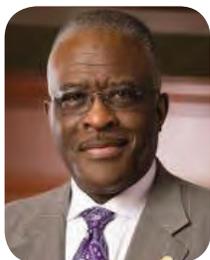


SEPTEMBER 21, 2015

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PRESIDENT & CEO
ALBANY MEDICAL CENTER



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

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CARRIE WOERNER
STATE ASSEMBLY, 113TH DISTRICT



A MESSAGE FROM THE CO-CHAIRS

When Governor Cuomo announced a new approach to economic development in 2011, the Capital Region, like most regions across the state, was struggling.

As individuals and organizations worked in isolation to find resources or ideas for their individual success, New York lagged behind the national economic recovery.

Governor Cuomo recognized that our economy cannot thrive by the success of individual businesses or sectors, and knew that bringing our regions back economically would require the synergy of people working together and sharing ideas. He saw that economic recovery must be tailored to the unique character and assets of each region, not packaged as one-size-fits-all. And he understood that recovery would require enlisting a diverse team of stakeholders.

The Capital Region followed this vision and, over time, it has taken root. Economic development in our Region is now driven by partnerships built in our larger community. Across sectors and county lines, crossing rural, urban and suburban boundaries, we are finding new ways to help spark innovation and create jobs and opportunities.

As we've watched our community-driven economic development model take shape, it became clear that this approach produced significant results—in the numbers of jobs created, the quality of those jobs, the new opportunities for more individuals and the ability of our region to attract, retain and grow businesses.

The Governor's introduction this year of the

Upstate Revitalization Initiative accelerated the sense of urgency to think and act as a region. We answered the call for this important competition by taking a deep dive into both our greatest assets and our most significant challenges. The data and indicators we uncovered allowed us to develop a cohesive and ambitious plan that maximizes the potential of our unique assets and resources.

This new high-stakes process heightened the level and breadth of the Capital Region Economic Development Council's collaboration, while providing a sharpened vision and purpose about the kinds of investments we need to reach our goals. This renewed clarity inspired the title of this year's progress report: *The Tech Valley in Focus*.

Thanks to the hard work of our Council members and the multitude of partners and community members who have contributed to this critical process—academics and entrepreneurs, farmers and investors, established and rising leaders from the non-profit and for-profit worlds, we are proud to present our progress and the collective vision of our Region's economic future.

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

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

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- II. A. STATE OF THE REGION
- II. B. STATUS OF PAST PRIORITY PROJECTS
- II. C. STATUS OF ALL CFA PROJECTS
- II. D. TOTAL REGIONAL JOB IMPACT

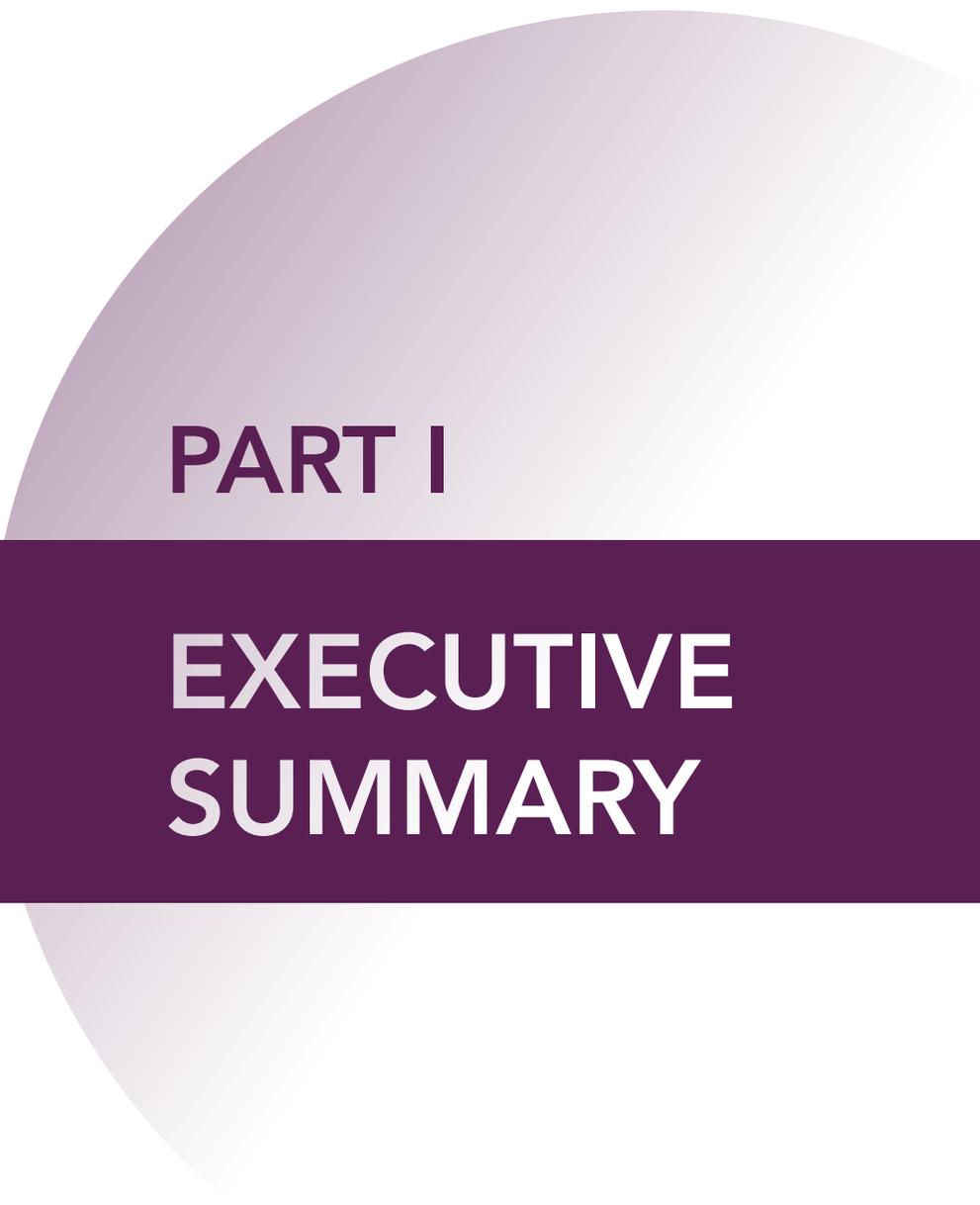
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IMPLEMENTATION AGENDA

- III. A. IMPLEMENTATION OF 2015 STATE PRIORITIES
- III. B. IMPLEMENTATION OF 2015 KEY REGIONAL PRIORITIES
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PART I

EXECUTIVE SUMMARY



THE TECH VALLEY IN FOCUS

Over the past five years, the Capital Region has delivered nearly 400 projects for an investment of more than \$1 billion. During that time, representatives of all sectors of our economy have increasingly coalesced around Governor Cuomo's challenge to collaborate on regional economic development. Through the convening of the Capital Region Economic Development Council, we've learned how to accomplish the Governor's objective of thinking and acting like a region.

And every year, a larger and more diverse group of emerging and established leaders have joined our Council's work, weaving valuable new expertise, resources and perspectives into our process and our progress.

Thanks to the Governor's vision, and a willingness among key leaders to try a new way of doing business, we've experienced a transformative paradigm shift—away from siloed, competitive pockets of population toward a collaborative, supportive network of partnerships. Today, when we learn about new opportunities, our next question is “who will partner with us?”

With this new mindset and identity as a Region that rises and falls together, we have built trust and stronger relationships. Through our successful projects, we've gathered the evidence and early wins that have inspired hope and confidence—and this has given us a powerful glimpse into our future. Most profoundly, our work has demonstrated what is possible when dedicated people come together around a shared vision of creating and improving economic opportunities for every resident in our Region.

That vision has allowed us to bring into focus our Region's strengths, develop opportunities across eight counties and to create jobs and spur private investment.

During this round, the Upstate Revitalization Initiative has also provided a much-needed opportunity to inform our vision with data on both the stark challenges and the game-changing possibilities before us.

Input from the public and a multitude of stakeholders, gathered in public meetings and targeted forums, along with the experience of past successful projects, has brought into focus the areas that will help lead us into the next phase of our regional development:

FOCUS on High Tech, building new clusters in healthcare, gov-tech, clean-tech and advanced analytics that harness higher education research and development assets.

FOCUS on Urban Revitalization, investing in the physical, social and economic structures of our urban core to directly benefit underserved neighborhoods.

FOCUS on Entrepreneurship, linking our Region's strong entrepreneurial ecosystem of colleges and universities, corporate talent and non-profit expertise to help launch and nurture Capital Region companies and solidify our vibrant small business economy.

FOCUS on Transport and Logistics, leveraging the Capital Region's unique geographical location and transportation hubs to better link Capital Region businesses with external markets.

FOCUS on Higher Education, making strategic investments in the Capital Region's education cluster to bridge the gap between job-seekers, employers and educational institutions.

The priorities we set forth in this report reflect our commitment to fully realize our collective impact—and to accelerate the kind of economic growth we know will truly enhance the quality of life for every community and every family across the Capital Region.



8

Regional Strategies



6

Themes



1

Integrated Plan





THE · TECH · VALLEY
IN FOCUS



PART II

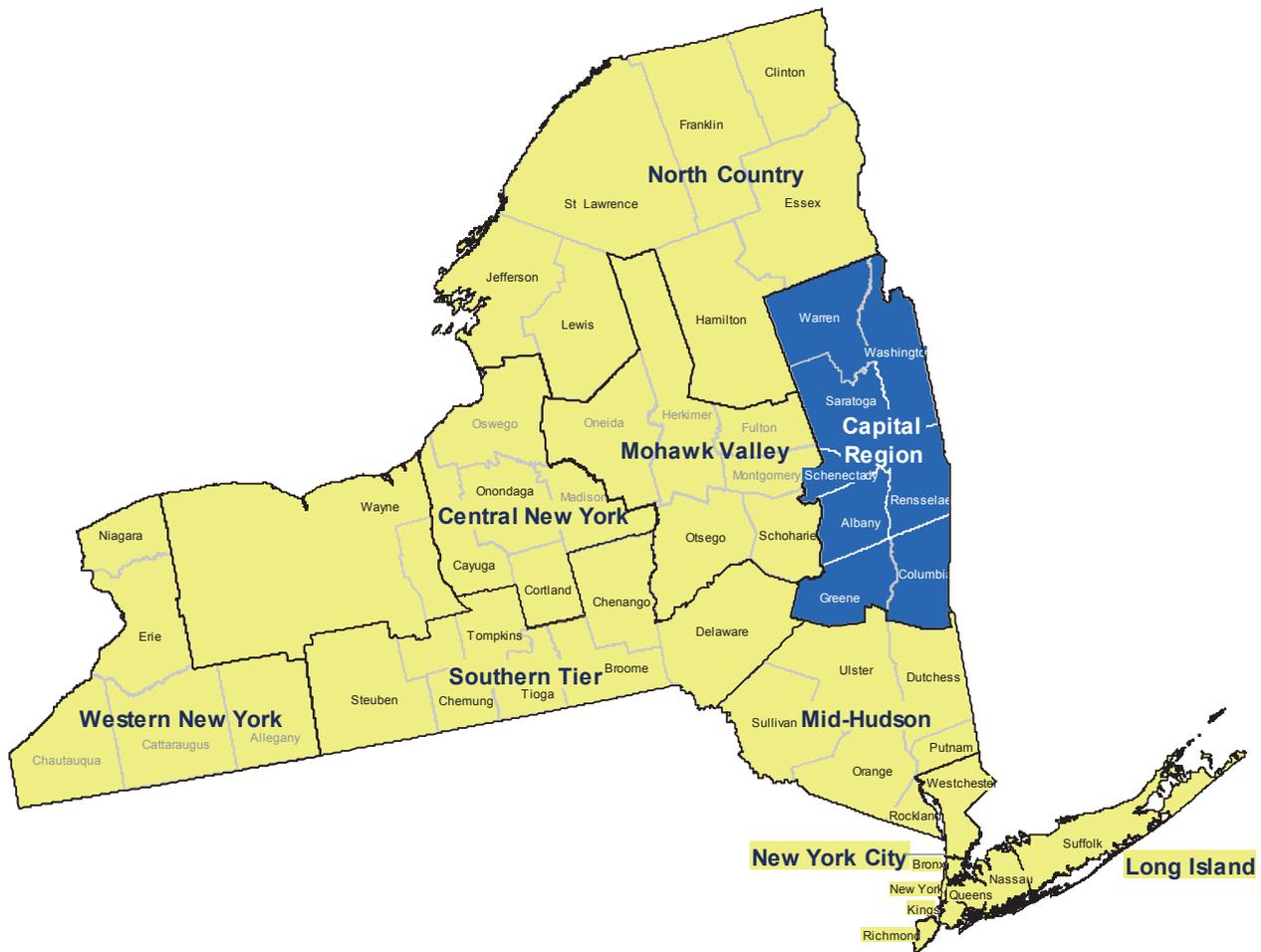
OUR REGION'S PROGRESS

II. A. STATE OF OUR REGION

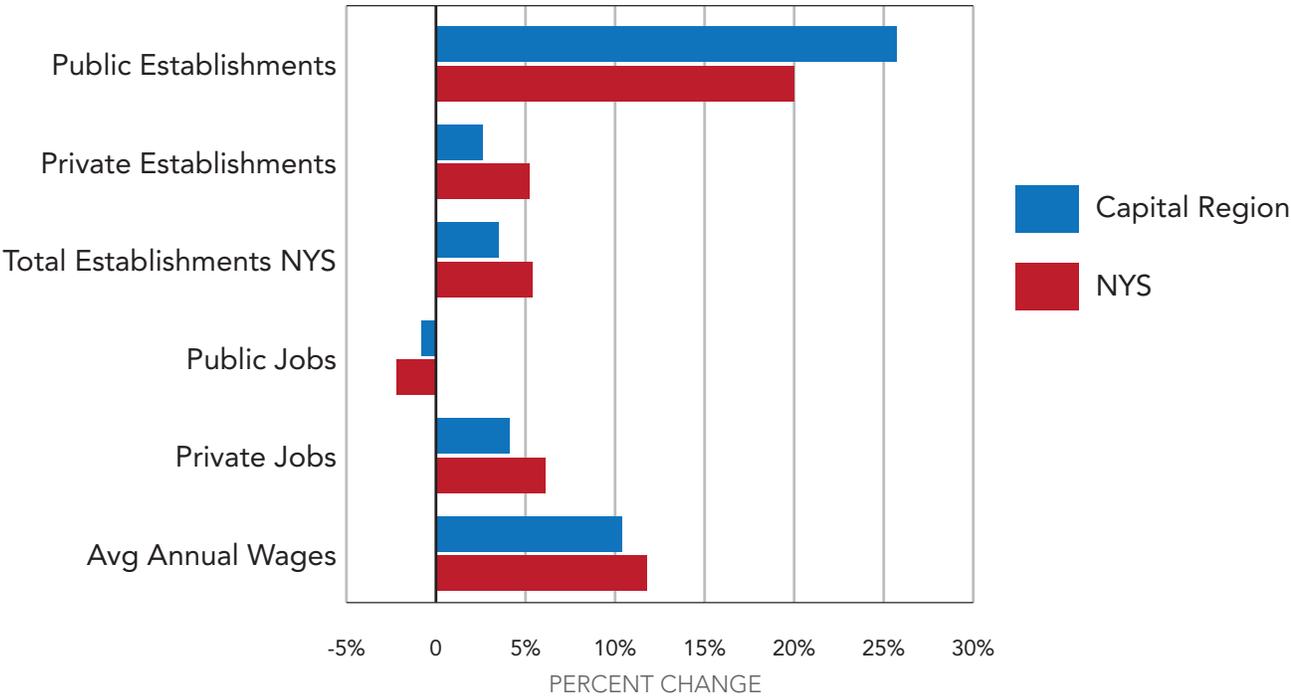
GENERAL ECONOMIC INDICATORS

The CREDC plan for economic growth recognizes both the region's extraordinary assets and its challenges.

Our plan for the future builds on the successes and progress gained over the past five years through our focus on creating jobs and opportunity across sectors, as well as the tremendous potential for increasing our contribution to the state's economy in the years ahead.



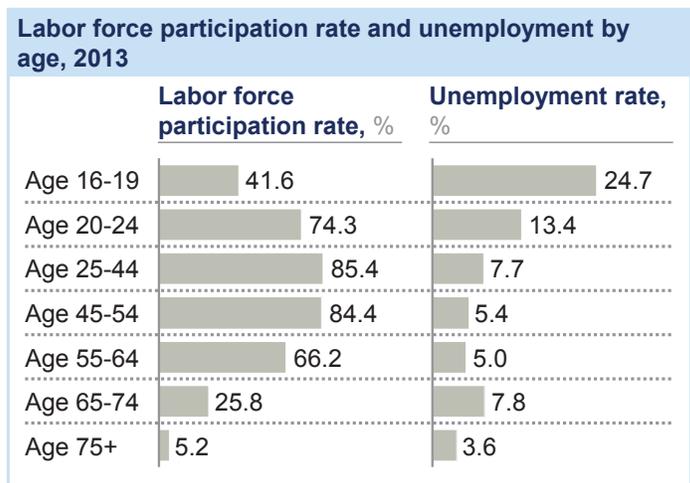
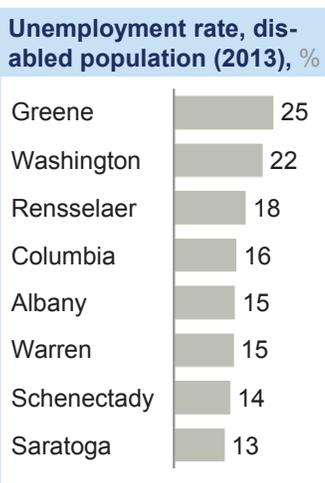
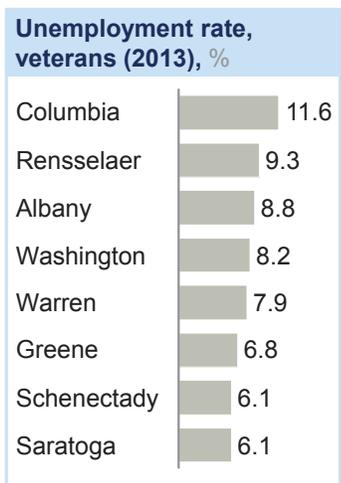
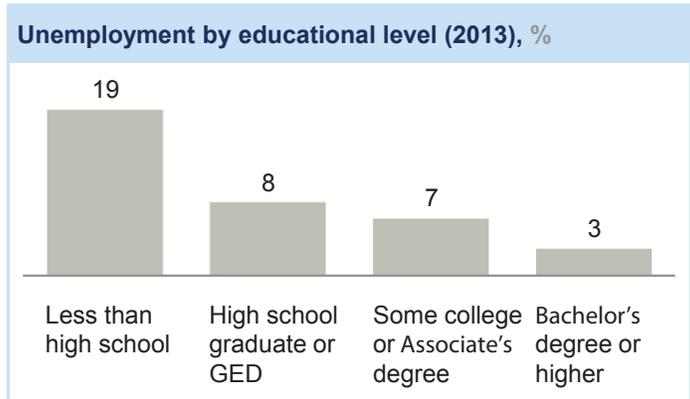
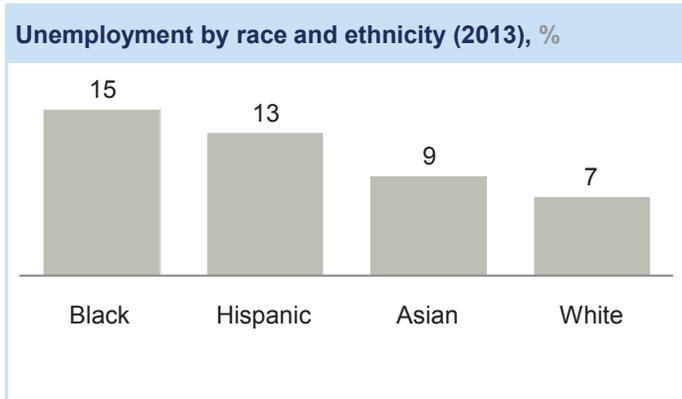
CAPITAL REGION ECONOMIC GROWTH INDICATORS 2011-2014



CAPITAL REGION ECONOMIC INDICATORS 2014

	Capital Region 2014			New York State 2014		
	Public	Private	Total	Public	Private	Total
Establishments	1,365	28,300	29,665	12,132	602,783	614,915
Jobs	112,289	395,797	508,086	1,362,758	7,481,411	8,844,169
Wages	\$6.13 billion	\$18.55 billion	\$24.68 billion	\$80.2 billion	\$502.80 billion	\$582.82 billion
Unemployment	5.6%			6.3%		
Exports	\$4.7 billion: + 3.70% since 2012					
GDP	\$60.8 billion: +14.9% 2011-2013					
Visitor Spending	\$2.5 million (2013)					

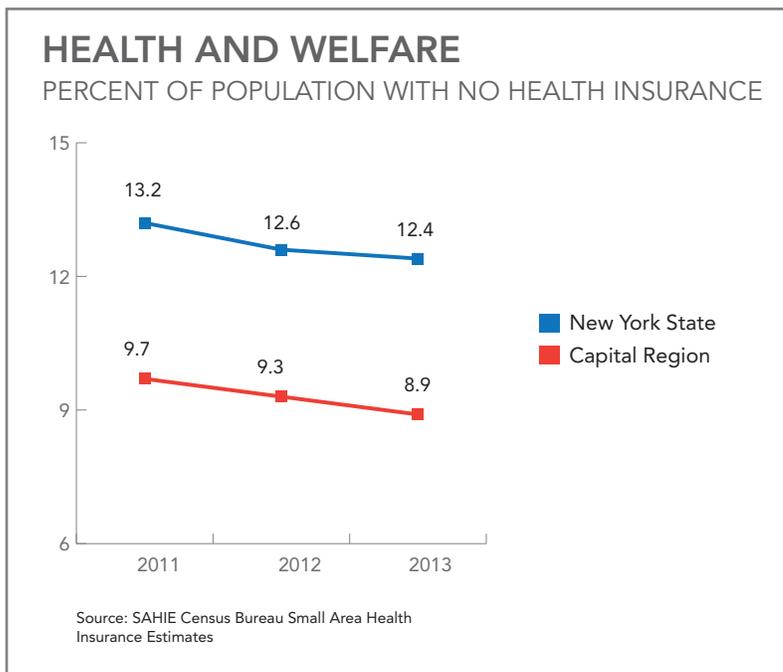
LABOR FORCE PARTICIPATION RATE AND UNEMPLOYMENT RATE BY EDUCATION LEVEL



NOTE: Unemployment rates for detailed demographic groups only available as five-year trailing averages (2009 – 2013)
 Source: American Community Survey

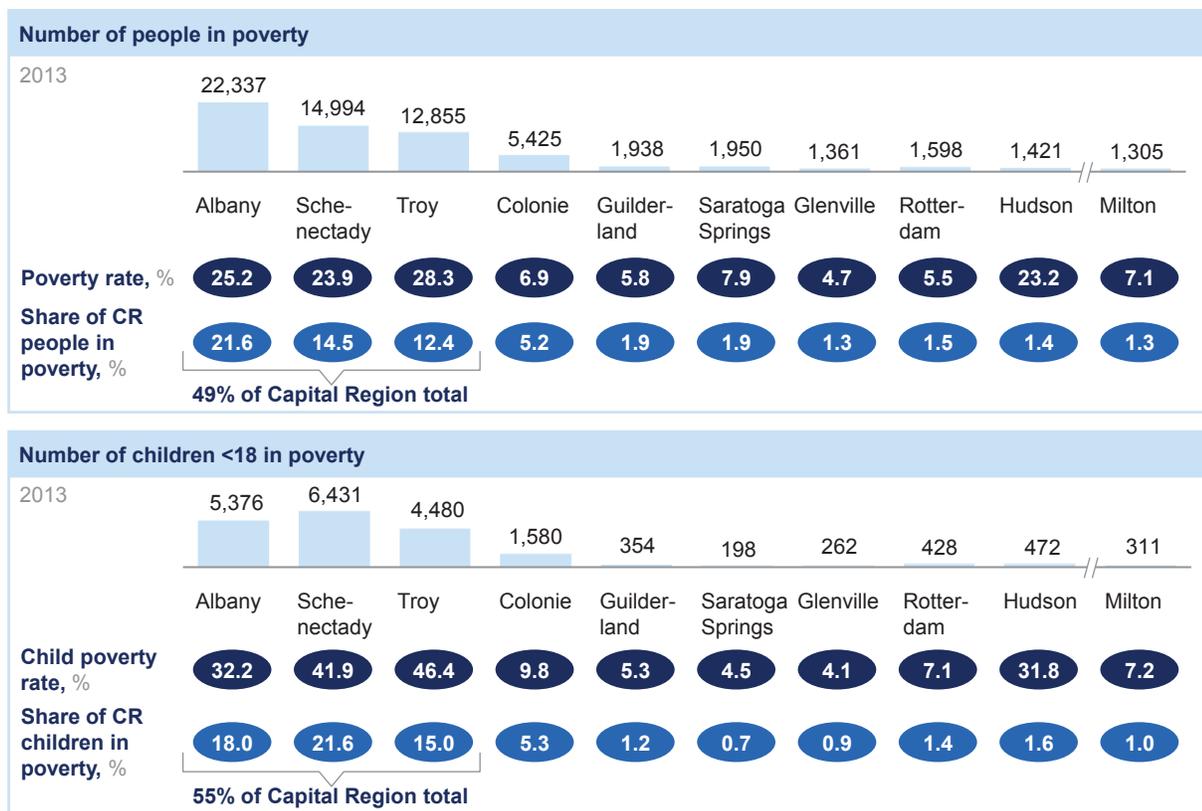
QUALITY OF LIFE INDICATORS

The CREDC plan addresses the challenges facing our region through shifts in population, concentrations of poverty, and uneven geographic prosperity. It also leverages our highly educated workforce, exceptional institutions of higher education, world-class health care institutions, and a close proximity to major metropolitan regions.



