

CAPITAL REGION ECONOMIC DEVELOPMENT COUNCIL

# 2013 Progress Report



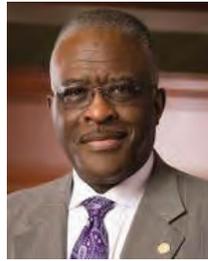
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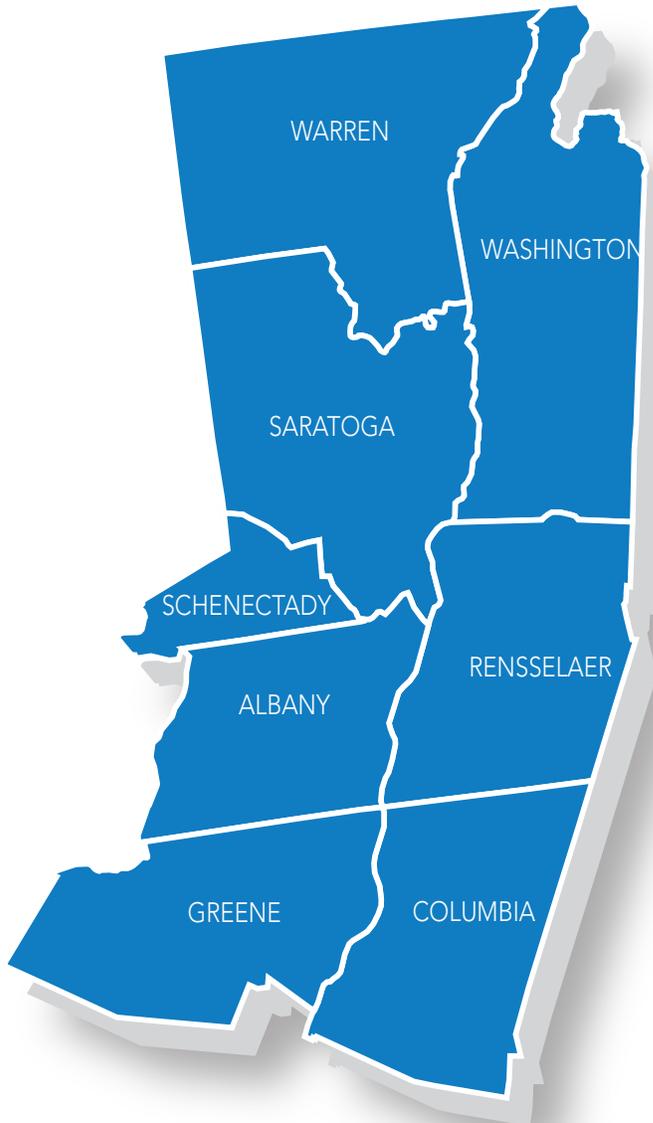
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## INTRODUCTION

In the heartland of New York State, there is a Valley. Carved by an ancient, majestic river, the Valley has a storied past. It bears the name of an English explorer who in 1609, sailing for a Dutch Company, navigated his graceful Half Moon to a spot in the Valley where, only a few years later, a colony was settled. The Dutch called the settlement Fort Orange, and later Beverwyck. It is the oldest continuous settlement in the nation.

The modest colony grew during the Seventeenth Century. It changed hands from the Dutch to the British, who changed the name of the Valley's settlement to Albany. All the while agriculture was its product, along with fur trading, and with their hands and their backs the settlers built the economy of the Valley.

In the Eighteenth Century, the Valley and its settlement grew restless. As its population grew, it became a center for politics; it produced the first written plan for creating a Union to unite the various colonies; it sent its sons to Philadelphia to start a Revolution and later to create a nation; and on the Valley floor, at a place named Saratoga, the decisive battle of that Revolution was fought and a King overthrown. Its vibrant economy continued to grow and remained based in agriculture and trade.

Yet, as that century closed, important changes were coming to the Valley. Albany was selected as the permanent capital of New York State, and would soon send one of the Valley's natives, a New York Governor,

to become the nation's President. From then on, politics would remain an essential part of the Valley's economy because the capital was in Albany.

A different type of Revolution was occurring at the same time; one that would be called Industrial. The changes came rapidly as the Nineteenth Century dawned. First, a steamboat to sail the river from New York City to the Valley. Next, the state's legislature authorized the digging of an incredible ditch from the Valley, beginning in Troy, that would join the Atlantic Ocean to the Great Lakes. And, only a half dozen years after the Erie Canal opened, a steam powered railroad engine would pull a train of cars from Albany to Schenectady in what was one of the first functioning railroads in the country not powered by horses.

The Industrial Revolution would have a profound effect on the economy of the Valley throughout the Nineteenth Century and well into the Twentieth. It would change the Valley's economy from one that was primarily agrarian to one that shared agriculture with manufacturing, and



then saw manufacturing trump agriculture. The Valley produced textiles and clothing. Later it would make iron, cement and building materials. Because of its unique “crossroads” location, the industrialization of the Valley would make possible the industrialization of the remainder of the nation. But this much did not change: the hands and the backs of the residents of the Valley still created its economy.

In the Valley, arts and culture, always strong, would again showcase its splendor. The Hudson River School would produce paintings of great beauty, idealizing nature and greatly advancing the reputation of American art.

And in Schenectady, in the fading years of the Nineteenth century, a General Electric Company put down its roots and would, throughout the next century electrify, create communication devices for, and industrialize the rest of the world.

While this was happening, great universities and colleges were beginning, institutions that would, later, have a profound effect on the economy of the Valley.

All of this occurred in the Valley, and much of it happened there first. It created a vibrant, growing economy that distinguished the Valley’s economy as the Twentieth Century began. And the Valley enjoyed its place of prominence in the country and in the world.