POVERTY STATUS

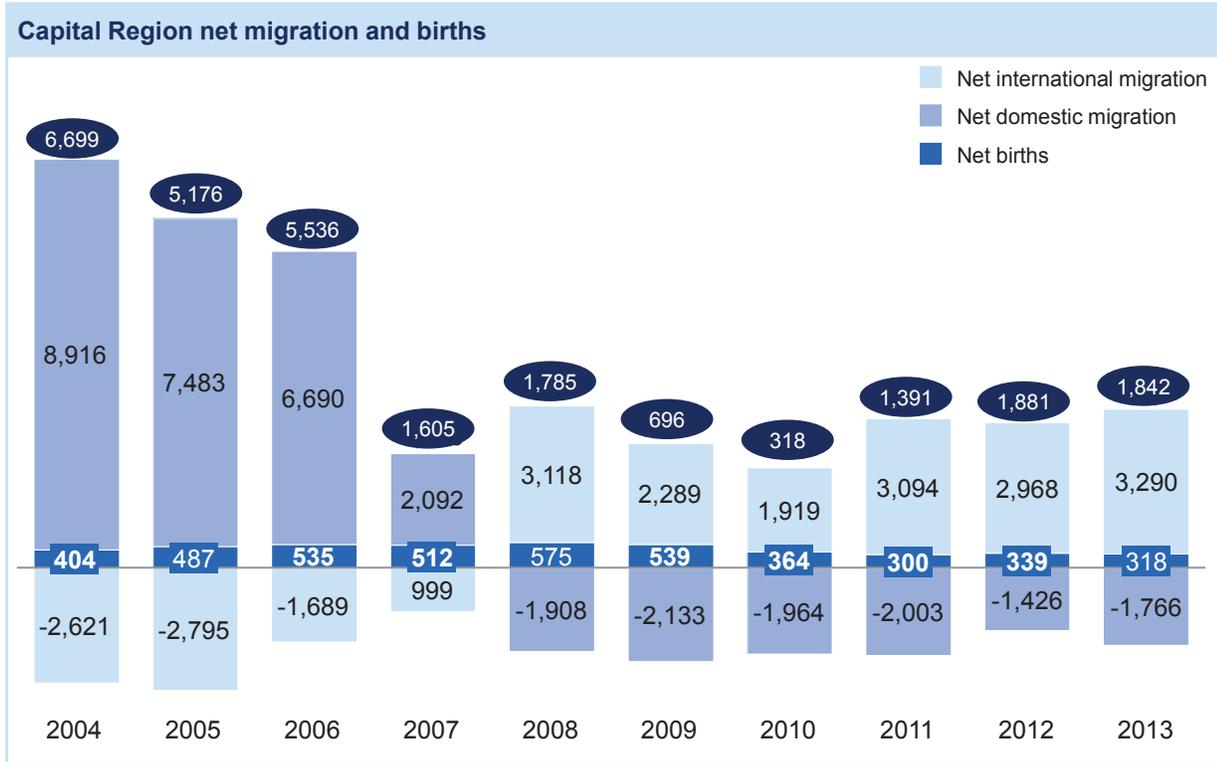
POVERTY RATES ARE SIGNIFICANTLY HIGHER IN URBAN AREAS



Source: American Community Survey

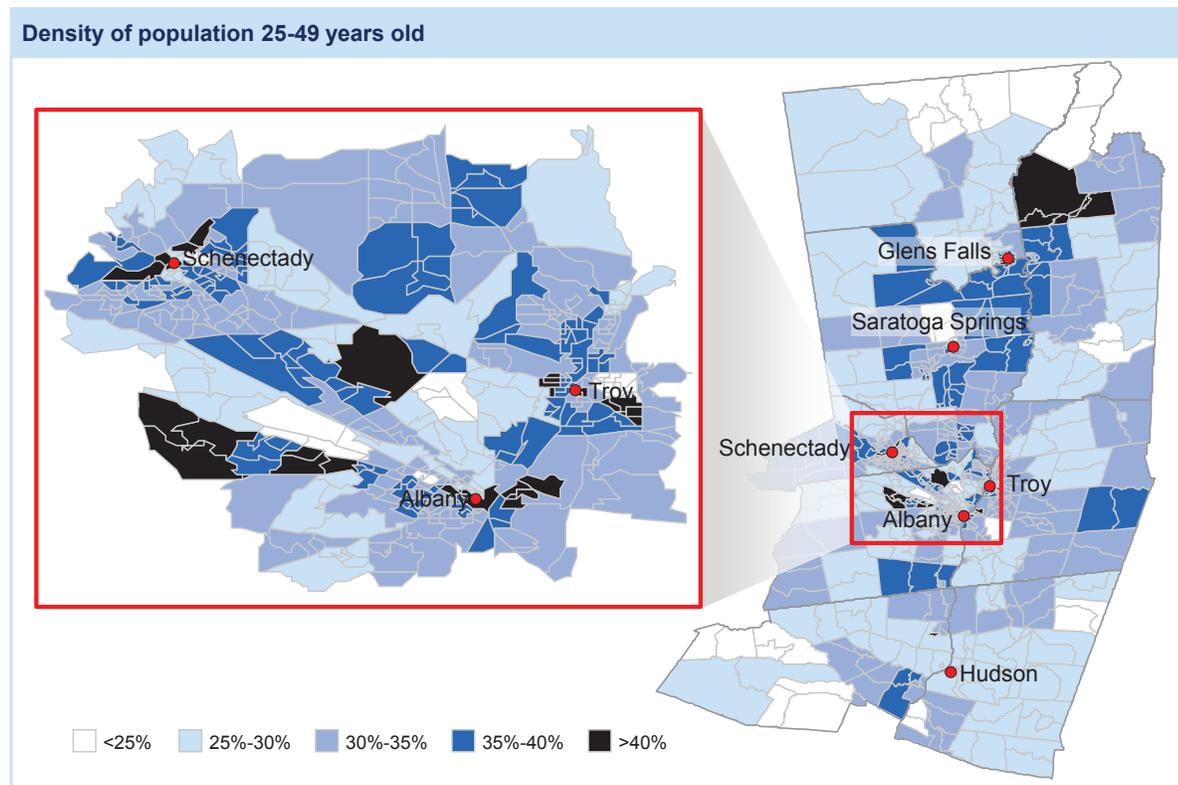
CAPITAL REGION MIGRATION PATTERNS

X Net change in population

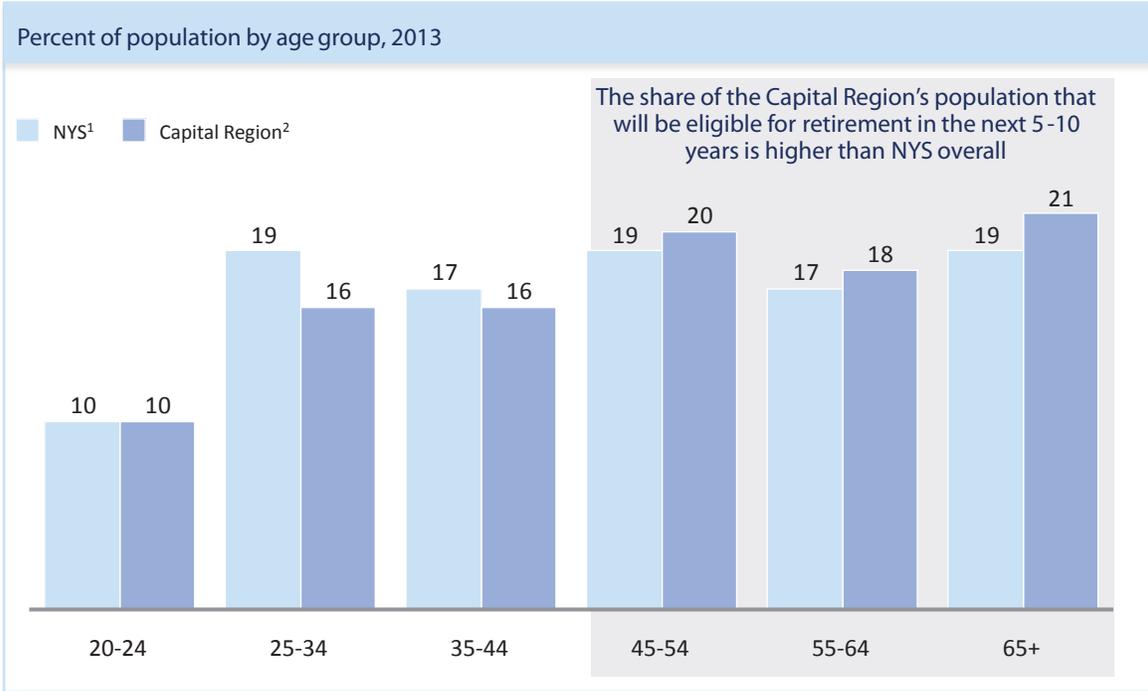


Source: US Census

YOUNG POPULATIONS CONCENTRATED IN ALBANY, TROY, SCHENECTADY, RENSSELAER, GLENS FALLS AND ALBANY SUBURBS

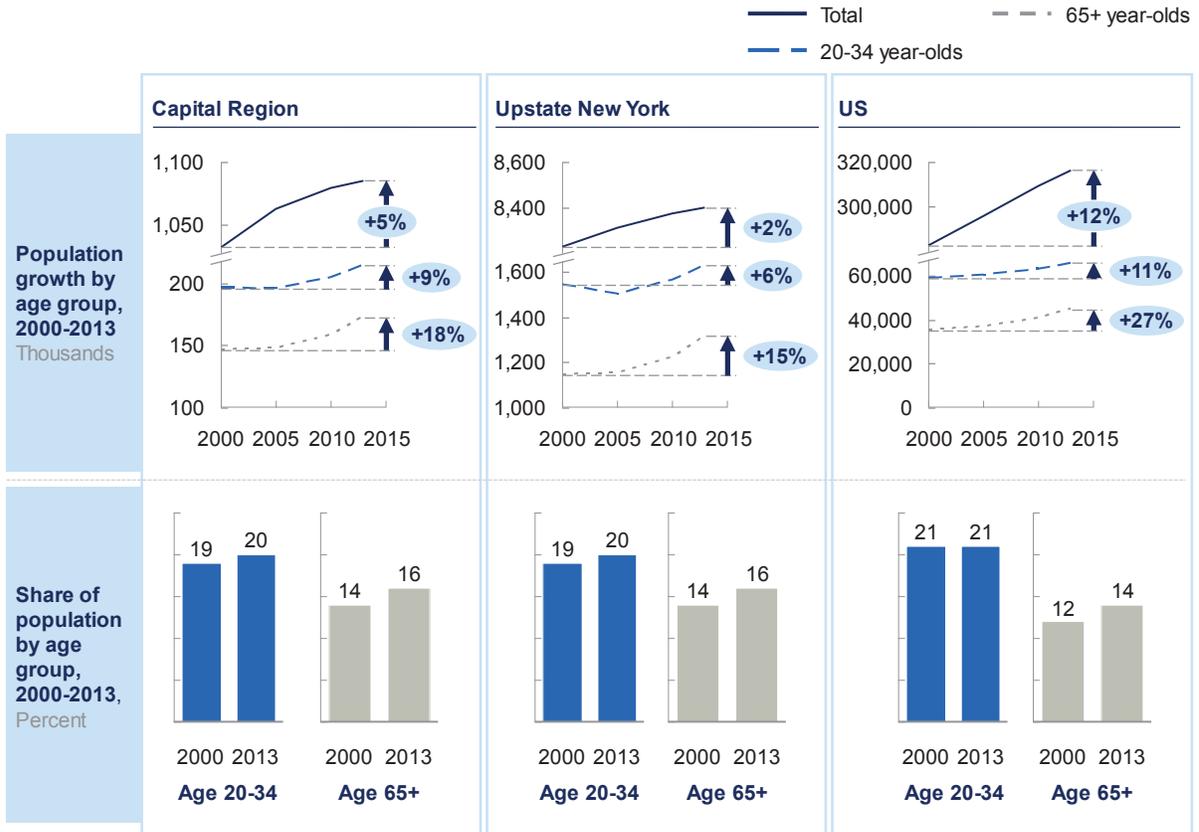


NEARLY 60% OF OUR REGION'S POPULATION WILL BE ELIGIBLE FOR RETIREMENT IN THE NEXT 5-10 YEARS



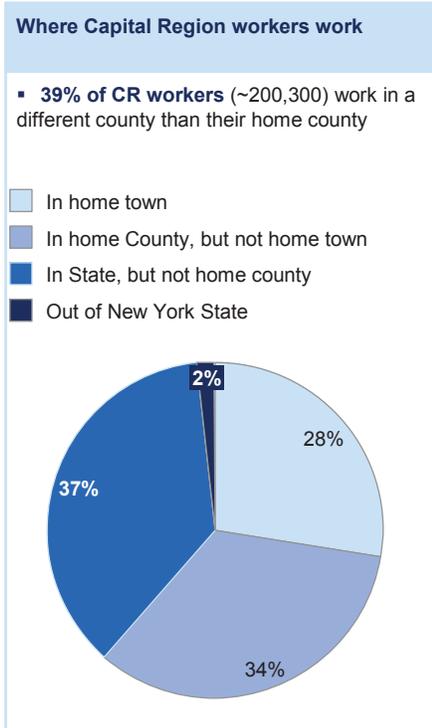
¹ New York State
² NY Capital Region defined as Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, Washington
 SOURCE: Moody's Analytics

CAPITAL REGION POPULATION AGE DEMOGRAPHICS

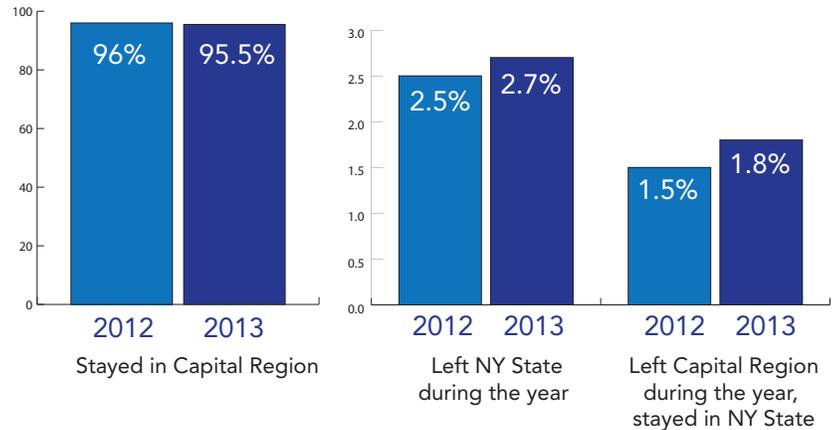


QUALITY OF LIFE

WORKERS IN THE CAPITAL REGION OFTEN LIVE AND WORK IN DIFFERENT COUNTIES



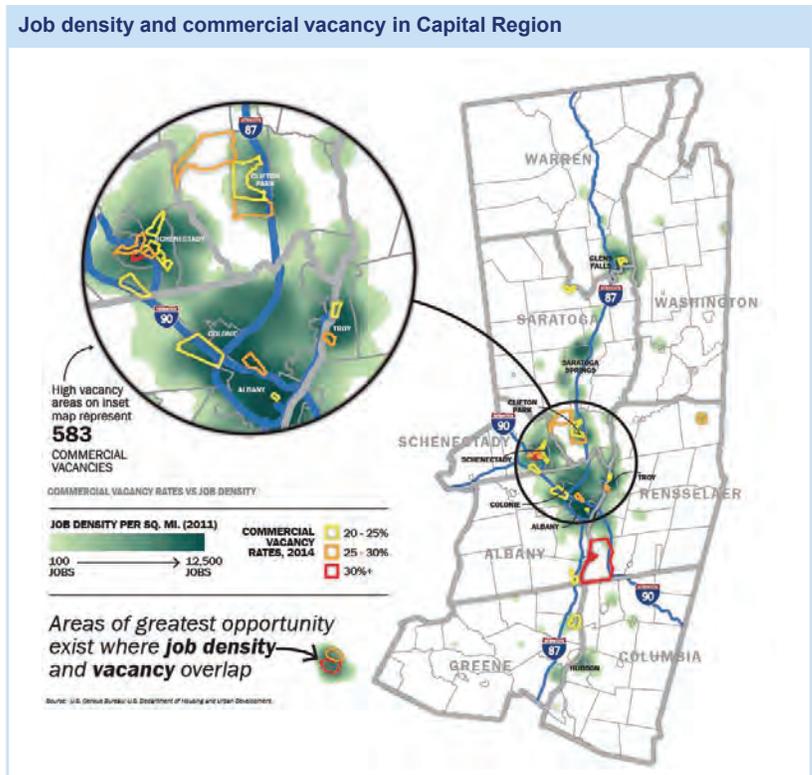
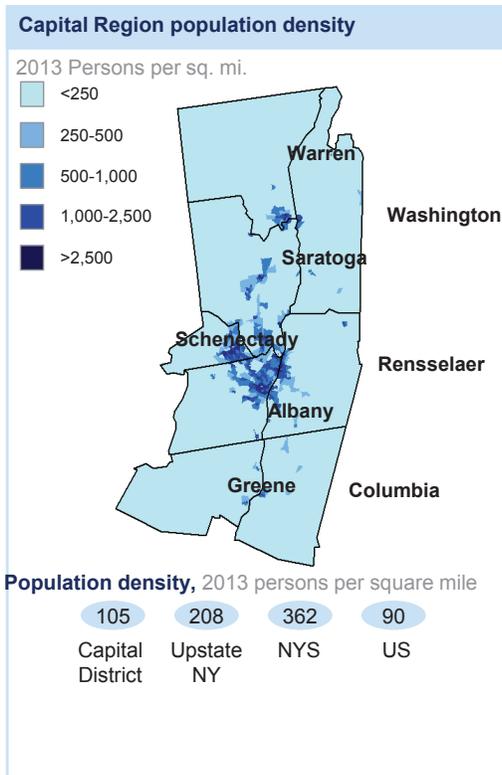
CAPITAL REGION MIGRATION, 2012-2013



Source: Prepared by NYS Department of Labor, Division of Research and Statistics

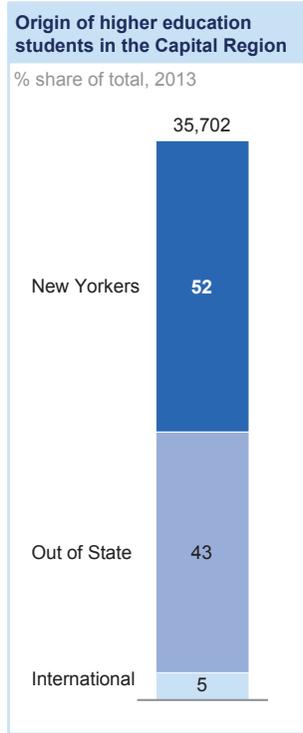
1 "Locally" defined as working in their home county of residence
 Source: Sales data from Proctor's and Capital Repertory theatres

THE CAPITAL REGION'S POPULATION AND JOB CENTERS ARE ROUGHLY ALIGNED—MOSTLY IN THE CAPITAL DISTRICT, SARATOGA AND GLENS FALLS

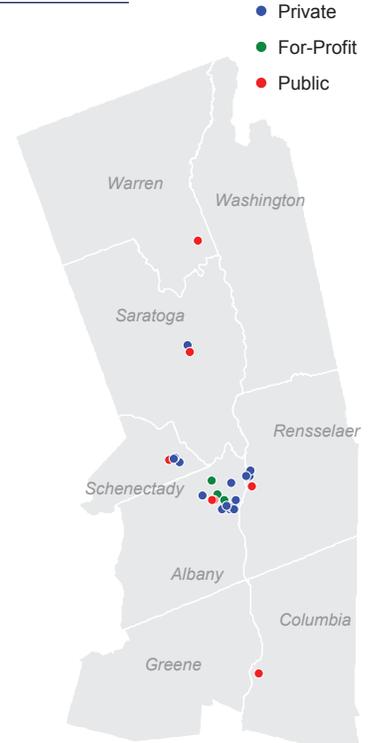


EDUCATION

THE CAPITAL REGION HAS A SIGNIFICANT HIGHER EDUCATION FOOTPRINT, PULLING STUDENTS FROM AROUND THE COUNTRY AND WORLD



Institution Name	Number of students
Adirondack Community College	4,230
Albany College of Pharmacy and Health Sciences	1,639
Albany Law School	594
Albany Medical College	830
Belanger School of Nursing	123
Bryant & Stratton College-Albany	580
Columbia-Greene Community College	2,118
Fulton-Montgomery Community College	2,781
Hudson Valley Community College	12,841
ITT Technical Institute-Albany	253
Maria College of Albany	880
Memorial School of Nursing	123
Mildred Elley School-Albany Campus	904
Rensselaer Polytechnic Institute	6,714
Samaritan Hospital School of Nursing	163
Schenectady County Community College	6,574
Siena College	3,207
Skidmore College	2,702
SUNY at Albany	17,338
SUNY Polytechnic Institute/Colleges of Nanoscale Science and Engineering ¹	339
SUNY Empire State College	11,823
The College of Saint Rose	4,542
The Sage Colleges	2,832
Union College	2,246
Union Graduate College	410



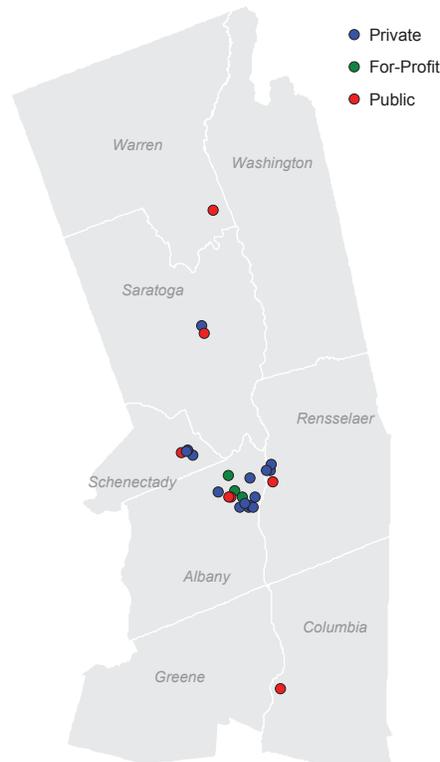
PART II
OUR REGION'S PROGRESS

¹ CNSE merged with Utica-based SUNY Institute of Technology in 2014 to form SUNY Poly. Data presented for the Albany CNSE campus only

RPI AND SUNY ALBANY EDUCATE LARGEST NUMBERS OF STUDENTS IN STEM IN THE CAPITAL REGION

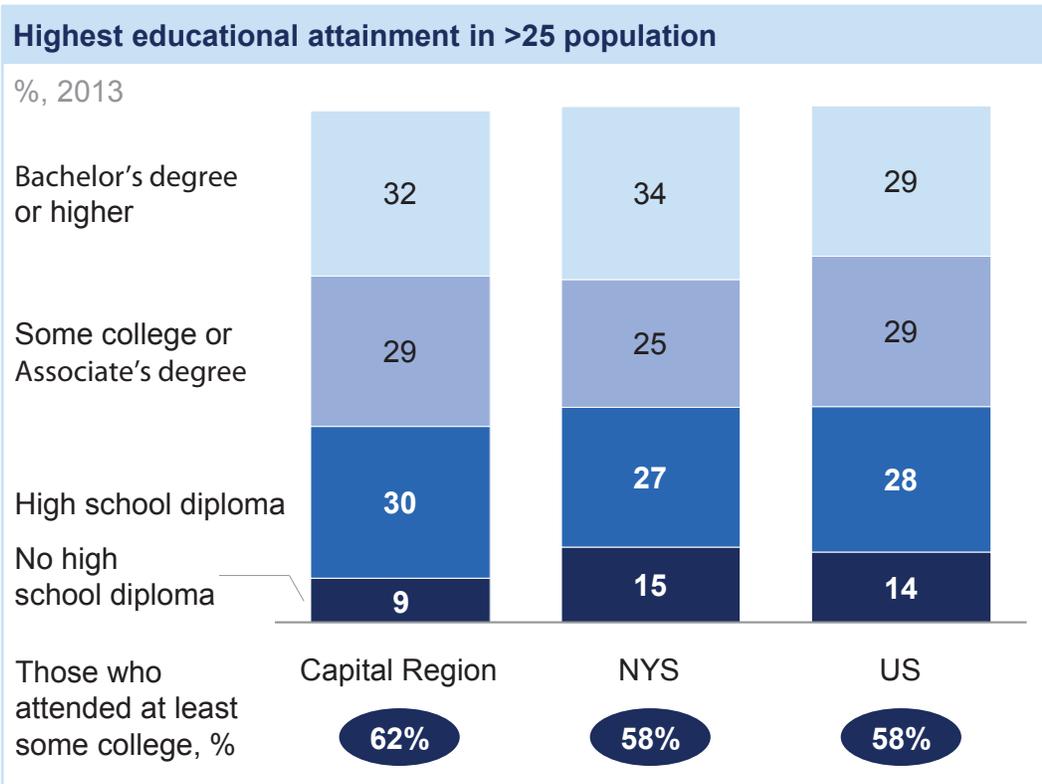
Top STEM Institutions in Capital Region

Institution	Students Enrolled in STEM Majors
Rensselaer Polytechnic Institute	4541
SUNY at Albany	2391
Albany Medical College	840
Union College	793
SUNY Empire State College	699
Siena College	588
SUNY Poly	321
The Sage Colleges	220
The College of Saint Rose	193
Union Graduate College	181



EDUCATION

THE CAPITAL REGION'S LEVEL OF COLLEGE ATTENDANCE AND ATTAINMENT ARE AHEAD OF STATE AND NATIONAL AVERAGES



Source: US Census Bureau Decennial Census, American Community Survey

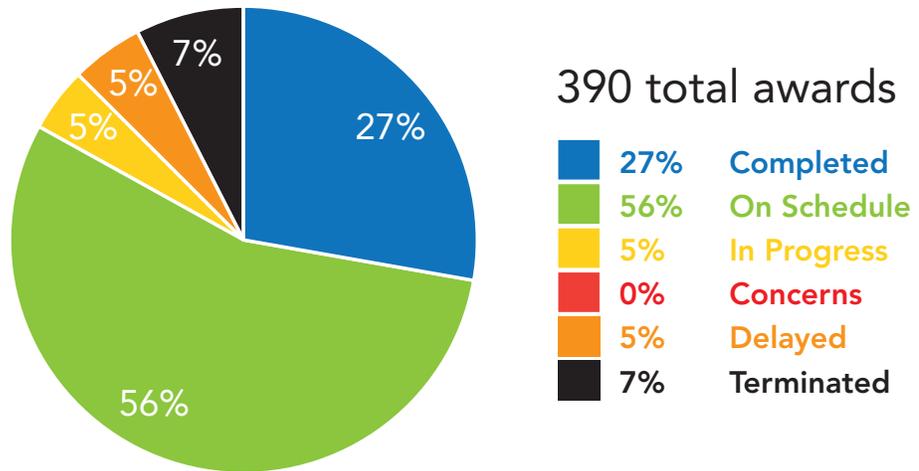
II. B-D PROJECT STATUS AND JOB CREATION

CREDC CFA PROGRESS SUMMARY

STATUS OF PAST PRIORITY PROJECTS



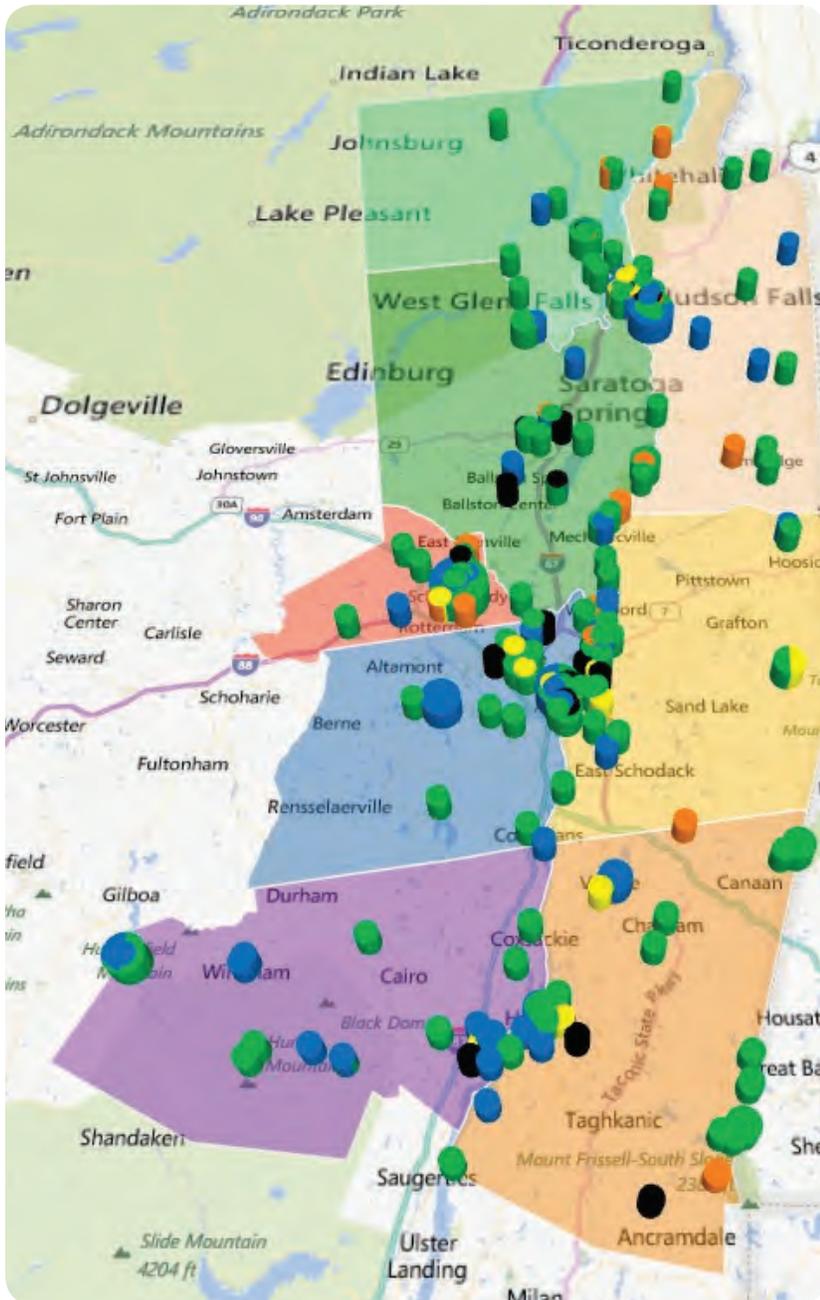
PART II
OUR REGION'S PROGRESS



TOTAL PROJECT SCORE CARD

	\$ Funding Reward/Request	Total Project Cost	Jobs Impacted
Round I (Actual)	\$61,748,368	\$384,394,867	3,579
Round II (Actual)	\$55,338,154	\$544,125,102	8,274
Round III (Actual)	\$83,129,935	\$427,927,967	8,558
Round IV (Actual)	\$60,039,056	\$103,623,433	3,699
Total	\$260,255,513	\$1,460,071,369	24,110

STATUS OF PAST PRIORITY PROJECTS



● Completed
● On Schedule
● In Progress
● Concerns
● Delayed
● Terminated

Project status

 <p>round I</p>	<p>55% complete 32% on schedule</p>
 <p>round II</p>	<p>37% complete 43% on schedule</p>
 <p>round III</p>	<p>19% complete 71% on schedule</p>
 <p>round IV</p>	<p>2% complete 77% on schedule</p>

LEVERAGED INVESTMENTS

\$260 million in CFA cash awards has leveraged a total of over \$1.2 billion in public and private investment in the first four rounds.

PRIVATE **5:1** PUBLIC

ROUNDS I, II, III & IV CFA AWARD TOTALS



JOBS IMPACTED, INCLUDING CREATED AND RETAINED

3,579 jobs were created or retained as a result of Round I CFA awards, 8,274 as a result of Round II awards, 8,558 as a result of Round III awards and 3,699 as a result of Round IV awards.





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PART III

IMPLEMENTATION AGENDA

III. A. IMPLEMENTATION OF 2015 STATE PRIORITIES

OPPORTUNITY AGENDA

OPPORTUNITY AGENDA GENERAL UPDATE

For Round IV, the Opportunity Agenda continued to align the efforts of our Council to support the three Opportunity Zones and increase opportunities for distressed communities and low-income individuals throughout our Region. The Opportunity Agenda is intended to link distressed communities and disenfranchised populations to economic growth, increasing access to employment and making downtown areas attractive places to invest.

Our Council recognizes that greater economic opportunity and an improved quality of life must transcend our municipal and geographic boundaries. Yet the data clearly show that the concentrated areas of poverty within the Opportunity Zones persist.

This year, our Council's Opportunity Agenda has also been informed by the efforts of two coalitions working to address the underlying causes of distress across our Region:

The Nonprofit Economic Development Council represents more than 35 organizations across the eight-county region to improve people's lives by helping them prepare for job opportunities, improve their neighborhoods, enjoy a healthier lifestyle, and become self-sufficient.

A coalition of neighborhood association representatives and grassroots programs facilitated by Trinity Alliance, and based at the Capital South Campus Center, has convened to ensure that the voices and perspectives of neighborhood residents are included in our Opportunity Agenda.

The economic development strategy for our Region includes a commitment to equity in opportunity and access, and to addressing basic needs. A strategy of alignment between non-profit job training and the business sector also includes basic healthcare, nutrition, housing and social service needs of the community.

A systemic intervention would offer not only job training for individuals in a defined geography for identified positions in the community, but also provide wrap-around services such as safe housing, transportation, access to legal aid and social services as defined by each community. Key to this strategy's success will be promoting incentives for coordination and collaboration among existing service providers to meet collective goals.

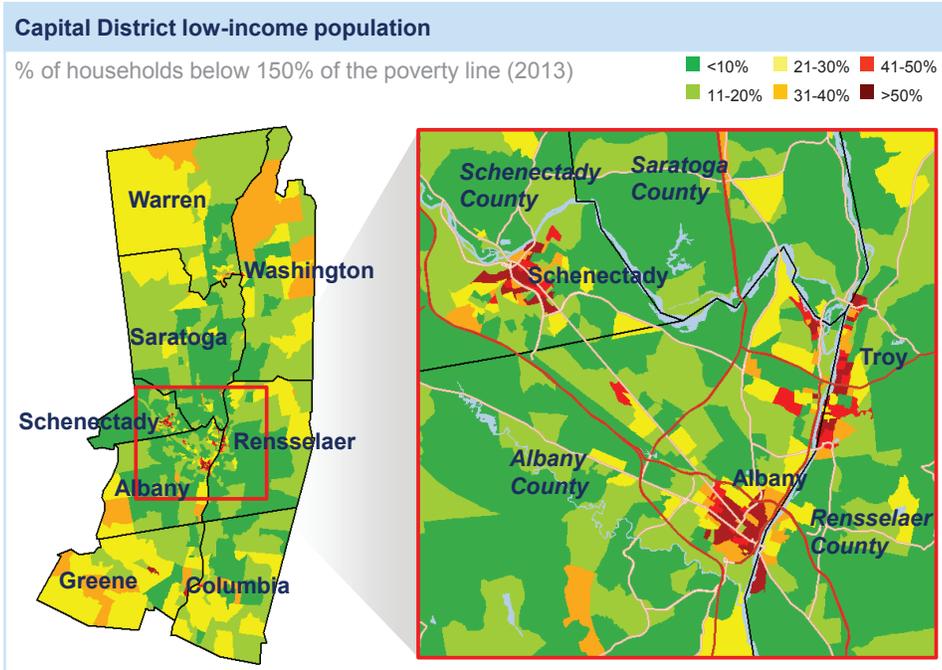
Many of these recommendations are currently being implemented at the Capital South Campus Center, an approach that could be modeled throughout our Region.

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 the project's potential for addressing barriers
- Alignment with other strategic plan strategies
- Whether the project leveraged or supported other consolidated funding projects from previous rounds that may be expanded or advanced through our Council's support.



POVERTY IS CLUSTERED IN THE URBAN CORES, WITH RURAL POCKETS SPREAD OUT THROUGH OUR REGION



Based on proposals submitted to our Council in Round V and the input from the coalitions mentioned above, we have refined our Opportunity Agenda to focus on three key strategies to eliminate barriers to the job market and catalyze economic growth in underserved communities. These key strategies are:

- Increase and leverage access to education, training and workforce development
- Create secure and vibrant neighborhoods
- Increase access to transportation

Related Priority Projects include:

- LASNNY Civil Legal Services Center
- STEAM Garden
- The Good Market
- Training Tomorrow's Workforce Today
- Community Loan Fund
- Rapid Transit



Update on Opportunity Agenda Project:

TRINITY ALLIANCE OF THE CAPITAL REGION'S
CAPITAL SOUTH CAMPUS CENTER (CSCC)
CULINARY ARTS KITCHEN AND ATTAIN LAB

The ATTAIN Lab has been a very successful addition to Albany's Opportunity Area. Enrollment at the ATTAIN Lab has exceeded expectations, with 220 students currently enrolled. The Lab has also reported that its first certificate graduate has found employment. The Lab plans to hire a second teacher this year, allowing for additional enrollment and classes during evening and weekend hours. The ATTAIN Lab has generated much excitement and has been a transformational addition to one of Albany's most neglected areas.

START-UP NY

Enacted in 2013, Governor Cuomo's START-UP NY program was designed to reinvigorate New York's economy by attracting new and expanding business development. Benefits provided by the program include tax incentives for the company and the employees whose jobs are created under the program. Tax-Free zones connected to institutions of higher education generate jobs in the short-term while fostering the collaboration and creativity to spur new ideas, opportunities and businesses for the long-term. This partnership model, supported by a tax-free environment, will attract new businesses and new investment from private-sector companies and venture capital investors. The Capital Region has seven designated START-UP NY zones, each with its own focus.

SUNY Adirondack (ACC) will stimulate the local economy and improve its students' career readiness, with enhanced opportunities for its students to engage in experiential learning opportunities such as internships and co-ops. ACC will target manufacturers, agricultural businesses, environmental research and development, software development, information technology and new-media solutions, biotech research and development, and electrical engineering. These partnerships will emphasize regional economic strengths and growth areas, creating local employment opportunities and workforce development.

Albany Medical College's Biomedical Acceleration and Commercialization Center (BACC) will target businesses in the areas of biomedicine, bioengineering, biotechnology and pharmaceuticals. The College has designated 9,859 square feet of vacant space on campus (including 2,000 square feet of laboratory space) for its program. As an early approved START-UP NY site, the BACC serves as an example of how the program can leverage other programs and awards to enhance the economic climate for area businesses. In spring 2015 Albany Med was awarded \$525,000 from the US Economic Development Administration through its highly competitive i6 and Seed Capital Regional Innovation Grants process—one of only two institutions in the nation to win both grants. These funds will build upon and accelerate efforts to create a solid foundation for a robust biomedical and biotechnology-based research and entrepreneurial community in the Capital Region. With this funding, Albany Med will be well-

positioned to offer unique services, support, training and seed capital to a wide cross-section of biomedical start-ups, entrepreneurs and projects.

Two companies have successfully completed the Albany Med application process and will soon join the Albany Med community. Those approved were Somml Health and iSimulate, which is presently in the application process for START-UP NY incentives. Somml Health is a development stage health IT company. Its CarePlan product hopes to solve the hospital patient's and family's challenge of tracking down care providers for updates. Somml Health will provide patients and families near real-time information about the patient's status, diagnoses, daily schedule, procedures, medications and test results, conveniently available on a mobile device. iSimulate is an Australia-based company that provides cost-effective simulation systems to organizations worldwide.



Update on START-UP NY Project:

BIOMEDICAL ACCELERATION AND COMMERCIALIZATION CENTER (BACC)

Five years ago, two members of the Department of Biomedical Sciences in UAlbany's School of Public Health and Wadsworth Laboratories, Gerwin Schalk, PhD, an expert on neurophysiology and neuroengineering and Jonathan Wolpaw, PhD, an expert on brainwave-based communication, started a collaboration with Albany Medical College faculty member Anthony Ritaccio, MD, an expert in seizure disorders and neurology. The project centered around a brain-computer interface that allowed thought-initiated movement of cursors on computer screens (if the patient thinks about the letter B, the computer generates a B on the screen). With tremendous potential as an assistive device for the disabled, this collaborative project helped attract g.tec neurology USA, Inc. to the region.



SCHENECTADY COUNTY COMMUNITY COLLEGE

Columbia-Greene Community College (CGCC) is seeking businesses in the agriculture/food production industry that will combine the experiential and educational needs of its students with the community's desire for locally grown foods. The College has designated 117,194 square feet of vacant space off-campus for START-UP NY companies. Internships and other experiential learning opportunities with the companies attracted to CGCC will provide training to students which will prepare them for future educational or career choices.

Hudson Valley Community College (HVCC) is aiming to attract businesses in bio-life sciences and biotech, nanotechnology, semiconductor development, chemical manufacturing, advanced manufacturing, computer science and information systems. The College has designated 134,575 square feet of vacant space off-campus for a Tax-Free zone. HVCC seeks to partner with companies that will collaborate with its Entrepreneurship certificate program's faculty and students. The College's first approved company, The Case Group, is an existing manufacturer of windows and doors that will expand its manufacturing capacity to meet the increased market demand for thermally improved window systems, and is expected to create 26 new jobs. As part of this project, HVCC has also developed space in the Quackenbush Building in downtown Troy for the Center of Gravity. This multi-use space will offer a variety of shared business services, including access to equipment for design, prototyping and manufacturing, and shared access to professional expertise. HVCC hopes to sponsor at least three businesses in the space that will hire student interns in biotech, advanced manufacturing and entrepreneurship programs.

Schenectady County Community College (SCCC) will target businesses involved with nanoscale materials, semi-conductors, alternative energy, supply chain distribution or warehousing, aviation science/air traffic control, computer science/information systems, computer networking and cyber-security, casino and gaming technology/surveillance, and fire protection technology. The College has designated a total of 42,035 square feet of vacant space both on- and off-campus. SCCC's first approved company, SureDone, is a multi-channel e-commerce platform that allows retailers to sell products, sync inventory and fill orders on channels like eBay, Google and Amazon. The company established a technical and customer support center within the NY BIZLAB in Schenectady in March 2015 in partnership with SCCC. SureDone has pledged to work with SCCC on the development of internships within its Business and Computer Science programs and serve on the Technology Advisory Committee, creating seven new jobs within the first year and a total of 26 during the next five years. The College's second company is Furlocity, Inc., the premier pet portal for booking boarding stays, veterinary appointments and pet friendly hotels. The company will create 18 new jobs. SCCC's third approved company, Lotto Points Plus, LLC, is an existing New York company that has developed a mobile/web platform that delivers free engagement solutions to the nation's estimated 150 million lottery players. These ticketholders will be provided second chance offerings through gaming solutions, including sweepstakes for cash and product prizes. The company will create 16 new jobs.

SUNY Polytechnic Institute will target businesses in nanofabrication, nano-biohealth, clean energy and environmental technologies, and information technology, including information technology infrastructure and data analytics. The College has two co-principal academic locations in Albany and Utica-Rome, and has designated a total of 343,376 square feet of vacant space on campus and 253 acres of land from several locations. SUNY Polytechnic Institute has attracted four companies to participate in its START-UP NY program. Commerce Technologies, Inc. is an existing e-commerce software company, providing services to connect companies with suppliers and trading partner that expects to create 100 new jobs. Glauconix is a new contract research organization that provides services to pharmaceutical and biotechnology companies developing drugs for treatment of glaucoma. NANO DX, Inc. is a new biotechnology company that patents, produces, and markets nanoscale diagnostics to improve the management of chronic diseases. The company's mission is to develop, produce and sell microchips and readers for use in proteomics-based cancer screening. DPS Advanced Technology Group, Inc. is an architectural and engineering firm providing peer review and commentary for Engineer of Record designs for complex engineering projects. Together these four companies will create 185 jobs.

The University at Albany will target businesses in the climate and environmental science research, biomedical science and biotechnology, forensic and cyber-security and advanced data analytics sectors. The University has designated nearly 20,000 square feet of vacant space and 54 acres of vacant land located on its Uptown, Downtown and East campuses. The University's first approved company, Classbook.com, provides outsourced curriculum management and digital learning products and solutions for public and private K-12 institutions. Classbook.com's mission to improve the student learning experience aligns with UAlbany's School of Education's goal to enhance learning and human development, in and out of classrooms. The company has sponsored research on campus aimed at aligning a school's digital learning environment system with learning and professional development standards of the school district. Classbook.com will create 72 new jobs for the Capital Region. UAlbany's second approved company, g.tec neurology USA, Inc., performs research in the field of neurology using brain-computer interfaces (BCI). The company's BCI systems will be used by neuroscience researchers and hospitals for optimization of surgical procedures. The company will create eight new jobs at UAlbany's East Campus.



VETERANS

THE ARSENAL PARTNERSHIP MCNULTY CENTER

The McNulty Center was created by the Partnership in 2014 to assist returning servicemen and women in starting their own business. Experts provide specialized advice in various subject matters. In addition, offices have been created from underutilized space at the Arsenal where these entrepreneurs can run their business, host meetings or work on business plans. In conjunction with the University at Albany's Small Business Development Center, the Partnership has hosted three accelerated boot camps that 90 veterans have attended at no cost.

The Arsenal is studying the gaps in its supply chain where business is sent overseas or out of state. It will identify vets currently employed at the Arsenal who could start their own business and be immediately plugged into that chain. There is tremendous potential in manufacturing, along with other areas that will be evaluated, including food service, maintenance, and engineering.



HEROIC FOOD

The mission of the non-profit Heroic Food Project (HFP), based in Hudson, is to prepare and train military veterans for careers in sustainable farming, agricultural trades, and food entrepreneurship in a veteran-supportive environment.

Heroic Food was conceived as a way to help veterans address the challenges of transition, while also helping the nation address its growing need for new farmers and burgeoning demand for local, sustainably grown food.