In the Twentieth Century, two New York Governors would be sent from Albany to become President; thousands of men would be sent to Europe and Asia to fight wars that were called I and II; and women remained behind to work in the Valley’s factories and farms and with its families, to support war efforts. Transportation was

no longer centered on boats and trains; it changed to automobiles and airplanes. The Valley assisted the change with the first municipal airport in the country and with interstate highways. These changes allowed a population to become mobile and have choice about where they would live and work.

But the Twentieth Century was not entirely kind to the Valley. The wars created marketplaces and opportunities on a global basis, and the Valley’s businesses, used to little competition, found themselves challenged and in trouble. At the century’s midpoint, what was once its solid manufacturing base was eroding. Its plants and machinery were old. Companies were lured away to the South and to overseas. New inventions, products and methodologies were being developed elsewhere. The economy, once strong, faltered. And the pride that residents had in the economic stability of their Valley faltered with it.

As concerning as this might be, of more concern was the change in the world economy. Manufacturing was losing its preeminence to a new model that featured technology as its centerpiece. As this change advanced through the later half of the century, no longer would the Valley be able to rely only on their hands and their backs to create wealth. A technology economy required trained minds, different industries and a vision that was no longer Regional but global.

At the dawn of the Twenty-First Century the Valley’s universities and its colleges helped change its paradigm. With their assistance in producing a workforce with new skills, and developing unique approaches to a technology economy, the Valley turned a corner:



- General Electric established its Global Research Center in Schenectady, and has returned one of its major divisions, GE Energy, to that city.
- A College of Nanoscale Science and Engineering was founded by the University at Albany, and at the end of the first decade of the new century, it has become the world's center for nanoscale science.
- One of the world's most advanced semiconductor fabrication plants was constructed in Saratoga County, with a new semiconductor research laboratory soon to accompany it.
- In Troy, the Rensselaer Polytechnic Institute enhanced its curriculum to focus on biotechnology, nanotechnology and computational technologies and to sponsor new companies featuring these technologies.
- In Albany, an important academic medical center developed.
- And, throughout the Valley, four community colleges changed their directions to assist with the Valley's world-changing economy.

Without doubt, the Valley's new economic focus will create profound changes there. But, the most profound change has already occurred: agriculture and manufacturing will still have an important place, but the future of the Valley belongs to technology. Hands and backs are important, but minds will win the day in the Valley.

All that remains is for Valley residents to embrace the changes and to endorse their expansion. To assist that, and to attract new residents, the vital places of American history located in the Valley, the centuries old commitment to the arts, the magnificence of the Catskills to the South and the Adirondacks to the North, the many colleges and universities, the seat of state government, the health care, the transportation hubs, the agriculture products, the quality of life, all will play a role. Is there another Valley in the nation that can offer anything close to this prolific inventory of resources?

In the heartland of New York State, there is a Valley. Carved by an ancient, majestic river, the Valley has a storied past. And now, we know that the Valley has a star-bright future. We who lived here in the Valley at the beginning of the Twenty-First Century know this. We know that this Valley has everything to allow our families to grow here in an economy that is sustaining.

To assure that we have written a strategic plan for the continued growth of the Valley's economy. We wish to document for others how our future must unfold. So that the future may be assured. So that all who come after us may understand that

**the tech VALLEY is ADVANCING...**



## PART ONE

# Overview of Progress

### 1.1 STRATEGY OVERVIEW

The strategies the Council chose to address in 2013 and the reasons why those strategies were chosen.

### 1.2 IMPLEMENTATION OVERVIEW

Significant progress that has been made to implement the strategies on which the Council is focused.

### 1.3 OVERVIEW OF JOB CREATION AND INVESTMENT

The Council encouraged job creation and investment, including partnerships developed between the Regional Council, business, government and higher education to promote economic development.

### 1.4 PUBLIC ENGAGEMENT

The Council is engaged the public and stakeholders in the implementation of the strategies and the identification of new strategies, as well as promoting awareness of the plan.

### 1.5 PERFORMANCE MEASURES

The performance metrics used by the Council and how the Region performed. The ways in which the Region's performance measures will influence the strategies and actions of the Council in 2014.

## PART TWO

# Implementation

### 2.1 STRATEGY

The strategies pursued in 2013 to implement the goals.

### 2.2 PROGRESS ON ACTIONS

Progress that has been made on the strategies identified for action in 2013, including:

- The Council's Role in Advancing Strategies
- Local Government actions to advance strategies
- Inter-Regional collaboration initiatives to advance strategies
- Update on job creation results
- Status of priority projects that previously received funding

### 2.3 NEW STRATEGIES

New and/or revised strategies the Council will be focusing on in the remainder of 2013 through 2014.

### 2.4 PROPOSED PRIORITY PROJECTS

Priority projects the Council proposed including its anticipated total cost, the strategy it relates to, and how it will help implement the strategy.

### 2.5 IMPLEMENTATION AGENDA

The significant actions that are needed to implement strategies for the remainder of 2013 through 2014.



**PART THREE**

## Opportunity Agenda

**SUMMARY**

A brief introductory statement presenting the Council's vision for chronically distressed and economically underserved areas.

**STATEMENT OF OPPORTUNITY**

A statement detailing the opportunity the Council has to address the barriers and challenges of underserved and economically challenged communities.

**IMPLEMENTATION PLAN**

A plan of the significant actions needed to implement Opportunity Agenda strategies for the remainder of 2013 and throughout 2014.