The Training Program curriculum was developed in consultation with the Hawthorne Valley Learning Center, the Cornell Small Farms Program, and the Farmer Veteran Coalition. The principles and practices of sustainable farming are at the core of this program, but workshops and courses ranging from farm business management to tractor maintenance to green building make it flexible and robust. This project will enable Heroic Food graduates to build a broad skill base that will lower their business and living costs, earn extra income, and explore new markets as they grow their farm-based careers.

The Heroic Food Full-Year Immersion (FYI) Program is designed for veterans with an interest in ecologically sustainable farming for small scale commercial or homestead operations. Trainees either come from local areas and commute from home, or live on the Heroic Food Farm located outside of Hudson, NY. They gain hands-on experience through apprenticeships with local mentor farmers, craftspeople and food entrepreneurs. In addition, the program offers workshops, short-courses and individualized support for life and career transitions.

Heroic Food is committed to ensuring that graduates have the skills and experience to be successful farmers, craftspeople and food entrepreneurs. Through Heroic Food, trainees will be connected to a wide network of master farmers, educators, businesses, and conservation and community organizations throughout the Hudson Valley and beyond.

VETERANS-RELATED PROJECT

- Arsenal Public Private Partnerships Feasibility Study

GLOBAL NY

GLOBAL NY

THE CAPITAL REGION GOES GLOBAL

In 2014, the Capital Region's exports totaled \$5.9 billion, supporting more than 17,000 jobs; including indirect effects, they supported more than 35,000 jobs. Fifteen industries exported more than \$100 million each, as shown below.

Industry (3-Digit NAICS)	Value of Exports
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

Demand for products in our Region's top exporting industry is expected to grow steadily over the next five years. An uptick in automobile, consumer appliance, and construction markets will drive demand for chemical products like those produced in the Capital Region.

Demand for turbines, which is driving the success of the "machinery manufacturing" category, is expected to shift almost entirely to overseas markets. The Capital Region's infrastructure-based priority projects are intended to support these exports going into the future.

It is critical to harness the power of our Research, Development and Commercialization cluster. Our Region possesses major research universities and significant private research centers with international importance. These key assets continue to support regional and New York State industries, generate intellectual property, and attract foreign investment.

BUILDING TRADE AND INVESTMENT RELATIONSHIPS

The Capital Region continuously cultivates relationships that form the foundation for prospective foreign investment, and conducts a number of activities that improve the capacity of our companies to export their goods and services. In Round IV:

- The Capital Region continued our cross-regional industry attraction campaigns under the NY ♥ Technology banners led by regional economic development organizations and National Grid.
- In relation to Nano Utica, Austrian Chip Maker AMS announced that it intends to open a design center in Albany to support its investments in the Mohawk River Region.
- The International Center of the Capital Region hosted dozens of foreign delegations, including visitors from Canada, Egypt, Russia and the European Union.
- The Tech Valley Global Business Network and the Center for Economic Growth's ExporTech program educated dozens of local manufacturers about expanding into foreign markets.
- The EB-5 Regional Center recently established in the Capital Region is promoting local investment opportunities to interested foreign nationals, including the Mohawk Harbor Casino & Resort, the Shelter Cove development in Albany County, and projects in Saratoga Springs.
- Our Region deepened its relationship with the Canadian consulate and with Quebec by regularly coordinating joint receptions and other events. For example, the International Center for the Capital Region hosted the Quebec Delegate General to New York at a now-annual "Our Neighbors to the North" event.
- The Center for Economic Growth and the Plattsburgh-North Country Chamber of Commerce held facilitated discussions to advance opportunities stemming from the Quebec-New York Corridor agreement.

ROUND V FOCUS

Our Council and its stakeholders will advance the following strategies in the coming year:

- Target key industries for foreign investment, such as semiconductors and biomedical, which would benefit from locating near the Capital Region's industry clusters.
- Support area higher education institutions' efforts to attract international students.
- Promote our Region's START-UP NY sites to foreign investment prospects when attending global trade shows and industry events.
- Continue targeting Canada as a destination for exports and source of inbound investment, extending these efforts to Ontario in collaboration with North Country stakeholders.
- Disseminate coordinated messages about exporting as a business growth strategy in our Council's communications and our Region's economic development organizations and business associations. Promote the network of available export assistance services.
- Develop channels to market EB-5 Regional Center opportunities to our Region's international students and their families.
- Promote arts and cultural assets to international travelers to the North Country (from Canada) and New York City.

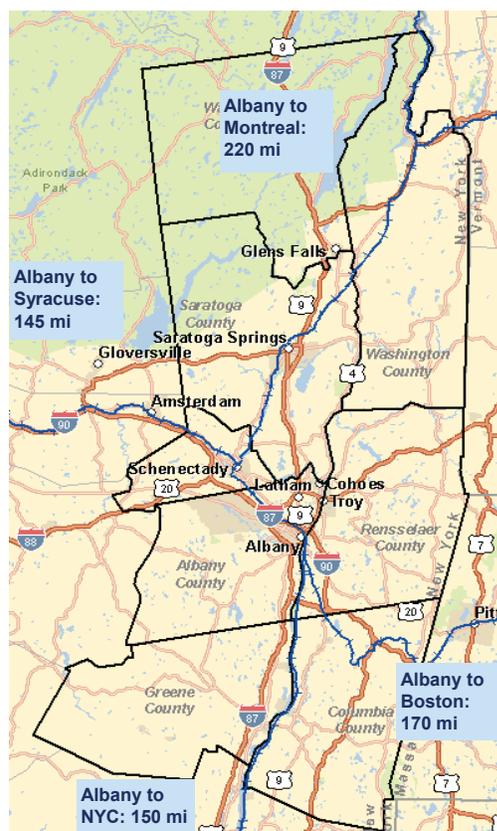


- Highways
- Amtrak rail lines
- State parks
- Capital Region counties
- Cities

ASSOCIATED ROUND V PRIORITY PROJECTS

- Albany Medical College Biomedical Acceleration Commercialization Center Service Expansion
- NY CAP Research Alliance
- The NYS Mesonet ExTREMEd Collaboration, Innovation, and Technology (xCITE) Laboratory
- Training Tomorrow's Workforce Today in Advanced Manufacturing Technology
- Rensselaer Clean Energy Deployment Center
- Port of Coeymans Rail Extension
- Port of Albany BIG LIFT operations
- Sabre Manufacturing Expansion
- Saint Gobain: Project SG Expansion
- New York State Goat Genetics Study
- Eurial International: Hudson Valley Creamery

CAPITAL REGION'S TRANSPORTATION INFRASTRUCTURE IS CONNECTED TO SEVERAL MAJOR BUSINESS AND POPULATION CENTERS



NYSUNY2020





NYSUNY 2020

Governor Cuomo established the NYSUNY 2020 program to leverage the State University of New York as a catalyst for job growth and economic development, while building upon the academic and research excellence that spans the SUNY System.

The University at Albany—one of the four distinguished University Centers in the SUNY System—was a Round I winner with its 2020 plan. Today, as UAlbany seeks to create the largest academic expansion since the construction of the uptown campus 50 years ago, NYSUNY 2020 has been a powerful initiative to spur economic growth while strengthening the academic institutions of the State through collaborative partnerships.

For UAlbany, this has been an investment in access, affordability and serving a diverse group of New Yorkers with quality higher education. Among SUNY’s university centers UAlbany is the most diverse campus: 44 percent of the 2015 incoming class are students of color, and 40 percent will be first in their families to earn a four-year degree. UAlbany’s commitment to access and affordability was recognized when the White House released its 2015 College Fact Sheet, which cited the University at Albany as an “engine of opportunity” that creates mobility into the middle class for low-income students.

UAlbany has invested its 2020 resources back into the academic experience:

- Hiring 212 full-time faculty members
- Enriching academic offerings by adding 29 new and expanded programs
- Providing new student support systems leveraging best practices
- Expanding its research portfolio with grant applications up 31 percent
- Enhancing affordability through predictable tuition, allowing students to plan and reduce debt.

As a result of these investments, graduation rates are up by three points, and the University has seen a 24 percent increase in the number of New York companies recruiting on campus, attracted by the high quality of UAlbany graduates.

The original centerpiece of UAlbany’s plan and its NYSUNY2020 transformational project, the \$184 million Emerging Technology and Entrepreneurship Complex (ETEC), will now be expanded to also house the University’s new College of Emergency Preparedness, Homeland Security and Cybersecurity, as well as UAlbany’s Department of Atmospheric and Environmental Sciences and the Atmospheric Sciences Research Center. The ETEC complex will also serve as home to the New York State Mesonet, consolidating UAlbany’s atmospheric resources and making New York the premier weather-ready state in the nation.

NY RISING

After helping the New York State withstand and recover from the historically destructive weather occurrences of Hurricane Irene, Tropical Storm Lee and Superstorm Sandy, Governor Cuomo established the Governor’s Office of Storm Recovery (GOSR) to centralize recovery efforts and coordinate actions to rebuild the most severely affected areas. With the support of GOSR, our Region has greatly benefitted from the Governor’s work to protect the State.

Our plan supports the Governor’s goal of protecting our citizens and ensuring a vibrant future for our economy. NYS Mesonet, designed to become the most advanced statewide weather monitoring system in the nation, is a project prioritized in our Region to support the State’s infrastructure and critical systems in the face of weather occurrences. Recognizing the University at Albany’s internationally acclaimed expertise in weather and climate science, Governor Cuomo selected the Advanced Environmental Prediction and Innovation Center’s (AEPIC) to build a surface observation weather system to detect mesoscale or small-scale weather phenomenon across the State. Incorporating “best in class” technology, the statewide Mesonet will predict with extraordinary accuracy developments that could trigger weather disruptions and impact our citizens. The Research Foundation for The State University of New York received an award last year for the construction of a laboratory that will calibrate the Mesonet sensors. This project is in its initial phase.

Through its partnership with the National Weather Service and the NYS Division of Homeland Security and Emergency Services, the UAlbany-led NYS Mesonet will significantly strengthen the State’s resiliency in preparing for and responding to inclement and extreme weather events. This statewide Mesonet infrastructure will provide state and local government officials and emergency managers with more timely, accurate and reliable meteorological, real-time information to assist in emergency decision-making to utilize our valued resources in the most efficient and effective manner. Given the growing threat of extreme weather in the years ahead, the NYS Mesonet will play a vitally important role in safeguarding individuals and communities across New York.



ASSOCIATED ROUND V PRIORITY PROJECT

- ExTREMEd Collaboration, Innovation and Technology (xCITE) Laboratory





DESTINATION WINDHAM

The historic flooding by Hurricane Irene and Tropical Storm Lee in August 2011 resulted in significant damage in the Town of Windham. During these storms, the Batavia Kill became an overflowing river of red muddy water which flooded Main Street, making the municipal water and sewer systems inoperable and damaging many of the businesses in the town. One of the sites most damaged by the storm was the Windham Mountain Resort, a tourism destination in Greene County. During these devastating storms, flood waters careened down Windham Mountain, decimating everything in reach of the flow including top soil, gravel and asphalt to depths of several feet. The expanding path of destruction south of the Windham Mountain base lodge was only halted

when the water level rose to the point that it could flow through the staircases in the center of the lower level of the base lodge into the main resort parking lot toward the swollen Batavia Kill. A first round project of the CREDC, Destination Windham supported the design, permitting and construction of an improved stormwater collection and control system to mitigate the effects of Hurricane Irene and Tropical Storm Lee, protect the multi-million dollar resort infrastructure of Windham Mountain and permit the redevelopment of the lower base area to accommodate expansion plans. Over the past four years, Windham has not only recovered, it also invested in a new Mountain Bike Park and other amenities to attract new visitors and support the local economy year round.



CLEANER GREENER

CLEANER, GREENER COMMUNITIES

Our Council has focused regional efforts on implementation of key sustainability initiatives across the Capital Region. For Round V, careful consideration has been given to ensure coordination with and continuation of prior sustainability investments.

Proposed priority projects include the following:

The **Green Infrastructure Redevelopment Initiative** builds on our Council's work to develop sustainable water and sewer infrastructure investments that utilize technology to create efficiency in existing assets by separating storm water from sewer flow; eliminate environmental hazards and discharge points; and create and support economic development projects within our communities.

This project will contribute to community sustainability by eliminating public safety hazards in a low-income area, promoting walkability within the community, creating storm resilient infrastructure, and developing the potential for future job growth. A perfect example of the power of collaboration between private and public resources, this project was prompted by the anticipated future expansion within the Irving Tissue, Inc. site in Fort Edward. A feasibility study identified this initiative as a solution to a chronic sewer overflow problem that could also make neighborhood improvements to the designated Brownfield Opportunity area in ways that ensure sustainable growth and business development.

The **River Corridor Bus Rapid Transit/Transit Center** is a partnership between the Capital District Transit Authority (CDTA), the City of Troy, and Bryce Properties, the owner of Uncle Sam Parking Garage at Fulton Street and Fourth streets in downtown Troy. It is estimated that the Transit Center will serve over 3,900 passengers per weekday and 1.2 million passengers annually, again providing a strategic connection point within our Region. Mobility for distressed communities will be improved along with greater access to employment, education and social service opportunities in downtown Troy as well as all areas along routes that will service the transit center.

The **Rensselaer Clean Energy Deployment Center** will build on the existing strength of our exceptional green energy infrastructure capabilities and capacity. With the recent construction of the Zero Energy Nanotechnology (ZEN) Facility at the SUNY Polytechnic Institute Albany NanoTech Complex, a host of clean energy companies are seeking specialized space for clean energy system design, testing and configuration for use in a broad array of emerging clean energy, micro-grid and energy efficiency deployments. These companies seek access to specialized training facilities that are in close proximity to partner companies with operations in SUNY Poly facilities and are in proximity to a transportation gateway to New York City. This project illustrates a strong linkage to previous Council-endorsed investments in the clean energy sector, as well as research and developments assets of the Capital Region.

THE RIVER CORRIDOR BUS RAPID TRANSIT/TRANSIT CENTER, TROY



PART III
IMPLEMENTATION AGENDA

RENSELAEER CLEAN ENERGY DEPLOYMENT CENTER, WASHINGTON COUNTY

REGIONAL CLUSTER PLAN

RESEARCH, DEVELOPMENT & COMMERCIALIZATION

Throughout its history, the Capital Region has been a center of knowledge creation and innovation.

Bringing discoveries to life has underscored our Region's economy from the Industrial Revolution to the Information Age in electrical innovations, pharmaceuticals, polymers, medical devices and nanotechnology.

The Capital Region today includes many of the state's leading research centers in industry, higher education, technological consortiums, and medical institutions, and has one of the highest concentrations of research and development jobs in the nation.

This plan proposes investments that will continue to develop the innovation cluster by attracting expertise in research, development and commercialization.

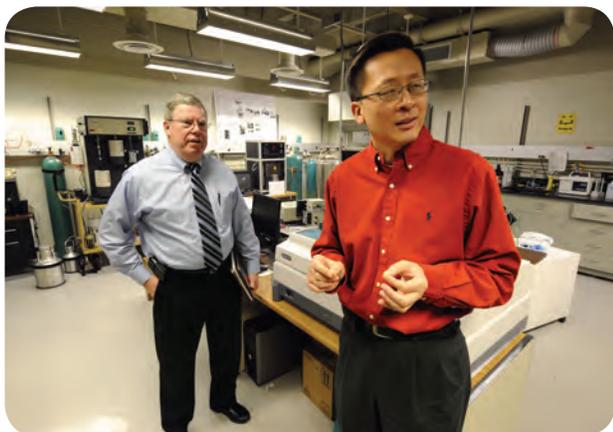
Research, development and commercialization jobs are of great importance to the state and to our Region, with a significant economic multiplier effect which directly and indirectly supports many high- and medium-skilled jobs. These jobs have a statewide impact, because research conducted in the Capital Region results in manufacturing jobs in other regions of the state (for an example, see below under "Strategy"). Research, development, and commercialization allow for the creation of new intellectual property, products, and services and ensures that existing industries remain competitive in the broader global economy. In our Region, research powered our past, and it fuels our future.

STRATEGY

The Capital Region seeks to expand on the strategy pioneered by SUNY Polytechnic's College of Nanoscale Science and Engineering (CNSE): by leveraging its research capabilities to attract public and private research funding, it has created partnerships with a broad range of companies and industries. In many cases those partnerships have resulted in commercialization, new products, and new jobs.

It is a formula that works, and an investment that has benefitted all of Upstate New York. CNSE's Nano-Corridor has leveraged its research partnerships throughout the state, which in recent years has resulted in the \$12 billion GlobalFoundries chip fab in the Capital Region (Saratoga County), a \$900 million solar panel manufacturing facility in Buffalo, a \$600 million photonics institute in Rochester, and \$2 billion for a VG chip fab and power electronics manufacturing facility in Utica.

The Capital Region is working to apply this successful model to other fields by augmenting the ability of industrial academic institutions to attract top researchers. This enhances our Region's capacity to conduct cutting-edge research, increasing the research dollars awarded to our Region and then using those investments to encourage commercialization.



One example is the progress that has been made in biomedical initiatives, where the Capital Region has already taken steps to build upon its existing assets. The NYCAP Research Alliance, a private/public partnership between the University at Albany, Albany Medical College, and Rensselaer Polytechnic Institute (RPI) encourages collaboration to increase regional research capacity, including enhanced opportunities for funding. The Capital Region is also able to leverage a strong healthcare sector including large, private multispecialty clinics, hospitals, a nationally-recognized regional health information organization (HIXNY) and health insurance companies, giving us a powerful advantage for conducting translational research.

Through investments in our cluster—Research, Development and Commercialization—the Capital Region hopes to produce the following outcomes:

- Retain our Region’s high-tech leadership
- Recruit new “brains”
- Drive economic development throughout New York State
- Increase the size and impact of the Regional Bio-medical, Semi-conductor, Energy, and Nano-material sectors
- Increase the number of patents and IP produced within our Region
- Increase our Region’s overall wealth

REGIONAL ASSETS RELATED TO OUR CLUSTER

SUNY POLYTECHNIC INSTITUTE, A STATEWIDE PARTNERSHIP

The College of Nanoscale Engineering, SUNY Polytechnic

Albany NanoTech Complex is a \$20 billion complex that is Class 1-capable and houses a fully integrated, 300 mm and 450 mm wafer computer chip pilot prototyping and demonstration line. More than 3,100 scientists, researchers, engineers, students and faculty work on site in SUNY Poly’s Albany NanoTech Complex, from companies including IBM, GlobalFoundries, SEMATECH, TSMC, Applied Materials, Tokyo Electron, ASML and Lam Research.

THE NYCAP RESEARCH ALLIANCE, A REGIONAL PARTNERSHIP

A collaborative research consortium involving translational (research to commercialization) medicine among institutions and private sector businesses. The Alliance is working to increase biomedical research in the Capital Region. The private/public partnership is between the University at Albany, Albany Medical College, and RPI.

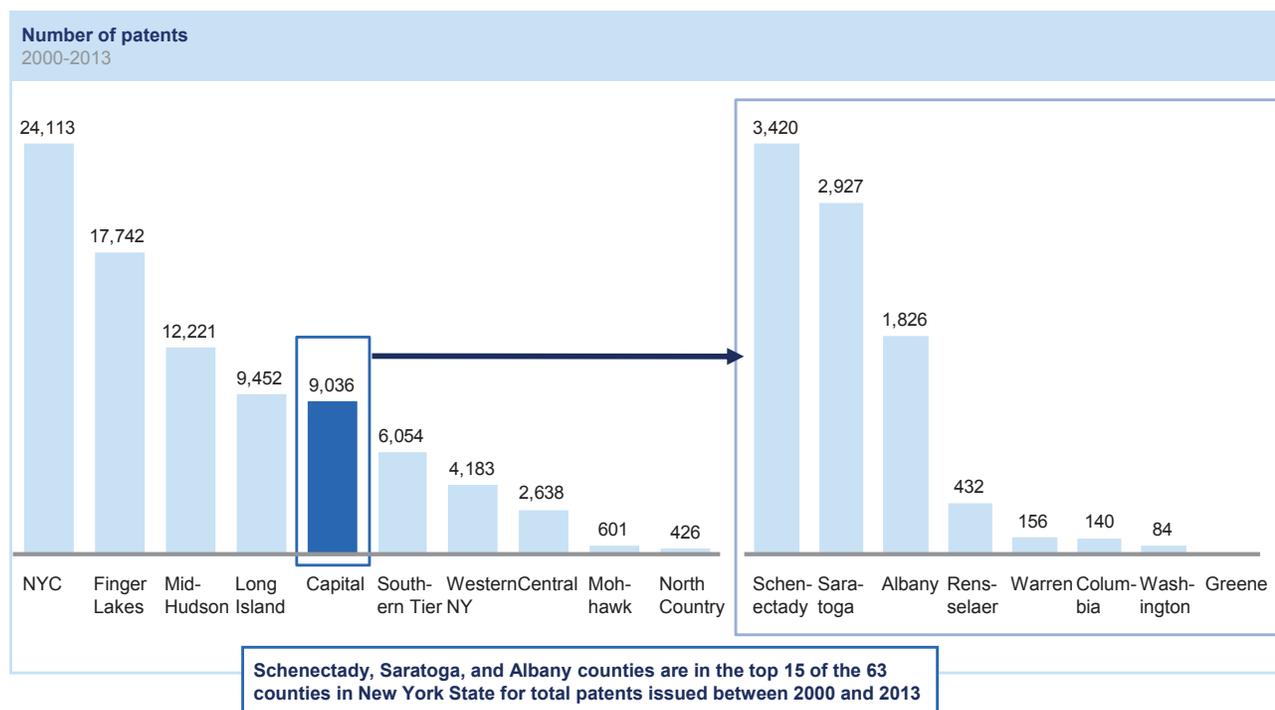
University at Albany: Cancer Research Center

The Cancer Research Center is a certified center for excellence located on UAlbany’s East Campus. Faculty at the Cancer Research Center are dedicated to providing a collaborative research environment within the University at Albany School of Public Health, along with its affiliated Wadsworth Research Laboratories of the New York State Department of Health, in the cutting-edge field of cancer genomics.

University at Albany: RNA Institute

The RNA Institute is nationally leading center for RNA science and technology, and the creation of an environment supportive of research and technological entrepreneurship to attract intellectual capital and sustain highly skilled, long term jobs that grow the life science cluster in the Capital Region.

**THE CAPITAL REGION PRODUCES A SIGNIFICANT NUMBER OF PATENTS,
PARTICULARLY IN SCHENECTADY, SARATOGA, AND ALBANY COUNTIES**



Source: USPTO

Rensselaer Polytechnic Institute (RPI): Center for Automation Technologies and Systems

The Center for Advanced Technology in Automation (CAT) is focused on automation in advanced manufacturing. The CAT serves companies in a range of industries helping to improve processes, increase productivity, and increase functionality.

Rensselaer Polytechnic Institute (RPI): Center for Future Energy Systems

The Future Energy Systems Center for Advanced Technology (CAT) meets the energy challenges of the 21st century by focusing on smart lighting, smart displays, hydrogen fuel cells, and emerging renewable energy systems. The CAT is a consortium of RPI and Cornell University.

Albany Medical Center (AMC): Interdisciplinary Research and Clinical Trials Centers

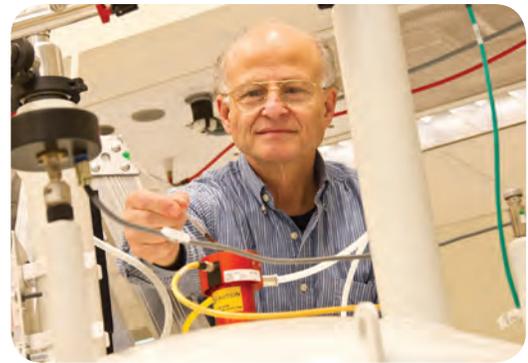
The Interdisciplinary Research and Clinical Trials Centers was organized to foster cross-fertilization across biomedical disciplines. Basic research scientists are organized into centers, facilitating discoveries that translate into medical innovations at patients' bedsides.