**PERFORMANCE MEASURES**

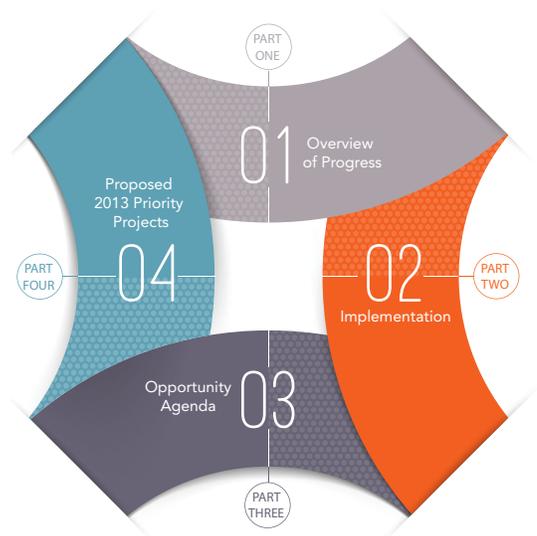
Additional performance metrics that will measure the effectiveness of the Council's Opportunity Agenda strategy.

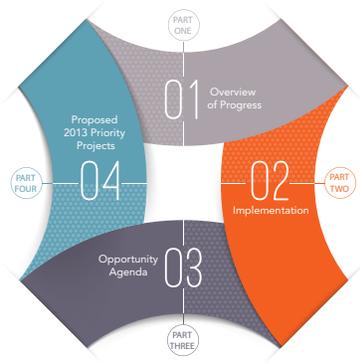
**PART FOUR**

## List of Proposed 2013 Priority Projects

The Council priorities for all CFA funding and tax credits.

- Promotion of Innovation Hot Spots
- Advancement of Regional priorities identified in the strategic plan
- Support for the Opportunity Agenda
- Development of interRegional collaborations
- Endorsement of Priority Projects for Excelsior Tax Credits





## Part One: Overview of Progress





## Part One: Overview of Progress

This economic development plan outlines recommendations and rationales for investments most likely to strengthen the economy of a region with diverse needs, uneven economic progress, and extraordinary resources and potential.

The proposal provides a comprehensive and integrated plan to achieve outcomes and visions articulated by the collective voice of this Region by building on previous investments and maximizing the potential of current assets that include natural resources, intellectual capital and financial capital, among others.

Compared to previous plans, the recommendations in this roadmap are based on markedly expanded input from a vast array of stakeholders, enhanced data gathered for trends and market activity, greater involvement from and collaboration among committee members with a broad array of experiences across the economic spectrum, and a renewed appreciation for the possibilities that can be achieved through synergy and collaboration.

The promises of success are marked by accomplishments, achievements and activities over the past few years, including:

- Nearly 12,000 jobs impacted, including jobs created and retained, by investments that have leveraged seven times the amount of money.
- A doubling of computer and electronic manufacturing jobs accompanied by increasing numbers of degrees granted for science, technology and math.
- A nearly 25% increase in the numbers of tourists visiting our premier arts and cultural venues, accompanied by increases in agricultural and food distribution chain jobs.
- Concurrent initiatives already underway to both promote specific businesses and connect broad efforts across sectors, including technology, agriculture, education, energy and others.

## PART 1.1 STRATEGY OVERVIEW

Under newly appointed leadership, the Capital Region Economic Development Council (Council) has focused on eight strategic goals in response to the needs of the Region. A key focus for 2013 has been public engagement and as such, the Council held a record number of public meetings and has made a concerted effort to lead discussions by listening to the people of the Capital Region. The Council has actively engaged as many people as possible by opening all meetings to the public and encouraging active participation. The Council also continues to engage elected officials in local government, and collaborate with economic development groups in order to further the goals, strategies and efforts across the eight counties of the Capital Region.

In 2013, the Council realigned its workgroup structure. The Council has operated primarily through the work of six Workgroups: Infrastructure, Technology, Agriculture, Arts, Culture and Tourism, Workforce and Education, and Public Engagement. Each of the Council's eight strategic goals are focused and aligned with the Workgroups in order to develop and support projects that directly fulfill the goals of the Capital Region.

Throughout 2013, the Council has operated primarily through the work of six Workgroups:



### The realigned and refocused workgroups were directly tied to the Council's strategic goals:

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



- **Prepare for tomorrow** by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries to:
  - Focus and promote Science, Technology, Engineering and Math in K-12 education.
  - Engage students in a variety of Early College Education programs that will connect and retain youth with careers in New York State.
  - Provide increased opportunities in on-the-job training and continuing education programs to enable the workforce to adapt and succeed in a 21<sup>st</sup> Century workplace.
- Invest in infrastructure to support the growth of our economy in both new and retained jobs, **building a superhighway** to carry the Tech Valley forward as a leader in technology and innovation to:
  - Provide access to high speed broadband internet to enable, grow and attract business globally.
  - Fuel the engine that drives the economy by putting into practice efficiencies in the way in which energy is produced and delivered.
  - Increase capacity of water supply and management laying the groundwork for business and capital progress.
- **Bring cities to life** by focusing on development within the urban core, restoring, rebuilding and revitalizing streets and communities by investing in capital projects for the Region to:
  - Advance the reconstruction of marquee historic properties that will cascade economic benefits to the surrounding community.
  - Revitalize the streetscapes of cities, with a focus on turning blight to betterment for the people who live, work and visit.
  - Enrich the majestic avenues of cities making the downtown atmosphere vibrant with economic activity, increasing the appeal and desire to frequent and experience.
- Highlight the importance of **sustaining and optimizing our surroundings**, protecting the environment and natural resources while connecting citizens to the beauty of the Region with access and opportunities for activities to:
  - Enjoy the splendor of our landscapes including sports and leisure on land and water, promoting healthy lifestyles and appreciation for the abundant trails, parks and waterways.
  - Educate, maintain and protect communities by increasing environmental awareness, conservation and consciousness.
  - Responsibly harvest economic bounty from the land, creating jobs and opportunities in agriculture and natural commodities.

- **Showcase the beauty** of the Region's Arts, Culture and Tourism, embracing the diversity of attractions and venues of the eight counties to:
  - Attract world class artists, exhibitions and productions, enriching and educating creative audiences of all ages.
  - Afford the public the talents of theatre, music and fine dining by concentrating on the creative economy and cultivating a vibrant sense of community and culture.
  - Explore and experience the varied destinations tying history, recreation and adventure from the Catskills to the Adirondacks.
- **Spotlighting the strengths** of the Region by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets to:
  - Inform the commercial world of the vast opportunities in business and pleasure that the Region offers.
  - Develop an appreciation for the Region's assets, so communities can experience them by connecting people.
  - Reach broader audiences with the whys and wherefores of living, working and playing in the Capital Region.



## PART 1.2 IMPLEMENTATION OVERVIEW

The Council approached 2013 with renewed focus and enthusiasm. Lessons learned from past Rounds influenced the direction and approach the Council took to implement its strategies and initiatives. The following represents the high level structural changes that are reflected within the work of the Council this year:

1. Re-organize workgroup structure to better match key strategies
2. Expand opportunities for public input
3. Better utilize the State Agency Resource Team
4. Address feedback of State Assessment Team
5. "Operationalize" the plan, execute strategies, measure success

The Council has re-organized its workgroup structure to maximize its impact on strategy implementation. This change was made to ensure the Council was making direct impact on the execution of its primary strategies.

The Council also created new workgroups and teams to address several of its overarching goals: Workforce Development & Education, Opportunity Agenda, and Arts, Culture, & Tourism.

**By engaging expertise across these sectors, the Council's workgroups have brought a renewed focus, participation, and collaboration that had been previously unrealized.**

Public participation and outreach has achieved a new all-time level for the Council. Through transparency and welcoming input at full Council meetings, including breakout workgroups with public participation immediately following each full Council meeting, the Council has made efforts to continually engage the public and all stakeholders across its eight county Region. The Council has also implemented an open invitation for stakeholders to participate. Council leaders have made a conscious effort to keep the public informed.

The Council solicited, developed, and promoted a pipeline of Regional projects focused on priority projects that can get underway quickly, as well as projects that are longer-term. The Council's efforts resulted in a record number of submissions including over 125 priority projects selected from 330 submitted CFAs – the second highest total of any Council statewide.

The Council has recognized the critical role played by elected and government officials in the development and execution of any economic development strategy. Several initiatives were undertaken by the Council in 2013 to leverage local public officials in advancing the strategies of the Council.

Engagement of the State Agency Resource Team has been an essential avenue for the Council to access the information, resources, and expertise within NYS programs that have enhanced the progress of the Council. The expertise afforded to the Council was a driving force behind the cohesive approach taken on the execution of strategies.

The success of economic development in the Capital Region is dependent on, and directly linked to, the success of New York State in the continued development of its economy. The Council continues to look for and exercise any opportunity that presents itself for inter-regional collaboration with regional partners.

Job creation and project execution continue to be top priorities for the Council, and drive decision making and strategy at all levels within deliberations. The following table summarizes the results of the efforts described herein, including all Capital Region projects funded by the state through the CFA process.

## Total Projects Scorecard

	# Projects	\$ Funding Reward/Request	Total Project Cost \$	Project Status	Jobs Impacted
<b>Round I (Actual)</b>	100	\$61,748,368	\$384,394,867	95% on schedule	3579
<b>Round II (Actual)</b>	105	\$55,338,154	\$544,125,102	90% on schedule	8274
<b>Total</b>	205	\$117,086,522	\$928,519,969		11,853
<b>Round III (Request)</b>	257*	\$218,926,072	\$984,870,038	-	8558

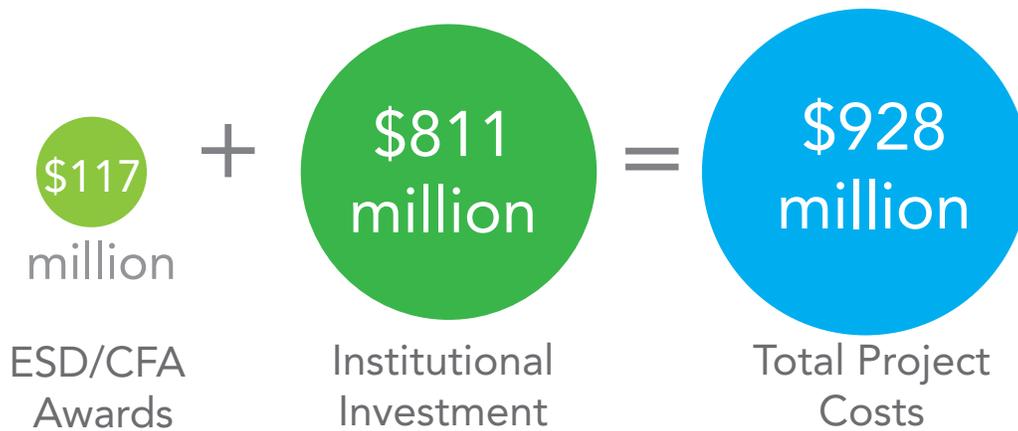
\*Includes only those CFAs state agency officials have determined meet criteria for consideration.