COMPANIES THAT CONTRIBUTE TO OUR CLUSTER

- GLOBALFOUNDRIES
- GE Energy & GE Global Research
- Albany Molecular Research (AMRI)
- SI
- Regeneron
- Angiodynamics

ASSOCIATED ROUND V PRIORITY PROJECTS

- Albany Medical College Biomedical Acceleration Commercialization Center Service Expansion
- Rensselaer Clean Energy Deployment Center
- NYCAP Research Alliance
- The NYS Mesonet ExtREME Collaboration, Innovation, and TEchnology (xCITE) Laboratory
- HVCC: Training Tomorrow's Workforce Today in Advanced Manufacturing Technology



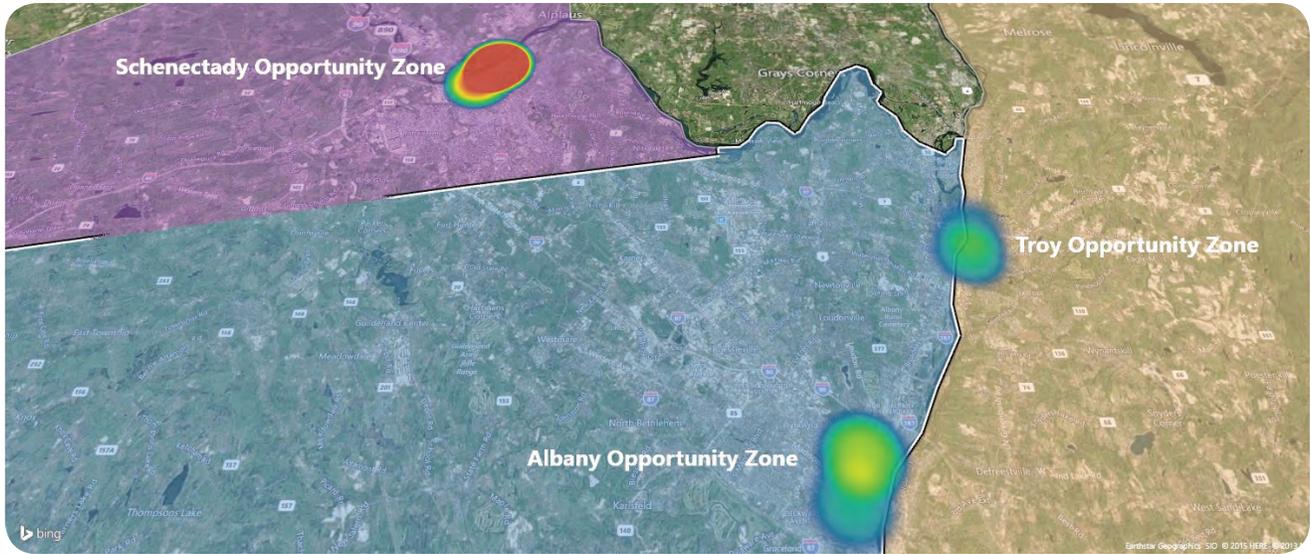
DR. PAUL F. AGRIS
DIRECTOR, RNA INSTITUTE
UNIVERSITY AT ALBANY

THE RNA INSTITUTE

The REDC award has transformed the RNA Institute into the only national research resource that develops RNA technologies required for realizing RNA's potential for discovering new medicines and diagnostics to treat disease. The RNA Institute is a springboard for growing the bio life science cluster in Tech Valley with its state-of-the-art research facility, high-end scientific equipment and scientific staff and faculty with cutting-edge expertise and capabilities in RNA science and technology. Commercialization of novel technologies, therapeutics, and diagnostics developed at the Institute are supported by new innovative programs launched at the Institute to create a supportive environment for research and technological entrepreneurship.

AREAS OF DISTRESS

Our Council has identified the cities of Albany, Schenectady, and Troy as its primary Opportunity Zones. Since Round III, our Region has worked tirelessly and with great success to support projects that will promote urban revitalization in these areas. This year, our Region has continued this work by supporting economic development opportunities for these distressed areas and beyond. Each of the projects identified demonstrates this investment.





ALBANY BARN, BEFORE



ALBANY BARN, AFTER

ALBANY

SHERIDAN HOLLOW VILLAGE

CFA AWARD: \$200,000

TOTAL PROJECT COST: \$13,361,435

Housing Visions Consultants, Inc. is an Urban Initiatives Project (UI) that renovated and constructed an affordable mixed-use building in the City of Albany. \$200,000 was used to construct three commercial spaces. Habitat for Humanity and its partners are also redeveloping Sheridan Hollow, one of the City's most neglected neighborhoods, into a mixed-income, mixed-use sustainable community. The Sheridan Hollow project will increase the City's tax base, eliminate blight and promote re-investment in an important and historically significant neighborhood.

- Combats blight and contributes to the redevelopment of downtown Albany
- Uses public-private partnerships to create new venues for affordable homeownership, quality rental housing and new retail and commercial investments. Create new venues for affordable homeownership, quality rental housing and new retail and commercial investments.
- Provides commercial and employment opportunities

THE ALBANY BARN

ESD AWARD: \$5,400,000

TOTAL PROJECT COST: \$9,818,829

Albany Barn, the Albany Housing Authority and the City of Albany partnered to redevelop the former St. Joseph's Academy, an abandoned school in the heart of Albany's Arbor Hill neighborhood into 22 low-cost live/work residences, and 13,500+ square feet of multi-tenant creative arts incubator, enterprise and program space called The Barn.

- Redevelops a vacant school building into housing, studio, and performance space
- Nurtures artistic talent within the Capital Region and the designated opportunity zone of Arbor Hill
- Contributes to the Capital Region's creative economy
- Establishes direct connections with artists, educators and entrepreneurs living and working in St. Joseph's

TRINITY ALLIANCE: ATTAIN LAB

ROUND 3 CFA AWARD: \$375,000

TOTAL PROJECT COST: \$416,677

ROUND 4 CFA AWARD: \$400,000

TOTAL PROJECT COST: \$3,750,000

Trinity Alliance purchased and installed computer equipment, systems and infrastructure, and furniture and fixtures to establish ATTAIN, an Advanced Technology Training And Information Networking lab. The project also involves staff training for the delivery of Microsoft Certification training, network system maintenance, telecommunications services and licensing to offer Microsoft Certification instruction and training opportunities.

- Serves as the centerpiece of Albany's Capital South Campus Center
- Provides job training and computer certifications in order to help hard-to-place workers qualify for employment
- Partners with SUNY Polytechnic to establish a cleanroom training to better meet a regional need for mid-skill level clean room positions



CAPITAL ROOTS: URBAN GROW CENTER



RIVERFRONT PARK

TROY

CAPITAL ROOTS: URBAN GROW CENTER

CFA AWARD: \$250,000

TOTAL PROJECT COST: \$2,031,815

Renovation of a 10,000-square-foot vacant building in Troy to create an Urban Grow Center, a hub to supply our Region's cities with locally grown farm products. The hub will extend the availability and distribution of locally grown foods and will serve a neighborhood that currently lacks access to fresh produce. The Center will also facilitate connections between farms and institutions to expand access to locally grown food and establish reliable markets for farms in the Capital Region.

- Restored a dilapidated historic garment factory to a productive use
- Serves as a cornerstone project for the redevelopment of a blighted block of inner city Troy
- Functions as a green grocer within a "food desert"
- Cooperates with the Capital Region's land bank to combat blight through urban gardening.
- Through its distribution center, allows small local producers to aggregate their produce in quantities sufficient access larger customers within our Region

TECH VALLEY CENTER OF GRAVITY

CFA AWARD: \$550,000

TOTAL PROJECT COST: \$2,750,000

Renovation and fit-up of a 40,000-square-foot historic building located at 33 Broadway owned by Quackenbush Building, Inc., (of which Tech Valley Center of Gravity, Incorporated, is a partner) to support start-up companies as an incubator and further commercial activity in downtown Troy.

- Directly contributes to the revitalization of historic downtown Troy
- Provides designated START-UP NY space for HVCC
- Serves as both an incubator and makerspace for the development of start-ups
- Nurtures STEM education, entrepreneurship, and community outreach



RIVERFRONT PARK

CFA AWARD: \$ 954,000

TOTAL PROJECT COST: \$2,172,000

The City Troy will design and construct public waterfront amenities along the area to be redeveloped as the Troy City Center, enhancing pedestrian linkages to this key waterfront site. Amenities will include an esplanade, green space, seating, lighting, and connectivity to other sections of Riverfront Park.



MOHAWK HARBOR



KINDL WORKFORCE DEVELOPMENT BUILDING

SCHENECTADY

MOHAWK HARBOR

CFA AWARD: \$ 5,000,000

TOTAL PROJECT COST: \$90,065,000

Building upon a prior RESTORE NY grant, this project involved the site preparation and demolition of vacant buildings totalling 600,000 square feet. The project includes the construction of a 20,000-square-foot commercial building and a 3.26-acre harbor to accommodate up to 50 boats, construction of 410,000-square-foot building that will include 53,000 square feet of retail space and 184 residential units, and construction of a 70,000-square-foot building that will include 25 condominiums. The future site of the Rivers Casino, this project opens up the Mohawk river to harbor and riverfront improvements and puts a remediated brownfield site into productive use.

ROBINSON BLOCK MIXED-USE DEVELOPMENT

CFA AWARD: \$1,200,000

TOTAL PROJECT COST: \$19,777,000

This mixed-use development project that includes demolition of old buildings, construction of mixed-use retail space, market-rate apartments and parking in downtown Schenectady. The project involves the construction of 100 market rate apartments, approximately 9,900 square feet of retail space, and underground parking.

KINDL WORKFORCE DEVELOPMENT BUILDING

CAPITAL CFA AWARD: \$150,000

TOTAL PROJECT COST: \$750,000

This project involves the renovation and fit-up of 5,500 square feet of office space for Schenectady County Community College's Workforce Development Division, creating space for a workforce development training center including a computer lab and classroom space for students enrolled in non-credit vocational and workforce development programs. Subsequent renovations have opened up 6,311 square feet as a designated START-UP NY space.

CREATIVE ECONOMY

The Capital Region's creative economy is a unique and exceptional resource that attracts tourists, connects and enriches our communities, and employs more than 30,000 people in our Region.

With the support of Round 3 funding, we developed a strategic plan to help leverage our Region's creative economy and to drive economic growth. This award leveraged a 3:1 private investment match and supported the work of a group of public and private sector organizations convened as the Regional Alliance for the Creative Economy (RACE). RACE worked with the Council's Creative Economy Workgroup to implement a multi-tiered strategy including:

- Extensive outreach, where the Workgroup engaged and met with potential CFA applicants to identify priority CFA projects in various venues.
- Seminars designed to guide potential CFA applicants on the process of developing proposals that were attended by dozens of participants.
- Public meetings to discuss ideas and proposals across creative sectors throughout our Region.
- Initiation of a process to develop a long-term plan for the creative sector that is regional and transformational.
- A regional summit in November 2014 that attracted more than 500 creative sector workers, business leaders, state agency representatives and artists to present ideas for potential funding.

These efforts resulted in the submission of an estimated 200 projects or ideas to the RACE and the Regional Economic Development Council's Upstate Revitalization Initiative subcommittee.

A newfound willingness to engage in cross-sector, multi-region collaborative projects represents a fundamental shift in our Region, with the Creative Economy fueling an unprecedented, large-scale analysis and regional



collaboration. To harness this growing energy, RACE recently brought the three largest cities in our Region together for a project called Breathing Lights.

EXEMPLARY PROJECT: BREATHING LIGHTS

In June, 2015, Breathing Lights, a project developed by a region-wide partnership of creative organizations in Albany, Schenectady and Troy, was one of four proposals nationwide to secure a \$1 million grant from the Bloomberg Philanthropies Public Art Challenge, a competitive national program to fund transformative, temporary public art installations that enhance the vibrancy of cities. It is the largest competitive grant for temporary public art in US history.

For two months, Breathing Lights will illuminate the street-facing windows of hundreds of abandoned buildings in Albany, Schenectady and Troy. Warm light will fill each window with a diffuse glow that pulses with the gentle rhythm of human breathing. Concentrated in high vacancy, economically disadvantaged neighborhoods, these installations will transform vacant structures from pockets of shadows into places of warmth.

Breathing Lights brings together local fabricators, students, engineers, artists and product developers to design and install custom lighting kits. In a region that pioneered

electric light, deploying new lighting technology infuses the project with history and place.

Breathing Lights draws attention to these areas through its unprecedented scale and regenerates interest in once-vibrant neighborhoods. It will culminate in a finale event, nurtured by yearlong programming, digital content and resources, strategic marketing and advocacy.

The first regional partnership to emerge from the Regional Alliance for the Creative Economy (RACE), Breathing Lights exemplifies the power of the creative economy to impact other sectors.

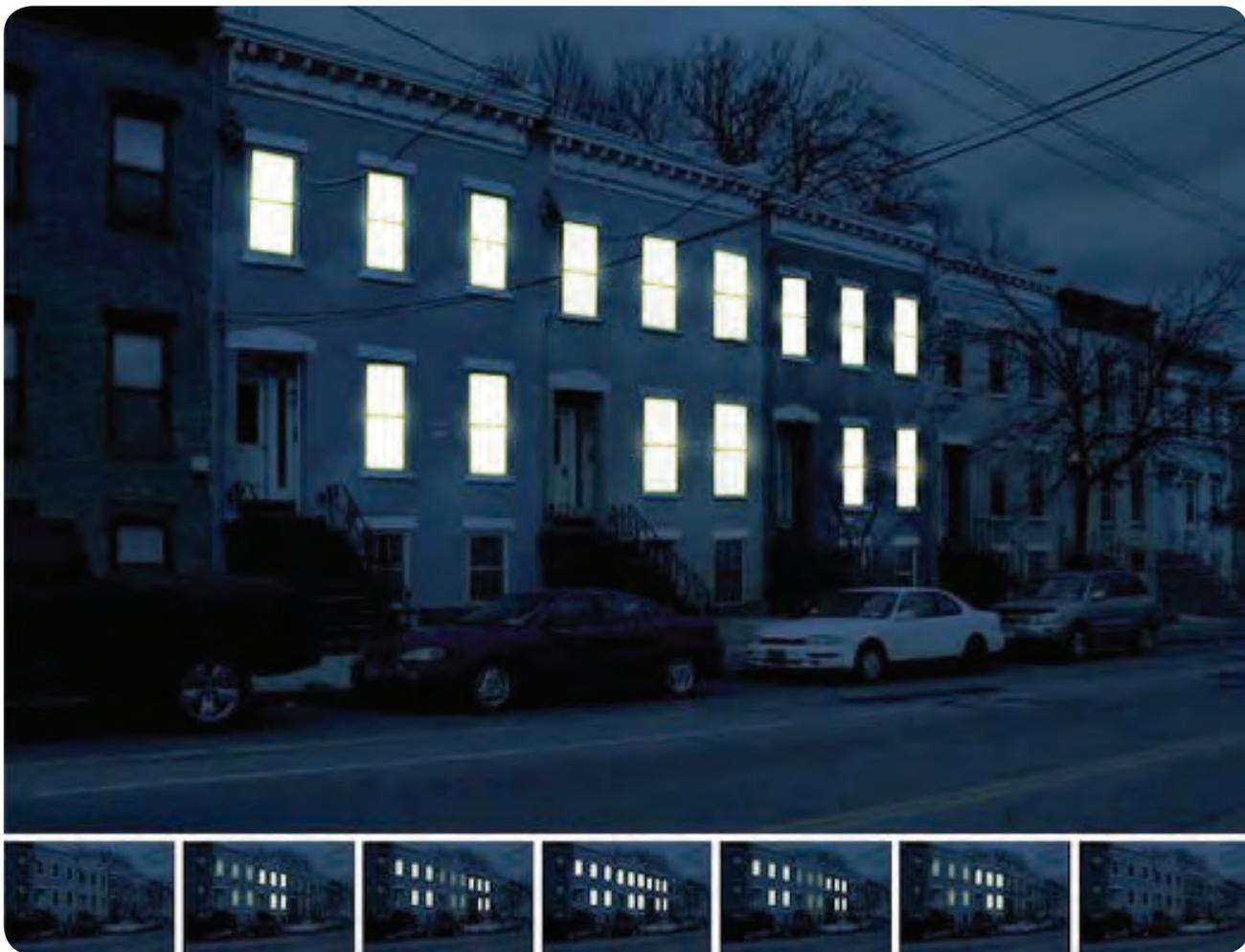


Image by Adam Frelin

PART III
IMPLEMENTATION AGENDA

III. C. PROPOSED PRIORITY PROJECTS

■ RELATED STRATEGIES
■ RELATED THEMES

STRATEGIES

THEMES

ESD

		Leverage & Collaborate	Open New Doors	Prepare for Tomorrow	Build a Superhighway	Bring our Cities to Life	Sustain & Optimize	Showcase our Beauty	Spotlight our Strengths	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising	Cluster
54092	444 River Lofts, LLC	*				*				*	*				
51730	ADI Catskill		*			*		*	*		*				
51234	Aeon Nexus Corporation		*	*		*			*				*		
53080	Albany Med Biomedical Acceleration Commercialization Center Service Expansion	*	*	*					*			*			*
53911	American Acoustic Television Series	*				*			*		*				
53191	Anchor Project, Greenwich	*	*			*		*		*	*		*		
55621	Capital Repertory Theatre Renovation					*		*	*		*				
50941	Columbia County Hudson Valley Creamery	*					*	*	*			*			
57082	Community Development Capital Infusion Project	*	*	*		*					*		*		
55554	Green Infrastructure Redevelopment Initiative	*	*		*	*	*				*			*	
53874	Hudson Opera House Next Stage Capital Project					*		*							
53915	LASNNY Civil Legal Services Center - 145 Project			*		*					*		*		
53344	New York Arboretum	*		*				*	*						
54021	New York State Goat Research Genetic Center	*					*		*			*			*
52073	Nine Pin Ciderworks Expansion					*	*				*				
56000	NY CAP Research Alliance	*	*	*					*			*			*

■ RELATED STRATEGIES
■ RELATED THEMES

STRATEGIES

THEMES

ESD

		Leverage & Collaborate	Open New Doors	Prepare for Tomorrow	Build a Superhighway	Bring our Cities to Life	Sustain & Optimize	Showcase our Beauty	Spotlight our Strengths	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising	Cluster
56345	Port of Albany BIG LIFT operations		*	*	*							*			
55741	Saint-Gobain Expansion			*								*			
53284	Rail Extension		*	*	*							*		*	
57456	Rensselaer Clean Energy Deployment Center	*	*	*		*	*		*	*	*	*	*	*	*
53006	River Corridor Bus Rapid Transit/Transit Center (CDTA)	*	*		*	*	*			*	*				
55536	Roll Off Roof Observatory at miSci			*		*	*	*	*	*	*			*	
57889	STEAM Garden	*	*	*		*				*	*				
55888	Stephen and Harriet Myers Residence Interpretive Center Project	*				*			*		*				
55126	The Good Market Urban Revitalization Project	*				*	*				*				
57393	The NYS Mesonet ExTREME Collaboration, Innovation, and TEchnology (xCITE) Laboratory	*	*	*	*				*			*	*	*	*
57863	The Sabre Manufacturing Expansion			*					*			*			
56806	Tower on the Hudson					*		*	*		*				
52461	Training Tomorrow's Workforce Today in Advanced Manufacturing Technology	*	*	*							*	*	*		*
54799	Universal Preservation Hall	*				*					*				
54968	Upper Washington Avenue Corridor Infrastructure Project	*	*		*										

444 RIVER LOFTS

444 RIVER LOFTS, LLC

CITY OF TROY

APPLICATION #54092



PROJECT DESCRIPTION/GOAL ALIGNMENT

River Lofts at 444 is located at 444 River Street in Troy’s Hoosick Street Waterfront District. While this property is listed on the National Register of Historic Places, it has sat vacant for decades and thus deteriorated. The plan to redevelop this property calls for a gut rehabilitation with the creation of 75 residential units and approximately 8,000 square feet of retail space. Upon completion, River Lofts will house nearly 200 people and employ an additional 30 in its commercial spaces. These residential and commercial units will be very attractive to the area’s recent college graduates, giving them a location and amenities they look for at an affordable cost. Focusing on the living environment desired by this valued group should help retain a well-trained workforce, ensuring regional growth.

By energizing the Hoosick Street Waterfront District, the Capital District will have another vibrant area to attract residents and tourists alike. Building commercial space in an easily accessible area is vital to drawing additional investment to the area. There are also two public transportation options adjacent to the property and two others in close walking distance.

The plans for the property will create three separate commercial spaces. Once in operation, it is estimated these three entities will result in 30 jobs.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**THEME 1
CLEANER
GREENER**



**THEME 2
OPPORTUNITY
AGENDA**

PROJECT COST	\$1,793,824
ESD GRANT REQUEST	\$358,764
LEVERAGE	80%
SOURCE OF FUNDS	Federal Historic Tax Credit equity, approved State Historic Tax Credit equity, Deferred Developer Fees, Housing Trust Fund, loan, National Grid Main Street revitalization grant
USE OF FUNDS	Construction/renovations
PROJECTED DIRECT JOBS	30
PROJECTED INDIRECT JOBS	32

ADI CATSKILL

AMERICAN DANCE INSTITUTE, INC.

VILLAGE OF CATSKILL

APPLICATION #51730



PROJECT DESCRIPTION/GOAL ALIGNMENT

Established in 1999, the American Dance Institute (ADI) is dedicated to supporting artistic excellence through education, performance and a strong commitment to developing new works. In 2010, ADI introduced a unique incubator program that gives nationally acclaimed choreographers time in the theatre with their collaborators to work out the technical demands of a new production (e.g., lighting, sets, sound and video elements) and provides regional audiences with access to performances of new work. As the program has gained momentum and national prominence, ADI recognized the need to expand its facilities to better serve its artists. After a nationwide search for the best location for its new home, ADI purchased four buildings, totaling 30,000 square feet, in the Village of Catskill.

This project includes the transformation of a lumberyard and waterfront buildings into a thriving arts center and public gathering place on scenic Catskill Creek, providing an anchor for an Entertainment District as envisioned in the Village of Catskill’s Strategic Plan. This enlivened “social center of gravity” will not only generate revenue for the area, but will build Catskill’s reputation as a vibrant cultural destination, attracting artists and tourists as well new residents. This project will support Phase I of ADI’s plan, which involves renovating and outfitting the main building into a new performing arts center.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 3
GLOBAL
NEW YORK**

**PART III
IMPLEMENTATION AGENDA**

PROJECT COST	\$3,750,000
ESD GRANT REQUEST	\$750,000
LEVERAGE	80%
SOURCE OF FUNDS	Private Donations, Corporations and Individual donors
USE OF FUNDS	Construction/renovations
PROJECTED INDIRECT JOBS	50
PROJECTED RETAINED JOBS	2

AEON NEXUS CORPORATION

AEON NEXUS CORPORATION

CITY OF ALBANY; 138 STATE STREET

APPLICATION #51234



PROJECT DESCRIPTION/GOAL ALIGNMENT

Aeon Nexus Corporation, a certified minority-owned business headquartered on Wellington Row (a RESTORE NY grant recipient) in downtown Albany, provides software solutions and IT consulting services. Aeon Nexus will create at least 12 new positions over the next 24 months.

The jobs created at Aeon Nexus will bring talented people to downtown Albany, often from within our local universities and colleges. The careers being built will not only involve emerging technology, but will also incorporate key business practices that help our local communities thrive.



PROJECT COST	\$2,340,160
EXCELSIOR TAX CREDIT REQUEST	\$530,875
LEVERAGE	77%
SOURCE OF FUNDS	Private
USE OF FUNDS	Excelsior Tax Credit
PROJECTED DIRECT JOBS	12



GOAL 2
OPEN NEW
DOORS



GOAL 3
PREPARE FOR
TOMORROW



GOAL 5
BRING OUR
CITIES TO LIFE



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 4
VETERANS
INITIATIVE

ALBANY MEDICAL COLLEGE BIOMEDICAL ACCELERATION COMMERCIALIZATION CENTER SERVICE EXPANSION

ALBANY MEDICAL COLLEGE

CITY OF ALBANY

APPLICATION #53080



ALBANY MEDICAL COLLEGE

BIOMEDICAL ACCELERATION and COMMERCIALIZATION CENTER

A Hub of Bio-Discovery

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Biomedical Acceleration and Commercialization Center (BACC) is committed to discovering, developing and accelerating breakthrough biotechnologies that dramatically improve patient outcomes while aiding in the economic growth of our Region and beyond. This project will provide a conduit for entrepreneurs, faculty, physicians and other medical professionals to commercialize ideas for improved patient care and office space for early-stage companies focused on biomedical device innovation. The program will match ideas developed by Albany Med physicians, faculty, clinicians and researchers with RPI graduate students and faculty who can help develop these ideas into proof-of-concept models and ultimately, commercially viable products and services. To formalize this concept, the BACC and Emerging Ventures Ecosystem (EVE), a certified New York State Incubator program located in Troy, will institutionalize this Bio Design Innovation curriculum. The aim of these collaborative efforts is to position the BACC as a certified NYS incubator that will increase and accelerate commercialization of biomedical devices that improve patient outcomes and create new jobs for the Capital Region.