## Leveraged investments

\$117 million in CFA cash awards has leveraged a total of over \$811 million in public and private investment in the first two rounds.

private **7:1** public

## 2011 and 2012 CFA Award Totals



## Jobs Impacted, including created and retained

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

**11,853 jobs impacted**

## PART 1.4 PUBLIC ENGAGEMENT

In 2013, the Council transformed its operation to significantly increase opportunities for public engagement, and this has become the hallmark of the Council – starting with its leadership. The Council co-chairs, James J. Barba and Dr. Robert Jones, publicly affirmed this in the newly created e-newsletter in March 2013:

*“As the new Council Co-Chairs, we are anxious to move to the “next phase” of our work. And now, more than ever, that involves seeking your help and input. We understand that there is no substitute for the collective power of experience, knowledge and the desire to secure the future of our Region. We believe that together, and collaboratively, we can create our own good fortune.”*

— James J. Barba and Dr. Robert Jones  
March, 2013

More stakeholders and citizens have been drawn into the Council process than ever before, with more open communication and transparency, engagement of clearly defined constituencies, use of workgroups to involve public participants, and an enhanced online presence and outreach strategies. Capital Region residents recognize the Council as a focal point for issues of Regional concern as well as Regional growth, and the Council’s revamped organizational structure has allowed it to become a robust channel for public input, ideas, strategies, collaborations, and actions.

**This expanded engagement has refreshed the Council’s economic development dialogue and led to a more comprehensive and inclusive approach to the implementation of the Strategic Plan.**

The following strategies were successful in dramatically increasing the engagement of the public and stakeholders in the implementation of the Strategic Plan, identification of new strategies, and the promotion and awareness of the Strategic Plan.

### Changes to the Council Meetings

The Council made several format changes to its public meetings to encourage attendance and participation. The public question and answer sessions were lengthened. Full Council meetings were followed by breakout sessions in which members of the public were

invited to participate, giving them an opportunity to become an active Council “member.” Meetings included presentations on: priority projects funded in Rounds I and II; other initiatives strongly aligned with the Council strategies; the Governor’s new programs and priorities; and Capital Regional businesses and local communities. As a result of these new efforts, attendance at public meetings has doubled.

### Record Number of Public Meetings

In 2013, the Council refined its strategies to hold public forums and “idea spotting” workshops in different parts of the Region to seek input on the implementation of the Strategic Plan and the CFA process. In addition, the public was encouraged to attend so that the Council members could both provide updates on CFA funded projects to relevant stakeholders and identify the “next great idea” in the form of priority projects. The expansion to include non-Council members significantly increased the Council’s diversity of ideas and strategies and increased its understanding of obstacles to economic development faced by the community.



Meetings with public and stakeholders: 100+

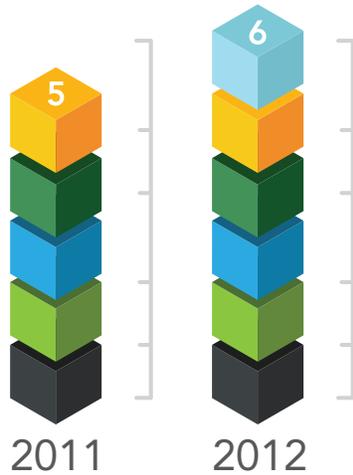
Recipients of Newsletter: 14,000



# GOAL 1

## PART 1.5 PERFORMANCE MEASURES

**GOAL 1** Foster success in **leveraging** and **collaboration** among our academic, not-for-profit, government and commercial organizations:



### Collaborative CFA Awards

The number of collaborative CFAs remained relatively constant in 2011 and 2012.

15 CFA research projects funded, including:

- NYCAP Research Alliance
- RNA Institute
- Biotech Corridor
- College of Pharmacy
- RPI





## GOAL 2

**GOAL 2** Utilize resources at the federal, state and local level to **open new doors** for business by funding development, supporting incubators and creating opportunities for new and expanding enterprises in the Region.

### 7: 1 Ratio of Leveraged Investments as Result of CFA Funding

### \$110 Million Increase in the Value of Exports

Combined, the Glens Falls and Albany-Schenectady-Troy MSAs had over \$3.8 billion in exports in 2011, an increase of nearly \$110 million from 2010.

#### Total Exports (in 2011 constant dollars) 2010 - 2011 % Change

Glens Falls MSA	22.20%
New York State	21.70%

SOURCE: INTERNATIONAL TRADE ADMINISTRATION,  
U.S. DEPARTMENT OF COMMERCE

Definition: Dollar value of exported merchandise by Metropolitan Statistical Area (MSA). Note: these data do not include exports to Canada or service exports.

Significance: Exported merchandise can be a good measure of how well the manufacturing sector is doing.

### Computer and Electronic Products Manufacturing Employment More Than Doubled

	2010	2011	2012	Net Change, 2010-12	% Change, 2010-12
Computer and Electronic Product Mfg.	1,430	2,091	2,904	1,474	103.1%

SOURCE: NEW YORK STATE DEPARTMENT OF LABOR,  
QUARTERLY CENSUS OF EMPLOYMENT AND WAGES

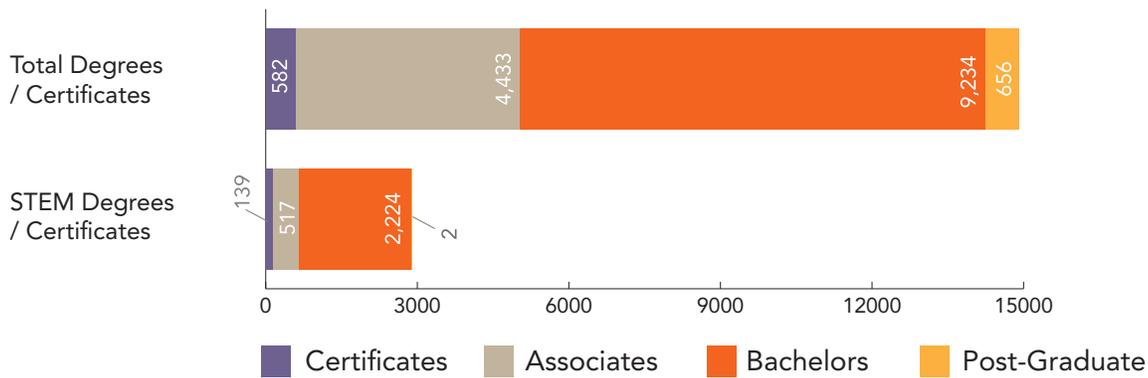


## GOAL 3

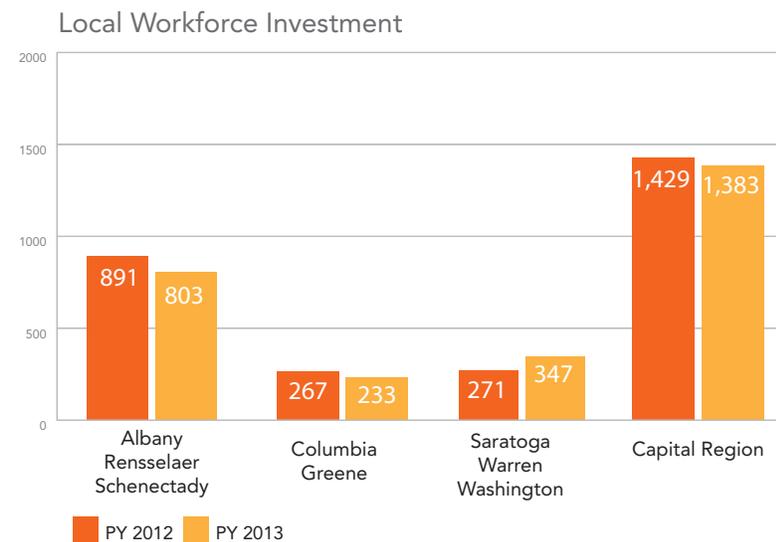
**GOAL 3 Prepare for tomorrow** by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries.

### 2011-2012 STEM Degrees & Certificates

Nearly one-quarter of all undergraduate degrees and one-fifth of all degrees in 2011-2012 were in STEM fields.



### Number of Participants in Workforce Investment Board (WIB) Training Programs



The number of participants in Saratoga/Warren/Washington counties has risen 41% since 2010 in grant-funded training programs. Additionally, 1169 people have received workforce skills training as a result of CFA Funding. The Council is re-doubling its efforts in the area of job training.

SOURCE: NYS DEPARTMENT OF LABOR



## GOAL 4

**GOAL 4** Invest in our infrastructure to support the growth of our economy in both new and retained jobs, **building a superhighway** to carry the Tech Valley forward as a leader in technology and innovation.

### Two Connect NY Broadband Grants awarded to the Capital Region

- \$200,000 Thurman White Space Project will provide broadband access to 89 households in Warren County
- \$2,042,177 will provide high-speed wireless broadband access to nearly 40,000 households and 2,000 businesses in Washington and Rensselaer Counties

### Capital Region Support from Recharge NY

<b>Total allocated (in-service and pending):</b>	56 allocations totaling 141,028 kW
<b>Total declined:</b>	5 allocations totaling 2,982 kW
<b>Jobs committed:</b>	17,284 jobs
<b>Capital Investment committed:</b>	\$ 4,966,211,854





**GOAL 5 Bring our cities to life** by focusing on development within our urban core, restoring, rebuilding and revitalizing our streets and communities by investing in capital projects for the Region.

### 15 Water/Sewage Capacity Infrastructure Projects Awarded CFAs

COUNTY	# OF CFAS	TOTAL ALLOCATION
Albany	2	\$ 569,089
Columbia	1	\$ 44,000
Greene	3	\$ 2,415,340
Rensselaer	2	\$ 54,000
Saratoga	1	\$ 30,000
Schenectady	1	\$ 24,500
Warren	2	\$ 880,541
Washington	3	\$ 1,200,000
<b>Total</b>	<b>15</b>	<b>\$ 5,217,470</b>

### Urban\* Redevelopment CFAs Awarded with Dollars Associated

15 PROJECTS AWARDED		
2011 - Round I	24	\$ 18,287,230
2012 - Round II	15	\$ 19,178,940

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

### 535 Housing Units Preserved, Rehabilitated and/or constructed in the Eight County Capital Region.

### Spending in Urban Centers Increased

Retail, Dining and Entertainment increased by 3.8% to \$1.7 million and Tourism Generated Taxes = \$116 million in local taxes in 2012.



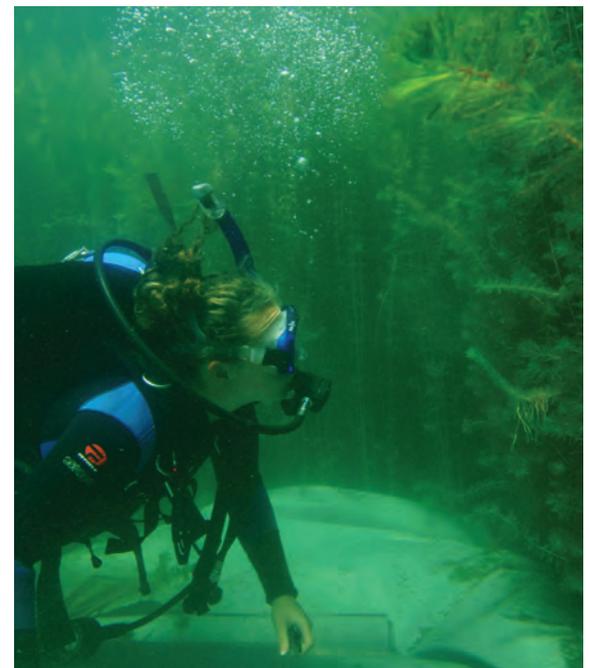
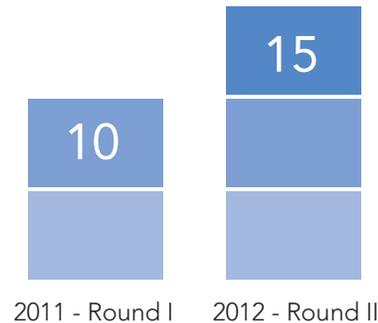
## GOAL 6