PART III
IMPLEMENTATION AGENDA



**GOAL 1
LEVERAGE AND COLLABORATE**



**GOAL 2
OPEN NEW DOORS**



**GOAL 3
PREPARE FOR TOMORROW**



**GOAL 8
SPOTLIGHT OUR STRENGTHS**



**THEME 3
GLOBAL NEW YORK**



**THEME 6
REGIONAL CLUSTER PLAN**

PROJECT COST	\$1,547,369
ESD GRANT REQUEST	\$375,000
LEVERAGE	76%
SOURCE OF FUNDS	PRIVATE
USE OF FUNDS	Research
PROJECTED INDIRECT JOBS	0
PROJECTED RETAINED JOBS	0

"AMERICAN ACOUSTIC" TELEVISION SERIES



ARTS CENTER AND THEATRE OF SCHENECTADY, INC.

PROCTORS

CITY OF SCHENECTADY

APPLICATION #53911



PROJECT DESCRIPTION/GOAL ALIGNMENT

Proctors and Barrelhouse Pictures, a NYC-based production company, will partner to produce "American Acoustic," a new television series for national distribution on public television stations. It will be recorded live at Proctors in downtown Schenectady during the summer of 2016. The pilot series consists of six one-hour episodes featuring mainstream popular musicians and recording artists playing roots-influenced acoustic versions of their most popular songs.

The series will be distributed internationally, providing a global promotion mechanism for downtown Schenectady and supporting the creative economy of the Capital Region. Nationwide, it will be seen by 3.6 million viewers with an annual economic impact of approximately \$1.5 million. Through sponsorship recognition spots at the beginning and end of each episode, the series will leverage an additional \$140,000 of free television promotion for Schenectady and our Region. For subsequent seasons, distribution sales and ticket revenues will provide sustainable funding.

This project creates a unique upstate/downstate partnership to create a major cultural export, both domestically and internationally. By showcasing the beauty of our Region, the series will garner national recognition for the area and attention for Proctors, its host venue. It will create a major tourist destination during the summer months, as out-of-market visitors will travel to see popular musicians in a boutique concert setting. It will also serve as an anchor attraction for the Visit Schenectady multi-media marketing campaign being launched in 2016. Increased activity during the summertime will help enliven the city.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 2
OPPORTUNITY
AGENDA**

Each "American Acoustic" concert taping will include Downtown Ambassadors as support staff, in partnership with the nearby City Mission of Schenectady. City Mission trains and employs formerly homeless individuals who were mission clients as downtown concierges. Soft-skills training and good wages provide a foundation to break the cycle of intergenerational poverty. Through this model partnership, both underserved residents and local businesses have found a way to mutually benefit from redevelopment and revitalization in downtown Schenectady.

PROJECT COST	\$1,312,856
ESD GRANT REQUEST	\$91,000
LEVERAGE	93%
SOURCE OF FUNDS	Mixture of public/private investment, grant funding, corporate sponsorships, ticket sales and television sales revenue
USE OF FUNDS	Machinery & Equipment
PROJECTED DIRECT JOBS	52
PROJECTED INDIRECT JOBS	3
PROJECTED RETAINED JOBS	88

ANCHOR PROJECT

VILLAGE OF GREENWICH

APPLICATION #53191



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Anchor Project redevelops several parcels of land and reinvigorates the historic Battenkill River waterfront in the Village of Greenwich. This multi-phase project will renovate approximately 13,000 square feet of currently vacant building space to accommodate several businesses. The project, which is Phase I of the overall redevelopment, includes two sites on Main Street: a 75 year-old eatery, Wallie's of Greenwich, and an adjacent historic brick building. The former Wallie's site will be transformed into a multi-faceted destination complex that will include a craft brewery, a year-round farmers' market and a farm-to-table tasting pavilion, as well as an office suite that will house the Agricultural Stewardship Association (ASA). On the other side of Main Street, a historic brick building on the waterfront that has been vacant for three decades will be renovated to accommodate office space for Sterling Capital Group Partners on the second floor and an art gallery on the ground floor. A prominent local artist will spearhead the development of the gallery, which will feature regional artists.



PROJECT COST	\$1,477,000
ESD GRANT REQUEST	\$500,000
LEVERAGE	66%
SOURCE OF FUNDS	Private equity and loan funds
USE OF FUNDS	Construction & Renovation
PROJECTED DIRECT JOBS	21
PROJECTED INDIRECT JOBS	14
PROJECTED RETAINED JOBS	2



GOAL 1
LEVERAGE AND COLLABORATE



GOAL 2
OPEN NEW DOORS



GOAL 5
BRING OUR CITIES TO LIFE



GOAL 7
SHOWCASE OUR BEAUTY



THEME 1
CLEANER GREENER



THEME 2
OPPORTUNITY AGENDA



THEME 4
VETERANS INITIATIVE

CAPITAL REPERTORY THEATRE RENOVATION

CAPITAL REPERTORY COMPANY

CITY OF ALBANY

APPLICATION #55621

PROJECT DESCRIPTION/GOAL ALIGNMENT

Capital Repertory Theatre (Capital Rep) produces a year-round series of plays, attracting more than 40,000 visitors to downtown Albany each year, with a \$3.1 million annual economic impact. It is the central anchor for its downtown Albany neighborhood, with a year-round, continuous influx of visitors. Capital Rep will renovate its downtown Albany location, replacing its antiquated lighting and sound systems and heating/cooling system, and constructing a new lobby, box office, café and seating space. This project will allow the theatre to remain in its current location, increase operational efficiency and earned income, and improve its capacity to attract more cultural tourists. A new physical plant will also leverage increased development of new theatre content in support of regional cultural exports.

As a producing theatre, Capital Rep delivers professional theatre of the highest quality, showcases local professional actors, produces world premieres, and, through the Next Act New Play Summit, nurtures new generations of emerging artists. It also reaches more than 10,000 students, primarily from underserved urban schools, through education programs operating throughout our Region. Capital Repertory Theatre supports the goals of both tourism and cultural exportation by attracting audiences to its own shows—some of which have gone on to be produced throughout the United States.

Capital Rep employs more than 25 FTE workers in the creative economy and supports 106 FTE jobs in the surrounding neighborhood.



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 7
SHOWCASE
OUR BEAUTY**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 2
OPPORTUNITY
AGENDA**

PROJECT COST	\$4,826,571
ESD GRANT REQUEST	\$965,000
LEVERAGE	80%
SOURCE OF FUNDS	Private donations and Foundation support
USE OF FUNDS	Construction & Renovation
PROJECTED DIRECT JOBS	1
PROJECTED INDIRECT JOBS	50
PROJECTED RETAINED JOBS	16

COLUMBIA COUNTY HUDSON VALLEY CREAMERY

COLUMBIA ECONOMIC DEVELOPMENT CORP.

COLUMBIA COUNTY

APPLICATION #50941



PROJECT DESCRIPTION/GOAL ALIGNMENT

Building on its success as a producer of artisanal goat cheeses, the Hudson Valley Creamery (HVC) seeks to expand production by sourcing goat milk locally from regional goat farms. HVC anticipates that the addition of a line of cheeses produced from fresh goat's milk will reduce import costs while allowing the company to increase product recognition and gain market share in the US. To achieve this goal, HVC will fit out remaining vacant space to convert the processing plant for fresh milk processing; purchase new machinery and equipment for pasteurization, ripening, and storage; and update its waste treatment system.

HVC participated in the Columbia Economic Development Corporation's Hudson Valley Goat Industry Development Plan, which connects the Capital District, Mohawk Valley and Southern Tier Region's milk suppliers with the needs of local manufacturers to expand international business. This project will support food and farm-related businesses, connect food producers with local agribusinesses and expand this local niche market. The Hudson Valley Creamery Local Dairy Production Conversion Project will also provide 25 new full-time job opportunities to our Region.

Upon project completion, HVC will work closely with the Columbia-Greene County Work Force Investment Center, Columbia-Greene Community College and the Veteran Service Agency to align job opportunities and eliminate barriers to the skilled labor market for unemployed and under-employed individuals in our Region.

PROJECT COST	\$4,394,000
ESD GRANT REQUEST	\$878,000
LEVERAGE	80%
SOURCE OF FUNDS	Private, Hudson Valley Creamery, Intercompany loans and equity
USE OF FUNDS	Machinery & Equipment
PROJECTED DIRECT JOBS	25
PROJECTED RETAINED JOBS	23



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS



GOAL 7
SHOWCASE
OUR BEAUTY



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 3
GLOBAL
NEW YORK

COMMUNITY DEVELOPMENT CAPITAL INFUSION PROJECT

**COMMUNITY LOAN FUND OF THE
CAPITAL REGION, INC.**

CITIES OF ALBANY, SCHENECTADY AND TROY

APPLICATION #57082

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Community Loan Fund (CLF) Infusion Project will provide community-based economic development services in the form of access to affordable loan products and free training, business counseling and technical assistance. Because lack of access to capital is the key obstacle to expanding small businesses in underserved communities, this project provides increased access to affordable lending capital for the creation and expansion of small businesses, as well as the training and technical assistance necessary to support these businesses. The project is located in three CREDC-identified Opportunity Zones, in highly distressed neighborhoods in the Cities of Albany, Schenectady and Troy. Its completion will result in a revitalized micro-enterprise community, stronger nonprofit organizations, and affordable loan products for low-income residential borrowers, all of which will provide stability to at-risk neighborhoods. The proposal is expected to finance a minimum of 25 micro-enterprises, create or retain at least 70 jobs, and provide training and technical assistance for more than 500 residents. CLF will also offer an eight-week business training class in these Opportunity Zones.

Through financing and technical assistance, this project will create or retain at least 70 jobs.

PROJECT COST	\$4,000,000
ESD GRANT REQUEST	\$750,000
LEVERAGE	81%
SOURCE OF FUNDS	Grant from US Department of Treasury, Private
USE OF FUNDS	Revolving Loan Fund for Capital Expense Loans in Distressed neighborhoods
PROJECTED DIRECT JOBS	70
PROJECTED RETAINED JOBS	10



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**THEME 2
OPPORTUNITY
AGENDA**



**THEME 4
VETERANS
INITIATIVE**

EXTREME COLLABORATION, INNOVATION, AND TECHNOLOGY (XCITE) LABORATORY

THE RESEARCH FOUNDATION FOR THE STATE
UNIVERSITY OF NEW YORK

UNIVERSITY AT ALBANY, ATMOSPHERIC SCIENCES
RESEARCH CENTER

APPLICATION #57393



PROJECT DESCRIPTION/GOAL ALIGNMENT

As an addition to the state-of-the-art New York State Mesonet, launched by the University at Albany and supported by Governor Cuomo, this project would design and build the NYS Mesonet xCITE Laboratory to further position New York as the global leader in weather observation and prediction. The new laboratory will provide a state-of-the-art visualization and computational platform to enhance emergency managers and meteorologists' understanding of weather observation data and weather prediction, while strengthening situational awareness and decision-making ability. It will also support advanced global research and development, spur new public-private partnerships and provide novel educational and outreach opportunities—particularly for underserved K-12 students and their teachers. With this laboratory, UAlbany's Atmospheric Science Research Center will be able to develop innovative data analysis and visualization tools in support of the New York State Mesonet to enhance weather prediction, facilitate global research and improve K-12 education opportunities at local and regional levels.

The pioneering NYS Mesonet xCITE Lab also will serve as a magnet to further attract research funding, create public-private partnerships and spur job creation.



PART III
IMPLEMENTATION AGENDA



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



GOAL 3
PREPARE FOR
TOMORROW



GOAL 4
BUILD A
SUPERHIGHWAY



GOAL 8
SPOTLIGHT OUR
STRENGTHS



THEME 3
GLOBAL
NEW YORK



THEME 4
VETERANS
INITIATIVE



THEME 5
NEW YORK
RISING



THEME 6
REGIONAL
CLUSTER PLAN

PROJECT COST	\$4,005,570
ESD GRANT REQUEST	\$801,070
LEVERAGE	80%
SOURCE OF FUNDS	Cash Equity & Federal Funding
USE OF FUNDS	Design & Build Lab
PROJECTED DIRECT JOBS	15
PROJECTED INDIRECT JOBS	5
PROJECTED RETAINED JOBS	1,200

THE GOOD MARKET URBAN REVITALIZATION PROJECT

THE GOOD MARKET OF UPSTATE NEW YORK, LLC

CITY OF ALBANY

APPLICATION #55126



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Good Market Urban Revitalization Project is modeled on the successful “food hall” model, throwback to the days of shopping from different vendors with an emphasis on locally sourced artisanal food. The project ties into the farm-to-table movement and a desire to be closer to the source and the people making the food — an objective which directly aligns with Governor Cuomo’s Taste NY initiative. Examples of this model include: Chelsea Market in New York City, the Reading Terminal in Philadelphia, Quincy Market in Boston and many others. Good Market will be a curated food court with approximately 20 unique vendors focused on delicious local, fresh prepared foods and ingredients from New York State vendors and regional micro-chains. Vendors are provided with significant benefits, including reduction in capital investment through a satellite location model, and the clustering effect, which promotes increased awareness. In addition to serving locals, Good Market will be an ideal spot for tourists, business visitors or conference attendees to sample local foods. Good Market has targeted a 6,000–10,000-square-foot-space to lease in the Warehouse District of Albany, and would be a powerful anchor for the ongoing redevelopment of this historic former industrial area. The project includes design, layout, renovation and fit-up of the space to accommodate vendor requirements.

The region’s attitude toward food is changing drastically, evidenced by the popularity of farmers markets, expansion of the Honest Weight Food Co-op and the attraction of Whole Foods and Trader Joes. Supporting the local agricultural industry in a way that has the impetus to attract residents, businesses and tourists is a natural fit for the community. Good Market will bring back to life a long dormant manufacturing building in Albany’s Warehouse District, help create a 24-hour community and improve public safety by increasing foot traffic in areas that have traditionally been underutilized.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**



**THEME 2
OPPORTUNITY
AGENDA**

PROJECT COST	\$1,500,000
ESD GRANT REQUEST	\$290,000
LEVERAGE	81%
SOURCE OF FUNDS	Private Equity Borrowing
USE OF FUNDS	Construction, Renovation & Furniture, Fixtures & Equipment
PROJECTED DIRECT JOBS	95
PROJECTED INDIRECT JOBS	50

GREEN INFRASTRUCTURE REDEVELOPMENT INITIATIVE

WASHINGTON COUNTY

WASHINGTON COUNTY

APPLICATION #55554



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Green Infrastructure Redevelopment Initiative creates sustainable infrastructure in a high-potential Brownfield Opportunity Area (BOA) in the Village of Fort Edward, Washington County. By relocating a combined sanitary/storm sewer main and adjacent water lines, this project mitigates periodic combined sewer overflow into the community during major storm events. An anticipated future expansion within the Irving Tissue, Inc. site prompted a feasibility study to evaluate a solution to the overflow problem and to make neighborhood improvements to the designated Brownfield Opportunity area that ensure sustainable growth and business development. The proposed solution will contribute to community sustainability by facilitating the potential for future job growth, eliminating public safety hazards in a low income area and promoting walkability, as well as contributing environmental improvements and creating storm resilient infrastructure.

The project will provide other significant benefits. It will improve physical infrastructure by increasing waste treatment capacity and improving water quality, eliminating a chronic SSO (sanitary sewer overflow) while satisfying smart growth principles. Proposed new walk/bike paths will also align with the town's Complete Streets program, which in turn facilitates access to public transportation for persons living in poverty. These improvements will facilitate the future expansion of one major employer, Irving Tissue, located within the project area, and indirectly supporting the planned development of a Market 32/Price Chopper within an adjacent designated Brownfield Opportunity Area.





GOAL 1
LEVERAGE AND COLLABORATE



GOAL 2
OPEN NEW DOORS



GOAL 4
BUILD A SUPERHIGHWAY



GOAL 5
BRING OUR CITIES TO LIFE



GOAL 6
SUSTAIN AND OPTIMIZE SURROUNDINGS



THEME 2
OPPORTUNITY AGENDA



THEME 5
NEW YORK RISING

PROJECT COST	\$5,165,000
ESD GRANT REQUEST	\$1,025,000
LEVERAGE	80%
SOURCE OF FUNDS	Other State, Local and Private
USE OF FUNDS	Infrastructure
PROJECTED INDIRECT JOBS	30

HUDSON OPERA HOUSE NEXT STAGE CAPITAL PROJECT



HUDSON DEVELOPMENT CORPORATION

HUDSON, COLUMBIA COUNTY

APPLICATION #53874

PROJECT DESCRIPTION/GOAL ALIGNMENT

Hudson Opera House (HOH), built in 1855, is New York State's oldest surviving theater and a prominent historic building in the heart of Hudson, the county seat of rural Columbia County. Its mission is to inspire and promote the arts, and to play a pivotal role in the cultural and economic advancement of our Region. The goal is to rehabilitate the historic theater and backstage spaces into a flexible, ADA-compliant 300-seat theater to meet the needs of a growing population of artists and audiences. This will allow HOH to present full-scale concerts, plays and dance performances, offering the opportunity to expand its revenue and to present a range and level of programs it cannot currently host. Partnering with historic and cultural sites and local merchants, HOH is conducting a visitor demand study to develop a coordinated action plan to sustain, promote and attract projects that improve economic opportunities and create jobs.

The restoration of the Opera House and the recommissioning of its performance space will generate significant tourism and yield a positive impact on regional restaurants, area accommodations and other destination points.

HOH has a strong commitment to workforce development, partnering with local schools and community colleges, the chamber of commerce and other organizations to offer internships, job training and professional support. A major economic benefit of tourism as a labor-intensive industry is its ability to generate jobs. Like the performing arts, the food and lodging sectors provide many young people with their first jobs, and the diverse range of services offered by the hospitality industry provides excellent opportunities for people with varied skills, ages and educational backgrounds.



hudson opera house



hudson opera house



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 7
SHOWCASE
OUR BEAUTY**

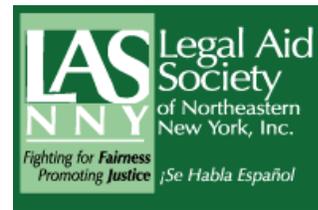
PROJECT COST	\$6,494,000
ESD GRANT REQUEST	\$1,298,800
LEVERAGE	80%
SOURCE OF FUNDS	Other state, Federal, Private Donations and Foundation Support
USE OF FUNDS	Construction & Renovations
PROJECTED INDIRECT JOBS	65
PROJECTED RETAINED JOBS	5

LASNNY CIVIL LEGAL SERVICES CENTER—145 PROJECT

LEGAL AID SOCIETY OF NORTHEASTERN NEW YORK, INC.

CITY OF ALBANY

APPLICATION #53915



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Legal Aid Society of Northeastern New York (LASNNY) has a growing client base living in acute poverty in Albany’s West Hill neighborhood. Due to its growth, LASNNY has been forced into overflow rental space. This project will allow the Center to acquire 145 Central Avenue and create a respectful, welcoming and professional space for its diverse community of clients, staff and volunteers. Consistent with the Governor Cuomo’s Community, Opportunity, Reinvestment (CORe) initiative, LASNNY will provide place-based, life-changing, civil legal services to obtain and maintain its clients’ essential needs for stability, housing, safety, income, education and healthcare. It will also continue to prevent homelessness by stopping evictions and foreclosures, generate significant economic benefits through public assistance and consumer representation, and increase safety and stability for victims of domestic violence or human trafficking. The unemployed will gain unemployment insurance benefits, while they continue to seek jobs and job training.

Successful individual representation, coupled with new community coordination with other CORe members, will allow our Region to respond directly to community needs and leverage better outcomes for neighborhood residents. When tenants of affordable housing in Albany’s most distressed neighborhoods are able to stabilize their lives, they are more prepared for opportunity and employment.

LASNNY’s expanded Center will contribute to Albany’s revitalization, providing place-based civil legal services within a distressed community, and greater economic benefits and household stability will be generated. Jobs will be created as a result of the economic benefits flowing from LASNNY programs and representation. Low-income neighbors will become more aware of their legal rights and responsibilities



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**THEME 2
OPPORTUNITY
AGENDA**

**PART III
IMPLEMENTATION AGENDA**

and therefore make better legal decisions. The Center will also help low-income children and adults prepare for tomorrow’s educational and employment opportunities and, in turn, realize their full potential. By increasing the likelihood of successful regular employment, greater economic diversity will be created in the city’s most distressed areas. These same results will be replicated throughout our Region.

PROJECT COST	\$4,222,400
ESD GRANT REQUEST	\$500,000
LEVERAGE	88%
SOURCE OF FUNDS	LASNNY Capital Campaign, mortgage and loan
USE OF FUNDS	Acquisition & Construction Renovations
PROJECTED DIRECT JOBS	151
PROJECTED INDIRECT JOBS	55
PROJECTED RETAINED JOBS	5

NEW YORK ARBORETUM

SCHENECTADY MUSEUM ASSOCIATION

MUSEUM OF INNOVATION AND SCIENCE

APPLICATION #53344



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Museum of Innovation and Science (MiSci), in partnership with the Galesi Group and Proctors, will construct and operate the New York Arboretum at Mohawk Harbor. This outdoor museum of trees will showcase the native trees and plants of New York and interpret the stories of their impact on the State’s history, industry and daily life. The Arboretum will be a living-museum exhibit, outdoor classroom and sustainable resilient infrastructure. Plantings and interpretive signs will beautify this unique waterfront harbor, integrating the mixed-use, former brownfield site. It will be an outdoor living room for the region, serving 20,000 additional visitors and 6,000 students. This project also improves resiliency in a high-risk floodplain area and helps protect an adjacent extreme-risk neighborhood. The diverse plantings will control erosion, mitigate flood damage and reduce storm water runoff.

The New York Arboretum leverages increased tourism to create new jobs and support a portfolio of nearby revitalization projects along the Erie Boulevard corridor, Mohawk Harbor, and the Little Italy and Historic Stockade neighborhoods. It will beautify what was once New York’s oldest industrial brownfield site with artistically curated and landscaped areas, providing newfound access, trail connection, passive recreation and verdant habitat to approximately 50 percent of Schenectady’s waterfront.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 7
SHOWCASE
OUR BEAUTY**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**

PROJECT COST	\$1,212,800
ESD GRANT REQUEST	\$240,000
LEVERAGE	80%
SOURCE OF FUNDS	Other State and Private funds
USE OF FUNDS	Acquisition & Construction
PROJECTED DIRECT JOBS	1
PROJECTED INDIRECT JOBS	50
PROJECTED RETAINED JOBS	20

NEW YORK STATE GOAT RESEARCH GENETIC CENTER

COLUMBIA COUNTY

APPLICATION #54021



PROJECT DESCRIPTION/GOAL ALIGNMENT

The project puts in place a trial implementation of a Regional Master Plan to build a high-value goat dairy industry in New York State. This feasibility study would evaluate the possibility of constructing a Goat Genetic Research Center (GGRC) and identify a goat breed suited to the state's climate. Consumption of goat cheese is the fastest growing sector of the USA specialty foods market, but the vast majority is imported. Located in Columbia County, the GGRC will be the technical hub for developing a foundation herd that will supply raw goat milk to Eural, a European company with a commercial-scale cheese production facility in Columbia County. Eural will guarantee purchase of raw milk on a multi-year contractual basis. In addition to the initial herd, technically qualified personnel would map out a sound breeding program to accelerate the creation of a healthy herd of high production animals. This is accomplished with artificial insemination, embryo transfers and amplification of the Expected Breeding Values research initiated, but now languishing, at US universities.