**GOAL 6** Highlight the importance of **sustaining and optimizing our surroundings**, protecting our environment and natural resources, while connecting citizens to the beauty of our Region with access and opportunities for activities.

### 8 Million Tourists Visited Lake George in 2012.

So far in 2013, 46,000 visitors to Glens Falls as a result of the Georgia O’Keeffe exhibit

### 25 CFAs Involved Protection from Invasive Species or enhancement of Parks and Trails



### The Economic Impact of Agriculture

SOURCE: LEP FOOD HUB REPORT AND THE AGRICULTURE-BASED ECONOMIC DEVELOPMENT IN NYS: TRENDS AND PROSPECTS REPORT PUBLISHED BY CORNELL UNIVERSITY

Farm production, including all crop and livestock sectors and forestry = \$360 million

On farm + forestry employment = 5,144

“More inclusive definitions of the agriculture and food system materially increases the jobs picture. Including food, beverage, and agricultural chemicals and equipment manufacturing total employment increases to 7,933. Finally, glancing further down the food distribution chain to retail food and beverage stores, and the services provided by eating and drinking establishments, brings the total jobs of the portfolio up to an estimated 57,582 in the Council area. Using this expansive definition, agricultural and food system activity represented an estimated 9.3% of total jobs in the Council area.”

–Todd Erling  
Hudson Valley AgriBusiness Corporation, Executive Director  
Capital Region Economic Development Council Member



## GOAL 7

**GOAL 7 Showcase the beauty** of our Region's Arts, Culture and Tourism, embracing the diversity of attractions and venues of our eight counties.

1.2 Million Visitors Enjoyed Some of Our Premiere Destinations in 2012 an increase of 25% from 2011.

SOURCE: VENUE SELF-REPORT

	2011	2012
<b>HYDE</b>	20,300	23,000
<b>PROCTORS</b>	600,000	650,000
<b>PALACE</b>	103,000	150,000
<b>SPAC</b>	260,000	390,000
<b>Total</b>	983,300	1,213,000

### 31 CFA Projects Fund Cultural Enhancements

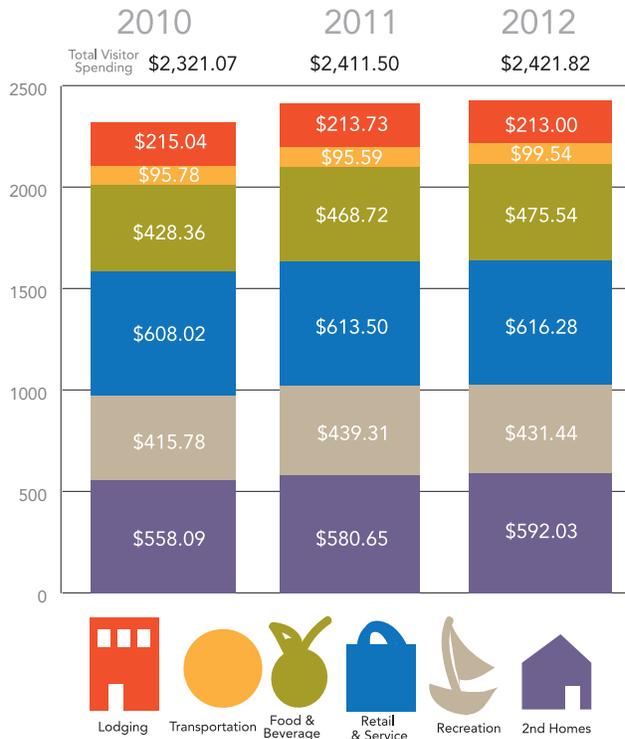
In 2011, 11 projects were awarded CFA funding for cultural enhancements, for a total of \$3,272,860 in awards and \$6,035,985 in leveraged funds.

In 2012, 20 projects were awarded funding for cultural enhancements, for a total of \$5,675,336 in awards and \$17,678,375 in leveraged funding. A majority of the CFAs were awarded to outdoor recreation projects.

### Visitor Spending has Continued to Increase

#### Visitor Spending by Category

(in millions of 2012 constant dollars)



Combined tourism spending on lodging, transportation, food & beverage, retail & service, and recreation increased.