This foreign investment has generated 25 new jobs in our Region and is poised to create 25 additional jobs at its plant; this could leverage up to \$100 million in investment into 15 goat farms. Our Region's superior research and development capabilities will help establish a world-class goat breeding facility supplying the nation with the needed genetics for the highest milk producing animals. The initial herd will be populated by New Zealand goats, the only country the US allows to provide live breeding animals.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**



**THEME 3
GLOBAL
NEW YORK**



**THEME 6
REGIONAL
CLUSTER PLAN**

**PART III
IMPLEMENTATION AGENDA**

PROJECT COST	\$200,000
ESD GRANT REQUEST	\$100,000
LEVERAGE	50%
SOURCE OF FUNDS	Federal and Local Assistance
USE OF FUNDS	Feasibility Study
PROJECTED DIRECT JOBS	25

NINE PIN CIDER WORKS

NINE PIN CIDERWORKS, LLC

CITY OF ALBANY

APPLICATION #52073



PROJECT DESCRIPTION/GOAL ALIGNMENT

Nine Pin Ciderworks, founded by a mother-and-son team in 2013, is a craft cider company based in Albany's Warehouse District. The recipient of New York State's first-ever Farm Cidery License, Nine Pin's business is growing rapidly, requiring increased manufacturing capacity. This year, Nine Pin produced 70,000 gallons, which maximized its current production capacity. Nine Pin's project would expand its business through the purchase of new equipment, including the acquisition of six 6,100-gallon fermenters. These improvements will increase manufacturing capacity and result in much-needed leasehold improvements to the manufacturing facility.

Recognizing the Capital Region's distinctive character and assets, Nine Pin is closely connecting its agricultural sector to urban activities. The project will result in increased production capacity for Nine Pin while contributing to the Capital Region's agricultural economy. The enhanced facility will contribute to the revitalization of the Warehouse District in Albany, create new jobs and job training in the craft beverage industry, and foster increased collaboration among the agricultural, manufacturing and tourism sectors.



PROJECT COST	\$511,000
ESD GRANT REQUEST	\$102,200
LEVERAGE	80%
SOURCE OF FUNDS	Private Equity Bank Loan
USE OF FUNDS	Construction, Renovation, Machinery & Equipment
PROJECTED DIRECT JOBS	7
PROJECTED RETAINED JOBS	7



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**



**THEME 2
OPPORTUNITY
AGENDA**

NY CAP RESEARCH ALLIANCE

ALBANY MEDICAL CENTER

ALBANY AND TROY

APPLICATION #56000

PROJECT DESCRIPTION/GOAL ALIGNMENT

The NY CAP Research Alliance is a collaboration between Albany Medical College, Rensselaer Polytechnic Institute, the University at Albany, and the New York State Department of Health's Wadsworth Center, which focuses on aligning resources and strengths to promote and grow biomedical research in the Capital Region. The NY CAP Research Alliance will create a \$12,500,000 capital investment program across the Alliance's partner institutions to attract increased federal and industry funding, create/retain jobs and spur economic growth. Utilizing \$2,500,000 of Empire State Development (ESD) funds for capital investment, the NY CAP Research Alliance member institutions will sponsor the remaining 80 percent (\$10,000,000) of the program's cost. The capital investment program will leverage the collective intellectual capital and research infrastructures of the partnering research institutions. Funds will support the capital needs of the research faculty as a whole and/or the capital needs of individual researchers conducting projects. Demonstrating ESD support is also key as these faculty researchers compete for federal grant funding.

PROJECT COST	\$12,500,000
ESD GRANT REQUEST	\$2,500,000
LEVERAGE	80%
SOURCE OF FUNDS	Private Equity & Borrowing
USE OF FUNDS	Construction, Renovation, Machinery & Equipment
PRIOR AWARDS ROUND I	\$950,000
PRIOR AWARDS ROUND II	\$500,000
PRIOR AWARDS ROUND IV	\$500,000



PART III
IMPLEMENTATION AGENDA



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 3
GLOBAL
NEW YORK**



**THEME 6
REGIONAL
CLUSTER PLAN**

PORT OF ALBANY BIG LIFT OPERATIONS



ALBANY PORT DISTRICT COMMISSION

CITY OF ALBANY

APPLICATION #56345

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Port of Albany proposes to construct a new 56,000-square-foot maritime heavy lift cargo operations building inside the secure marine terminal. The building would be built with capacity to handle the weight and dimension of the growing volume of heavy lift cargo that is manufactured in our Region. The building, a single-story, clear-span facility capable of holding heavy lift movement equipment, will be constructed adjacent to the existing maritime warehouses along the Port's heavy rail lines, as well as the marine terminal and the Port's wharf on the Hudson River. This will allow movement of cargo from rail to building to ship, or from barge to building to ship, as needed. The Port of Albany has had pre-design engineering work completed for the building that estimates an \$8 million cost for construction.

The building will be owned by the Port and sit on Port-owned land, with lease or use agreements with local manufacturing customers such as General Electric. This will equip the Port with a necessary specialized operations building for the next generation of heavy lift cargo that is expected from regional manufacturers. The Port of Albany has been increasing its reputation as a heavy lift port, due to increased capacity and expertise for handling heavy lift movement. The Port has recently reconstructed wharves that can accommodate heavy lift cargo and invested in a new second mobile harbor crane with increased lift capacity. The Port has also invested in critical security enhancements. These improvements have resulted in an increase in the Port's heavy lift customer base and utilization.



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 4
BUILD A
SUPERHIGHWAY**



**THEME 3
GLOBAL
NEW YORK**

The Port is seeking to be a model transportation partner to ensure that these manufacturers maintain production in New York State. This project will create jobs that will likely be fulfilled by Federal Marine Terminal (FMT), the stevedore company at the Port of Albany. FMT utilizes union labor, which provides training programs. Employees can enter the workforce at an entry level and grow to gain skills, experience and mastery of equipment operations.

PROJECT COST	\$8,000,000
ESD GRANT REQUEST	\$4,000,000
LEVERAGE	50%
SOURCE OF FUNDS	Operating Funds, Securing Funds from its Maritime Labor Partner & Business
USE OF FUNDS	Construction, Machinery & Equipment
PROJECTED RETAINED JOBS	100

PROJECT SG EXPANSION

SAINT-GOBAIN

GRANVILLE

APPLICATION #55741



PROJECT DESCRIPTION/GOAL ALIGNMENT

Saint-Gobain is the world’s largest building materials company, with more than 265 locations across North America. Saint-Gobain Performance Plastics is Granville’s third largest employer, with 139 employees. The project would make a multiyear investment in building expansion (manufacturing and offices), a new production line and infrastructure that will support the expanded operation by reducing flooding issues during heavy storms. A planned expansion will aid the local community through its investment in building and equipment, as well as by planned employment expansion over the next several years. This project will construct a 30,000-square-foot manufacturing building adjacent to the current 200,000-square-foot manufacturing building and facilitate the purchase of a new production line.

Saint-Gobain will aid the area’s strategic plan goals of economic revitalization, job creation and workforce skills improvement. Continued investment in current employees through training and advancement opportunities, as well as extensive investment in new employee orientation and training, will be a significant focus of the project. Economic revitalization will be realized as the project and company employees achieve a successful project outcome. This success in turn could generate further expansion and job creation on site. New products will be shipped worldwide into a wide variety of application markets, including industrial, habitat, and automotive, thereby supporting our Global NY initiative.



**GOAL 3
PREPARE FOR
TOMORROW**



**THEME 3
GLOBAL
NEW YORK**

**PART III
IMPLEMENTATION AGENDA**

PROJECT COST	\$10,267,411
EXCELSIOR TAX CREDIT REQUEST	\$1,773,248
LEVERAGE	83%
SOURCE OF FUNDS	Private Equity
USE OF FUNDS	Construction, Machinery & Equipment
PROJECTED DIRECT JOBS	30
PROJECTED INDIRECT JOBS	20
PROJECTED RETAINED JOBS	139

RAIL EXTENSION

COEYMANS RECYCLING CENTER

COEYMANS INDUSTRIAL PARK AND THE PORT OF COEYMANS

APPLICATION #53284



PROJECT DESCRIPTION/GOAL ALIGNMENT

Located along the Hudson River, the Coeymans Industrial Park and Port has been transformed into one of the few privately owned deep-water inland terminals and industrial parks in the Northeast. With modern facilities and an experienced local workforce, the industrial park and terminal have grown into a world-class bridge assembly, construction, warehouse and distribution facility. However, efficient transportation depends on connections between the road, rail and water. In order to move waterborne cargo quickly, trucks and railroads need to have clear access to ports.

To address this situation, the proposed 10,000-foot rail extension will connect at a CSX junction at the Lafarge Cement Plant and connect both the industrial park and the port to the existing commercial line; MOUs with landowners are already in place.

In addition to further developing the waterfront, the complex will help to drive economic development by creating jobs and tax revenue, retaining jobs and attracting new business. By adding rail, the Port of Coeymans can increase utilization by 25 percent and solidify its position as the “Bridge Capital” of the Northeast. Several companies have expressed interest in either locating or expanding their business operations when rail is constructed, which led to its inclusion as a key asset in the REDC plan. In addition, railroads are the most environmentally sound way to move freight over land, reducing highway gridlock and lowering greenhouse gas emissions.



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 4
BUILD A
SUPERHIGHWAY**



**THEME 1
CLEANER
GREENER**



**THEME 3
GLOBAL
NEW YORK**



**THEME 5
NEW YORK
RISING**

PROJECT COST	\$9,850,00
ESD GRANT REQUEST	\$2,000,000
LEVERAGE	80%
SOURCE OF FUNDS	Private Equity & Loan Funds
USE OF FUNDS	Rail Construction & Infrastructure
PROJECTED DIRECT JOBS	90
PROJECTED INDIRECT JOBS	40
PROJECTED RETAINED JOBS	15

RENSSELAER CLEAN ENERGY DEPLOYMENT CENTER



FULLER ROAD MANAGEMENT CORPORATION
ON BEHALF OF SUNY POLYTECHNIC INSTITUTE

RENSSELAER

APPLICATION #57456



PROJECT DESCRIPTION/GOAL ALIGNMENT

With the recent construction of the Zero Energy Nanotechnology (ZEN) Facility at the SUNY Polytechnic Institute Albany NanoTech Complex, a host of clean energy companies are seeking specialized space for clean energy system design, testing and configuration for use in a broad array of emerging clean energy, micro-grid and energy efficiency deployments. These companies seek access to specialized training facilities that are in close proximity to partner companies with operations in SUNY Poly facilities and are in proximity to a transportation gateway to New York City.

This project would enable Fuller Road Management Corporation to construct a workforce training and educational facility to support the attraction of clean energy companies seeking commercial office and system assembly space, ultimately serving as the catalyst for the Rensselaer Waterfront Redevelopment Project at Kiliaen's Landing. The training facility would leverage an additional \$10 million from private companies over a five-year period to establish a cluster of clean energy companies in the community.

PROJECT COST	\$12,500,000
ESD GRANT REQUEST	\$2,500,000
LEVERAGE	80%
SOURCE OF FUNDS	Private Funds
USE OF FUNDS	Construction
PROJECTED DIRECT JOBS	12
PROJECTED INDIRECT JOBS	100

- GOAL 1** LEVERAGE AND COLLABORATE
- GOAL 2** OPEN NEW DOORS
- GOAL 3** PREPARE FOR TOMORROW
- GOAL 5** BRING OUR CITIES TO LIFE
- GOAL 6** SUSTAIN AND OPTIMIZE SURROUNDINGS
- GOAL 8** SPOTLIGHT OUR STRENGTHS
- THEME 1** CLEANER GREENER
- THEME 2** OPPORTUNITY AGENDA
- THEME 3** GLOBAL NEW YORK
- THEME 4** VETERANS INITIATIVE
- THEME 5** NEW YORK RISING
- THEME 6** REGIONAL CLUSTER PLAN

PART III
IMPLEMENTATION AGENDA

RIVER CORRIDOR BUS RAPID TRANSIT/TRANSIT CENTER

CAPITAL DISTRICT TRANSPORTATION AUTHORITY

CITY OF TROY

APPLICATION #53006



PROJECT DESCRIPTION/GOAL ALIGNMENT

The proposed Uncle Sam Transit Center project is a partnership between CDTA, the City of Troy and Bryce Properties, the owner of Uncle Sam Parking Garage at Fulton Street and Fourth streets in downtown Troy. The transit center, which will be served by 11 CDTA bus routes and several routes operated by private carriers, will be an enclosed building with climate-controlled waiting areas, bus arrival information, fare media sales, customer services and potential retail space. Roadway and site infrastructure surrounding the building will improve pedestrian access to the transit center and facilitate connections between all bus routes traveling in and through Troy. This will include new curbing, sidewalks, ADA accommodations, roadway reconfigurations, traffic signal modifications, bus bays, landscaping and lighting. Mobility for distressed communities will be improved along with greater access to employment, education and social service opportunities in downtown Troy as well as all areas along routes that will service the transit center.



It is estimated that the Transit Center will serve over 3,900 passengers per weekday and 1.2 million passengers annually.

PROJECT COST	\$3,500,000
ESD GRANT REQUEST	\$647,500
LEVERAGE	81%
SOURCE OF FUNDS	CTDA funding
USE OF FUNDS	Construction & Renovation
PROJECTED DIRECT JOBS	7
PROJECTED INDIRECT JOBS	263

**GOAL 1
LEVERAGE AND
COLLABORATE**

**GOAL 2
OPEN NEW
DOORS**

**GOAL 4
BUILD A
SUPERHIGHWAY**

**GOAL 5
BRING OUR
CITIES TO LIFE**

**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**

**THEME 1
CLEANER
GREENER**

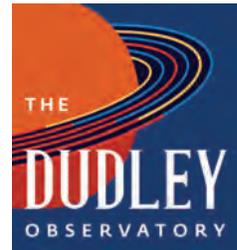
**THEME 2
OPPORTUNITY
AGENDA**

ROLL-OFF ROOF OBSERVATORY AT miSci

SCHENECTADY MUSEUM ASSOCIATION

SCHENECTADY

APPLICATION #55536



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Museum of Innovation and Science (miSci), located on five acres overlooking downtown Schenectady, will construct a 26-foot by 32-foot Observatory to house the Dudley Observatory’s historic telescope. The Pruyn Equatorial Telescope, purchased in 1893 and in storage for the past 15 years, will be refurbished and rebuilt, and mounted in the Roll-Off Roof Observatory (RORO). The Observatory will include a viewing area to use the large telescope along with other small ones, a control room, a handicapped accessible restroom and a warming room. The project also includes exterior lighting, new walkways and additional parking. The project will allow miSci to open two nights a week and increase its attendance and earned income. Our Region will have access to educational and entertainment opportunities which, until now, have been unavailable outside New York City and other metropolitan centers.

With these enhancements, miSci will offer unique features and “edutainment” opportunities that have broad appeal and serve as an enhanced tourist destination. The project will also contribute to the STEM pipeline by engaging more youth at the beginning of the career exploration process. Capturing the interest of youth from diverse backgrounds is a key to achieving STEM workforce diversity and workforce development. Astronomy has a natural appeal to students at all levels, leading to teachable moments in disciplines ranging from literature to science and math. The Observatory provides the region with strong program opportunities to engage youth in STEM content.



PART III
IMPLEMENTATION AGENDA



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 6
SUSTAIN AND
OPTIMIZE
SURROUNDINGS**



**GOAL 7
SHOWCASE
OUR BEAUTY**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 1
CLEANER
GREENER**



**THEME 2
OPPORTUNITY
AGENDA**



**THEME 5
NEW YORK
RISING**

PROJECT COST	\$101,655
ESD GRANT REQUEST	\$16,000
LEVERAGE	96%
SOURCE OF FUNDS	Private Equity
USE OF FUNDS	Construction & Renovation
PROJECTED DIRECT JOBS	4

THE SABRE MANUFACTURING EXPANSION

SABRE BIORESPONSE, LLC

SLINGERLANDS

APPLICATION #57863



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Sabre Manufacturing Expansion project seeks to increase the manufacturing capabilities of Sabre Bioresponse, LLC, which specializes in the development and manufacturing of advanced systems for contamination control in the pharmaceutical, food processing, oil and gas, and homeland security industries. The funding will support the business’s physical expansion to increase capacity to serve these growing markets. This funding will allow Sabre to retain 90 jobs, which are at risk of relocation to Texas because of cluster of clients, and create 90 new jobs in manufacturing, R&D, field engineering, administration and emergency response. In addition, the State’s investment will lead to further growth and expansion of Sabre in New York State.



PROJECT COST	\$17,700,000
EXCELSIOR TAX CREDIT REQUEST	\$2,000,000
LEVERAGE	89%
SOURCE OF FUNDS	Private
USE OF FUNDS	Construction, Renovation, Machinery & Equipment
PROJECTED DIRECT JOBS	180
PROJECTED INDIRECT JOBS	50
PROJECTED RETAINED JOBS	91



**GOAL 3
PREPARE FOR
TOMORROW**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 3
GLOBAL
NEW YORK**

STEAM GARDEN

CENTRAL DISTRICT MANAGEMENT ASSOCIATION, INC.

CITY OF ALBANY

APPLICATION #57889

PROJECT DESCRIPTION/GOAL ALIGNMENT

The Central District Management Association, in collaboration with Hudson Valley Community College’s Workforce Development Institute, the University at Albany, the City of Albany’s Police Department, and the Capital District Transportation Authority, will redevelop a vacant building on Central Avenue in Albany to create the STEAM (science, technology, engineering, arts + design, and math) Garden, an innovative multi-use learning lab. This space will bring together entrepreneurs, creative technology professionals, college students and arts organizations within a hybrid facility. Blending educational, laboratory and business spaces for employees and artists will foster a live-work environment.

The incubator will feature affordable work spaces for small tech companies and entrepreneurial tenants; access to workforce and entrepreneurial training and live/learn opportunities—or “learning labs”—for disadvantaged individuals within the diverse, accessible Central Avenue corridor; Google-inspired collaborative spaces designed to integrate the facility’s live/learn/work functions and cultivate creativity and collaboration; and studio, gallery and makerspace elements.

Planned tenants and educational programming will support our Region’s shift toward STEAM education and career paths.

PROJECT COST	\$1,786,692
ESD GRANT REQUEST	\$357,338
LEVERAGE	80%
SOURCE OF FUNDS	National Grid, Bank Financing
USE OF FUNDS	Acquisition & Renovation



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 2
OPEN NEW
DOORS



GOAL 3
PREPARE FOR
TOMORROW



GOAL 5
BRING OUR
CITIES TO LIFE



THEME 1
CLEANER
GREENER



THEME 2
OPPORTUNITY
AGENDA

STEPHEN AND HARRIET MYERS RESIDENCE INTERPRETIVE CENTER PROJECT

UNDERGROUND RAILROAD HISTORY PROJECT OF THE CAPITAL REGION, INC.

CITY OF ALBANY

APPLICATION #55888

PROJECT DESCRIPTION/GOAL ALIGNMENT

To expand the Underground Railroad History Project’s (URHP) transformative outreach and impact, the organization proposes to create an Interpretive Center in a building near the historic Stephen and Harriet Myers Residence. Currently, URHP uses The Myers Residence, the Underground Railroad Campus grounds surrounding The Myers Residence, and donated off-site facilities to conduct dynamic educational programming that attracts multi-age, diverse audiences, and provide workforce development opportunities. Audience and program needs have expanded beyond what can be accommodated in this manner. With an Interpretive Center, URHP will expand its current programming, design and implement new programming, more effectively integrate Erie Canal into the Underground Railroad story, and expand its collaborative partnerships. Attracting new and larger audiences will contribute to the economic development of ancillary services in our Region, increase interest in and visitation to canal-related sites and activities, and enhance promotions of Albany both as a tourist destination and a place where people want to live and work,

This project will expand the community impact of URHP, which has revitalized a vacant building and six vacant properties for community benefit. It will expand the capacity of current workforce development opportunities and establish new workforce collaborations, which include apprenticeship programs, internships, teen employment, and work study. It will result in new programming that will integrate Erie Canal history more effectively, attracting larger audiences, including local and international travelers and families with children, thereby contributing to economic development of the local community and Erie Canal communities in and beyond the Capital Region.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 2
OPPORTUNITY
AGENDA**

PROJECT COST	\$350,000
ESD GRANT REQUEST	\$70,000
LEVERAGE	80%
SOURCE OF FUNDS	Fundraising campaign, board contributions, membership fees, and program revenue
USE OF FUNDS	Acquisition & Construction Renovation
PROJECTED DIRECT JOBS	2
PROJECTED INDIRECT JOBS	10



TOWER ON THE HUDSON

THE TOWER ON THE HUDSON, LLC

CITY OF ALBANY

APPLICATION #56806



PROJECT DESCRIPTION/GOAL ALIGNMENT

Tower on the Hudson is a Smart Growth project that will transform a parking lot in downtown Albany into a mixed-use high-rise, including: a five-story, 177-space parking garage; a 100-room hotel; 43 residential units; and a retail component. Located in an Opportunity Agenda area, the project will create \$1.4 million in annual salaries. Eighty-four percent of jobs created will be entry-level with training opportunities. Hiring practices will include VA and special needs programs. The Tower on the Hudson will open new doors by leveraging private funds to increase infrastructure. It will revitalize downtown Albany and showcase its beauty by transforming a distressed and underutilized area into a pedestrian walkway.

The Tower on the Hudson has applied for and received franchise approval for a Homewood Suites, the extended-stay arm of the prestigious Hilton chain. Approval is only awarded to hotel owners with a track record of delivering on hotel construction, development, good management oversight and long-term success on prior projects. This approval also validates the viability of the market in downtown Albany for additional hotel space, a subject which has been analyzed extensively over the past 15 years as part the process of locating a new Albany convention center. These studies determined that in excess of 200 additional hotel rooms are needed in downtown Albany.

The project will be complementary to, and supportive of, NYS's investment of more than \$75 million in downtown Albany through the Convention Center and the renovation of Wellington Row. Sustainability of the Convention Center project is enhanced by adding 100 new hotel rooms and 43 new apartments and is in direct response to the City of Albany's downtown residential initiative.



**GOAL 5
BRING OUR
CITIES TO LIFE**



**GOAL 7
SHOWCASE
OUR BEAUTY**



**GOAL 8
SPOTLIGHT OUR
STRENGTHS**



**THEME 2
OPPORTUNITY
AGENDA**

PROJECT COST	\$48,159,375
ESD GRANT REQUEST	\$5,000,000
LEVERAGE	90%
SOURCE OF FUNDS	New Market Tax Credits , Equity Private Bank Loans
USE OF FUNDS	Acquisition & Construction
PROJECTED DIRECT JOBS	50
PROJECTED INDIRECT JOBS	300
PROJECTED RETAINED JOBS	19

TRAINING TOMORROW'S WORKFORCE TODAY IN ADVANCED MANUFACTURING TECHNOLOGY

HUDSON VALLEY COMMUNITY COLLEGE

TROY

APPLICATION #52461



PROJECT DESCRIPTION/GOAL ALIGNMENT

This project will address the high demand for trained technicians in the Capital Region's growing high-tech industries by doubling the capacity of Hudson Valley Community College's (HVCC) popular Advanced Manufacturing Technology (AMT) program from 144 to 288 students. HVCC will invest in a two-story, 30,000-square-foot expansion of Lang Hall on the College's Troy campus, with new space for machining labs, mechatronics, metrology, additive manufacturing, robotics and CADD (Computer Aided Design and Drafting). Currently, 95 percent of the students from this program secure employment opportunities prior to graduation.

HVCC has also created a pipeline into its AMT program through its Early College High School Program at the TEC-SMART facility in Malta. The College has been awarded funding to build a mechatronics lab to serve these high school students, who will earn 25-30 credits in either mechatronics, clean energy management, computer information science or entrepreneurship. These students will be well prepared to enter the expanded AMT program at HVCC, and ultimately move into in-demand, high-tech positions.



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 3
PREPARE FOR
TOMORROW**



**THEME 2
OPPORTUNITY
AGENDA**



**THEME 3
GLOBAL
NEW YORK**



**THEME 4
VETERANS
INITIATIVE**



**THEME 6
REGIONAL
CLUSTER PLAN**

PROJECT COST	\$12,000,000
ESD GRANT REQUEST	\$1,000,000
LEVERAGE	92%
SOURCE OF FUNDS	Foundation Award and Contribution Campaign & Other State Funds
USE OF FUNDS	Construction, Machinery & Equipment
PROJECTED DIRECT JOBS	3
PROJECTED INDIRECT JOBS	100
PROJECTED RETAINED JOBS	700

UNIVERSAL PRESERVATION HALL

UNIVERSAL PRESERVATION HALL

SARATOGA SPRINGS

APPLICATION #54799

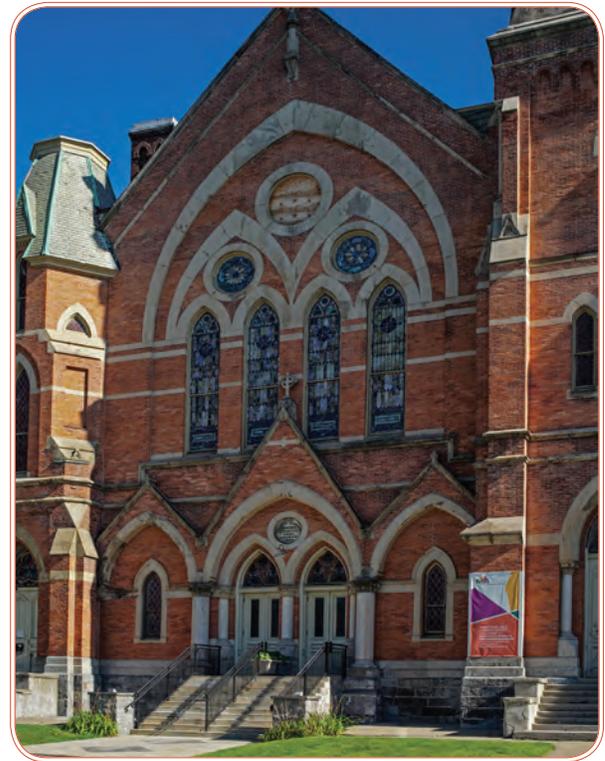


PROJECT DESCRIPTION/GOAL ALIGNMENT

Universal Preservation Hall (UPH), a non-profit community arts organization housed in a former church in downtown Saratoga Springs, will partner with Proctors of Schenectady to fully restore and redevelop this unique architectural gem as an arts destination and community living room, serving Saratoga Springs and the greater Capital Region.

Constructed in 1871, the UPH building is a nationally recognized example of Victorian Gothic architecture. With multiple levels, a soaring cathedral ceiling and non-sectarian stained glass windows, the UPH building is a space uniquely suited to hosting cultural events. The restored UPH building will include two multi-use performance spaces, administrative offices and an elevator for increased accessibility. All work will be reviewed by the NYS OPRHP for conformance with the Secretary of the Interior’s Standards for Rehabilitation.

The UPH/Proctors partnership leverages an unprecedented ROI for our Region, through shared administrative services, cross-marketing potential and increased teamwork across municipal boundaries. When this project is completed, it is estimated that UPH will serve 65,000 visitors per year and generate an annual impact of \$3.5 million.



PART III
IMPLEMENTATION AGENDA



GOAL 1
LEVERAGE AND
COLLABORATE



GOAL 5
BRING OUR
CITIES TO LIFE



THEME 2
OPPORTUNITY
AGENDA

PROJECT COST	\$4,169,250
ESD GRANT REQUEST	\$500,000
LEVERAGE	88%
SOURCE OF FUNDS	Fundraising Campaign & Other State Funds
USE OF FUNDS	Construction & Renovations
PROJECTED DIRECT JOBS	6
PROJECTED RETAINED JOBS	1

UPPER WASHINGTON AVENUE CORRIDOR INFRASTRUCTURE PROJECT

ALBANY WATER BOARD

CHA, INC.

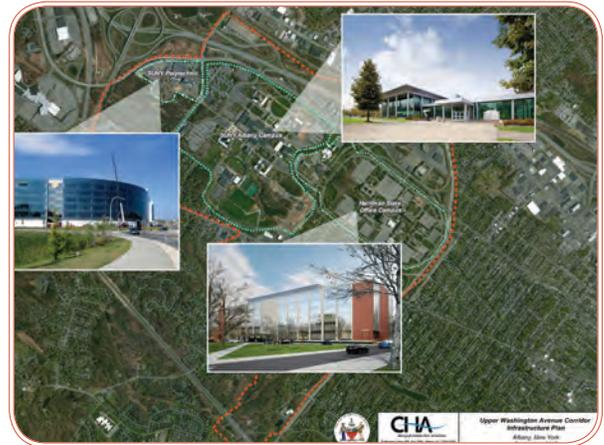
APPLICATION #54968



PROJECT DESCRIPTION/GOAL ALIGNMENT

The Upper Washington Avenue Corridor, which includes the University at Albany, SUNY Polytechnic Institute and the Harriman State Office Campus, is experiencing rapid growth and represents significant opportunities for technological and economic advancement in our Region. Critical to meeting this potential is the availability of infrastructure systems, including adequate water and sewer services. The Upper Washington Avenue Corridor Infrastructure Project will address opportunities for new smart infrastructure and thereby serve as the foundation for growth.

The project includes the design and construction of a new water booster pump station to address low pressures and meet future demands; this will likely be constructed adjacent to the Harriman Campus near Route 85. In addition, wastewater systems must be redirected to mitigate the effects of combined sewer overflows to the Hudson River. Wastewater collection system improvements and a new wastewater pumping station are also included in the plan. The expected outcome of this project is an infrastructure system that sustains continued development and corresponding job opportunities within the Corridor.



PROJECT COST	\$9,500,000
ESD GRANT REQUEST	\$1,900,000
LEVERAGE	80%
SOURCE OF FUNDS	Albany Water Board, Clean Water State Revolving Loan Fund and the Drinking Water State Revolving Fund
USE OF FUNDS	Infrastructure
PROJECTED INDIRECT JOBS	43
PROJECTED RETAINED JOBS	140



**GOAL 1
LEVERAGE AND
COLLABORATE**



**GOAL 2
OPEN NEW
DOORS**



**GOAL 4
BUILD A
SUPERHIGHWAY**

■ RELATED STRATEGIES
■ RELATED THEMES

STRATEGIES

THEMES

NON ESD

		Leverage & Collaborate	Open New Doors	Prepare for Tomorrow	Build a Superhighway	Bring our Cities to Life	Sustain & Optimize	Showcase our Beauty	Spotlight our Strengths	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising	Cluster
Eligible Agency: Arts															
56864	Capital Region Media Arts Workforce Development			*		*			*						
39817	Increasing Access to Art and Education through Enhanced Technology	*		*					*			*			
55039	Museum Association of New York Workforce Investment Project	*		*					*						
53991	NYSICA Workforce investment	*		*					*			*			
51478	Pathways to Dance		*			*		*	*		*				
51751	REDC 2016-17	*		*					*			*			
56503	Stephen and Harriet Myers Residence Program Director Project	*				*			*		*				
57065	Tri City Illumination: A Public Broadcast Documentary & Reporting Project	*				*		*	*		*				
52217	Universal Preservation Hall Executive Director	*				*					*				
Eligible Agency: Canals															
54912	Aqueduct Park Access Improvement Project				*	*	*	*							
Eligible Agency: DEC															
54778	Caldwell Sewer District System Improvement Study	*			*		*	*	*						
56192	City of Albany Inflow and Infiltration Planning Study	*			*	*									
53295	Coeymans Sewer Overflow Elimination Project	*			*		*								
53675	Middle Vliet Street Sewer Separation	*			*		*								
53940	Regulator and Weir Improvements in Cohoes, Watervliet and Green Island	*			*	*				*					
56917	Sycaway Combined Sewer Separation	*			*										
48650	Town of Lake George Septic System	*			*		*	*	*						
56780	Village of Lake George WWTF Upgrade Project	*			*		*	*	*						
53002	Warren County Stormwater Improvement Project	*			*		*	*							
Eligible Agency: DOL															
54358	Discover CATCH: Fighting Childhood Obesity in the Capital District	*					*								
56751	Small Business Legal Network	*	*			*					*				

■ RELATED STRATEGIES
 ■ RELATED THEMES

NON ESD

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	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising	Cluster
Eligible Agency: DOS															
56446	City of Troy LWRP Comprehensive Plan Implementation	*		*	*	*									
53830	Columbia-Greene Shared Services Response Team	*		*		*								*	
56792	Comprehensive Watershed Management Plan Development	*		*				*						*	
54197	Countywide Ambulance System	*		*		*								*	
55766	Hudson River Skywalk	*			*		*	*	*						
55686	Mohawk Gateway Streetscape Project				*	*	*	*							
56099	Regional Dispatch Center	*		*		*								*	
54846	Transportation Efficiency Grant	*		*		*				*				*	
Eligible Agency: EFC															
51963	Stormwater Management Planning Development Phase I						*	*		*				*	
55809	Tapestry on the Hudson: Green Infrastructure Program	*			*	*	*			*	*			*	
54881	The Urban Grow Center	*				*	*			*	*			*	
Eligible Agency: HCR															
55371	Albany County Microenterprise Program	*	*			*					*		*		
55249	Broadway East Side Renaissance Sewer Reconstruction Project	*	*		*	*	*				*			*	
56419	Downtown Albany Residential Program	*	*			*					*				
57989	STEAM Garden	*	*	*		*				*	*				
52964	Town of Bethlehem ME	*	*			*					*		*		
Eligible Agency: NYSERDA															
57091	EV Charging Stations for NYS Counties	*			*		*			*					
51330	MEP E3 Program	*	*	*	*					*	*				
Eligible Agency: Parks															
53972	Distillery and Regional Tasting Room at 48 Hudson Albany	*	*			*	*	*	*						
55584	Elevator Access to the Home of Thomas Cole	*					*	*	*			*			
56283	Hubbard Hall Historic Structure Report						*	*	*			*			
57080	Ingalls Avenue Shoreline Park	*			*	*	*	*							
51514	Proctors Arcade Restoration					*		*	*						
53938	Strategic Landscape Improvement	*					*	*	*			*			
50353	Wagon Shed Collection and Visitor Center Planning	*					*	*	*			*			



THE · TECH · VALLEY
IN FOCUS



PART IV

**WORKGROUP
UPDATE**

IV. WORKGROUPS

Capital Region Economic Development Council (CREDC) Workgroups

The following Workgroups were convened to allow our Council to coordinate membership and community resources to achieve our overall strategies and themes. These Workgroups have been recognized as a regional strength, and have remained very active over the past year. While the focus of the Workgroups remained on traditional CREDC processes and issues, each Workgroup also dedicated efforts to support the one-time Upstate Revitalization Initiative (URI) for 2015. In addition, interaction between the CREDC Workgroups was at its highest level since these workgroups were first developed. Outlined below is a brief summary of each Workgroup's purpose and accomplishments for 2015.

PIPELINE TO PROJECT

PURPOSE:

- Create efficient processes to allow a continuous stream of projects (CFAs) to flow to the CREDC in the specific sub-group sectors of Technology, Infrastructure and Agriculture.

ACCOMPLISHMENTS:

- Set up over 200 meetings throughout our Region in 2015.
- Facilitated the recruitment of small software companies to our Region, as well as organized collaborations between large Capital Region corporations with multi-national US companies.
- Created a "Cross Function" team across infrastructure sectors.
- Guided agricultural advancement into multiple paths that included progressive research, entrepreneurship and mutually beneficial foreign partnerships (Global NY).
- Assembled a task force to explore broadband opportunities.
- Partnered with neighboring regions to share assets to build additional cultivation advantages.

PUBLIC ENGAGEMENT

PURPOSE:

- Oversee communications between the CREDC and general public in the Capital Region, recognizing the importance of two-way communications between our Council and the general public.

ACCOMPLISHMENTS:

- Distributed over 100,000 emails to individuals throughout the Capital Region on CREDC matters, including the URI.
- Established a URI-specific web landing page (www.capital2020.biz) and associated social media profiles to enable public engagement and idea submissions.
- Held a series of town hall meetings, each attended by about 50 people, in five communities across our Region. The purpose of the meetings was to provide an update on the development of our Region's URI proposal and solicit ideas and input.





WORKFORCE & EDUCATION

PURPOSE:

- Encourage the development of our Region’s workforce to meet the changing needs of business and industry throughout the Capital Region by increasing the number of students graduating from high school prepared for college and directed toward career pathways.

ACCOMPLISHMENTS:

- Developed a comprehensive list specific to the Capital Region of high-tech industries based on an industry’s share of STEM occupations comparing workforce needs and shortages.
- Promoted and celebrated the opening of the ATTAIN (Advanced Technology Training and Information Networking Lab) to provide ongoing access to education and training through the use of technology in one of our Region’s most economically challenged communities.
- Held the first regional Community College Presidents’ Meeting to promote the spirit of collaboration in planning and addressing higher education needs for our Region.

ARTS, CULTURE AND TOURISM

PURPOSE:

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

ACCOMPLISHMENTS:

- Hosted three seminars focused on presenting the results of CREDC funding for creative industry projects in CFA funding for the first four rounds, sharing information about the Round V CFA Funding Guidelines and soliciting ideas and input for the URI that was attended by more than 200.
- Supported the completion of an award-winning assessment, “Growing the Region’s Creative Economy,” which outlined the creative sector in the Capital Region and developed a strategic action plan to leverage opportunities and drive economic growth.
- Held a regional summit to present the findings of the Creative Economy Report attended by over 400 regional representatives.
- Transitioned this workgroup title to “Creative Economy” to further promote the success of the recent plan, and further promote collaboration among the related arts, culture and tourism industries within our Region.

OPPORTUNITY AGENDA

PURPOSE:

- Link distressed communities and disenfranchised populations to economic growth through increasing access to employment and by making downtown areas attractive places to invest.

ACCOMPLISHMENTS:

- Hosted successful site visits with seven state commissioners at Trinity Alliance of the Capital Region's Capital South Campus Center (CSCC), a previous award recipient.
- Continued to align the efforts of our Council to support the three opportunity zones previously identified and to increase opportunities for distressed communities and low-income individuals throughout our Region.
- Involved two additional coalitions working to address the underlying causes of distress across all eight counties: the Nonprofit Economic Development Council and a coalition of neighborhood association representatives from the grassroots programs facilitated by Trinity Alliance.

GLOBAL NY

PURPOSE:

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

ACCOMPLISHMENTS:

- Continued its cross-regional industry attraction campaigns under the NY ♥ Technology banners led by regional economic development organizations and National Grid.
- Deepened its relationship with the Canadian consulate and with Quebec by regularly coordinating joint receptions and other events. For example, the International Center for the Capital Region hosted the Quebec Delegate General to New York at a now-annual "Our Neighbors to the North" event.
- Worked with the EB-5 Regional Center to promote local investment opportunities to interested foreign nationals, including the Mohawk Harbor Casino & Resort, the Shelter Cove development in Albany County and projects in Saratoga Springs.



VETERANS

PURPOSE:

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

ACCOMPLISHMENTS:

- Through local leaders and economic developers, promoted veteran-owned businesses to develop capital projects in our Region.
- Garnered support from the Association of the US Army and the National Guard and Reserve to encourage veteran employment and the growth of veteran-owned businesses in our Region.

WORKGROUP MEMBERS

PIPELINE TO PROJECT

Workgroup Co-Leader

Todd Erling
*Hudson Valley Agribusiness
Development Corporation*

Debra Devine
HCR

John Kolb
RPI

Theresa Pardo
*Center for Technology in
Government*

Joseph Dragone
*Ballston Spa Central School
District*

Sharon Leighton
Canals

Dan Pickett
Infrastructure

Workgroup Co-Leader

Bill Hart
Irving Tissue

Steve Hadcock
*Cornell Capital Area
Agricultural and
Horticulture Program*

Susan Lewis
*Hudson Mohawk Resource
Conservation & Development*

Teri Ptacek
*Agriculture Stewardship
Association*

Workgroup Co-Leader

Omar Usmani
AeonNexus

David Haight
American Farmland Trust

Kevin Leyden
Albany Medical Center

Steve Ridler
DOS

Dawn Abbuhl
Repeat Business Systems

Rich Hendrix
Port of Albany

Linda McFarlene
Community Loan Fund

Tori Riley
SEDC

Ed Bartholomew
Warren County EDC

Michael Fancher
CNSE

Tracy Metzger
TL Metzger & Associates

Robert Schwartz
Schwartz Heslin Group

Michael Bellini
Windstream

Ross Farrell
CDTA

John Mucha
Time Warner Cable

Lisa Smith
St. Peters Health Partners

Bob Blackman
Realty USA

Mike Franchini
CDTA

Debabrata Mukherjee
Finch Paper

F. Michael Tucker
Tucker Strategies

Dave Buicko
Galesi Group

Keith Goertz
DEC

Donna Murray
*Rensselaer County Economic
Development & Planning*

Joseph Wildermuth
Peckham Industries

Tom Crowell
Columbia Land Conservancy

Christine Haile
University at Albany

Gavin Mylrea
ESD

Arnie Will
ESD

Megan Daly
Port of Albany

George Hickman
Albany Medical Center

Katherine Newcombe
National Grid

Edward Wolk
CDTA

Jason Denno
EFC

John Kaldy
Microsoft

Laura Oswald
Washington County Planning

Sam Zhou
DOT

PUBLIC ENGAGEMENT

Workgroup Co-Leader

Karen Bilowith
*The Community Foundation
for the Greater Capital Region*

Pamela Sawchuk Brown
Albany Medical Center

Barbara Lee Steigerwald
University of Albany

Laura Schweitzer
University at Albany

Workgroup Co-Leader

F. Michael Tucker
Tucker Strategies

WORKFORCE & EDUCATION

Workgroup Co-Leader

Joseph Dragone
Ballston Spa Central
School District

David C. Conroe
Washington County EOC

Tressie LaFay
Adirondack Community
College

John Rymph
Washington County Board
of Supervisors

Dan Cullen
Workforce Development
Institute

Doug Leavens
WSWHE BOCES

Laura Schweitzer
University at Albany

Workgroup Co-Leader

Andrew Matonak
Hudson Valley
Community College

Dennis DiDonato
Berkshire UFSD

Ann E. Luby
NYS DOL

Paul Shatsoff
Workforce Development
Institute

Louise Aitcheson
CEG

Kristine Duffy
Adirondack Community
College

Tamae Memole
Council for a Strong America

Denise Sherman
Squared Away Event Planners

Martha J. Asselin
Schenectady County
Community College

Carmen Duncan
Mission Accomplished
Transition Services

Elizabeth Miller
Women's Employment &
Resource Center

Todd Shimkus
Saratoga County Chamber
of Commerce

Peter Aust
Adirondack Regional
Chamber of Commerce

Brian Durant
Adirondack Community
College

Steady Moono
Schenectady County
Community College

Noah Simon
University of Albany

Steve Axelrod
Northern Rivers
Family Services

Mark Eagan
Albany-Colonie Regional
Chamber of Commerce

Peg Murphy
Espey Mfg & Electronics Corp.

Jeff Stark
Greater Capital Region
Building & Construction
Trades Council DC 9

Pete Bardunias
Chamber of Southern
Saratoga County

Ian Flatt
Camoin Associates

Harris Oberlander
Trinity Alliance

Charles Steiner
Chamber of
Schenectady County

Richard Bennett
Hudson Valley
Community College

Nancy Gonzales
MicroKnowledge, Inc.

Casey O'Brien
Columbia-Greene
Community College

Dustin Swanger
Fulton-Montgomery
Community College

Gwen Bluemich
GlobalFoundries

Matt Grattan
University at Albany

Jenn O'Connor
Council for a Strong America

Marguerite
Vanden Wyngaard
City School District of Albany

Dennis Brobston
Saratoga Economic
Development Corp (SEDC)

Christine Hayes
Albany Medical Center

Kelly Owens
Adirondack Health Institute

Arlene C. Way
Arbor Hill Development Corp.

Louis Buck
Saratoga-Warren-
Washington WIB

Linda Hillman
Rensselaer County Regional
Chamber of Commerce

Madeleine Petraglia
CEG

P. Phillip White
Hudson Valley
Community College

James Champion
Columbia-Greene
Community College

Robert Horan
Schodack Central
School District

Kathleen Pingelski
MicroKnowledge, Inc.

Denise Zieske
Tech Valley High School

James Church
Questar III BOCES

Lottie Jameson
Adirondack Health Institute

Hilary Reilly
Questar III BOCES

James Ross
NYS DOL

Chari Jones
Schenectady Community
Action Program

Alisha Russo
Northern Rivers Family
Services

ARTS, CULTURE AND TOURISM

Workgroup Co-Leader Andrew Meader <i>Six Flags Corporation</i>	Mick Cipollo <i>Tech Valley Innovation Research</i>	Thomas Lloyd <i>Adirondack Studios</i>	Maureen Sager <i>Nordlys Foundation</i>
Workgroup Co-Leader Philip Morris <i>Proctors Theatre</i>	Laban Coblentz <i>Center of Gravity</i>	Chris Marblo <i>Arts Center of the Capital Region</i>	Sheena Salvino <i>Hudson Development Corporation</i>
Corey Aldrich <i>Promoter</i>	Devra Cohen-Tigor <i>Professor</i>	Norman Massry <i>Massry Realty Partners</i>	Ellen Sax <i>MVP Healthcare</i>
Robert Altman <i>WMHT</i>	Jennifer Cullen	Jeff Mirel <i>Rosenblum</i>	Colleen Schaffernoth <i>Hudson Vintage Pulp & Rocketworks</i>
Kate Austin-Avon <i>Advokate</i>	Carrie Dashow <i>Freelancer</i>	Lecco Morris <i>Proctors</i>	Laura Schweitzer <i>University at Albany</i>
Guha Bala <i>Vicarious Visions</i>	David Decker <i>LG Watershed Coalition</i>	Jamel Mosely <i>Mel eMedia</i>	Alana Sparrow <i>The Foundry for Art Design and Culture</i>
James N. Baldwin <i>Excelsior College</i>	Dan Hanifin <i>Proctors</i>	Edward Murphy <i>Workforce Development Institute</i>	F. Michael Tucker <i>Tucker Strategies</i>
Karen Bilowith <i>The Community Foundation for the Greater Capital Region</i>	Linda Hillman <i>Rensselaer County Regional Chamber of Commerce</i>	Mary Ellen O'Loughlin <i>Regional Alliance for Creative Economy</i>	
	Christine Hoffer <i>Washington County</i>		

OPPORTUNITY AGENDA

Workgroup Leader Karen Bilowith <i>The Community Foundation for the Greater Capital Region</i>
Linda McFarlane <i>Community Loan Fund</i>
Laura Schweitzer <i>University at Albany</i>
Omar Usmani <i>AeoNexus Corp</i>

GLOBAL NY

Workgroup Leader F. Michael Tucker <i>Tucker Strategies</i>	Various <i>Heslin Rothenberg Farley & Mesiti, P.C.</i>
Kathryn Bamberger <i>ESD Regional Office</i>	Various <i>International Center of the Capital Region</i>
Jerry Shaye <i>Shaye Global</i>	Various <i>Mainfreight USA</i>
Various <i>Eight County Chambers of Commerce</i>	Various <i>Mohawk Global Logistics</i>
Various <i>Albany-Tula Alliance</i>	Various <i>New York State Economic Development Council</i>
Various <i>Center for Economic Growth</i>	Various <i>Tech Valley Global Business Network</i>
Various <i>EB-5 Regional Center</i>	Various <i>UHY Advisors</i>

VETERANS

Workgroup Leader Omar Usmani <i>AeoNexus</i>
Dan McCoy <i>Albany County</i>
Brigadier General Steven Spano <i>Center for Internet Security</i>
Sgt. William Valenza <i>NYARNG</i>



CAPITAL REGION ECONOMIC DEVELOPMENT COUNCIL

2015 PROGRESS REPORT

SEPTEMBER 21, 2015