## GOAL 8

**GOAL 8 Spotlight the strengths** of our Region by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets.

### National Rankings for the Capital Region

#### 2012, 2013 Rankings

- Albany Metro ranks #4 of the top 100 metropolitan areas for jobs – *Forbes*, 2012
- Albany Metro ranks #9 on the list of the nation’s “Smartest Cities” – Lumina Foundation, 2012
- Albany’s small business sector ranks fifth in the Eastern US – *On Numbers*, 2012
- Eighteen Capital Region firms on *Inc.* list of America’s 5000 Fastest-Growing Private Companies – *Inc. Magazine*, 2012
- Business Facilities ranked the Albany MSA in the Top 10 in one of our most coveted categories – Best Locations for Manufacturing (Medium-sized MSA). July, 2013
- Hudson Valley Community College in Troy ranked as the most productive and largest two year college nationwide in 2012 – *Community College Week* magazine, 2013
- Eight school districts in the 11-county Capital Region ranked among the top 30 districts in the upstate rankings – *Business Review*, 2013



### CFAs tied to Venues\* by county

#### 67 Waterfront\* Re-development Projects Awarded in Capital Region

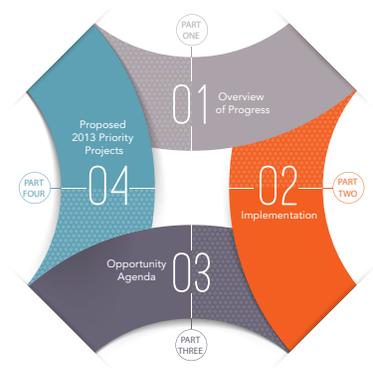
Round I total (33 projects)  
\$26,066,447

Round II total (34 Projects)  
\$12,880,474

\*Waterfront projects include projects that are along, overlooking or adjacent to waterways

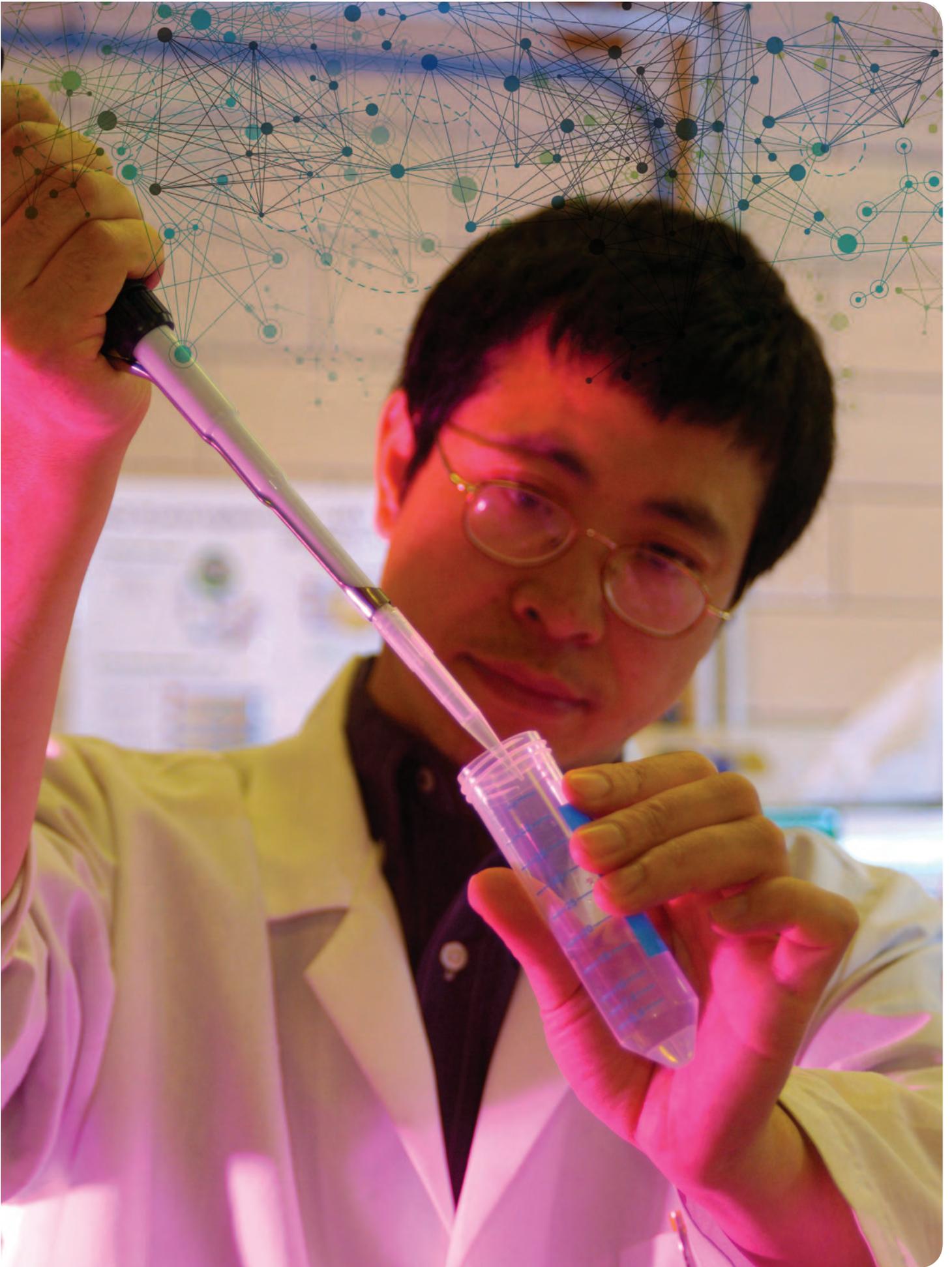
County	Population 2012	# of CFAs	CFA Spending Round I	CFA Spending Round II	Total
Albany	305,455	5	\$ 382,000	\$ 974,125	\$ 4,794,125
Columbia	62,499	6	264500	1,219,000	3,864,000
Greene	48,673	5	300000	1,925,000	2,225,000
Rensselaer	159,835	3	258750	493,000	751,750
Saratoga	222,133	7	600000	1,517,593	2,117,593
Schenectady	155,124	2	50000	50,000	100,000
Warren	65,538	6	283500	937,201	1,220,701
Washington	62,934	2	308000	243,493	551,493
<b>Total</b>	<b>1,082,191</b>	<b>36</b>	<b>\$ 8,265,250</b>	<b>\$ 7,359,412</b>	<b>\$ 15,624,662</b>

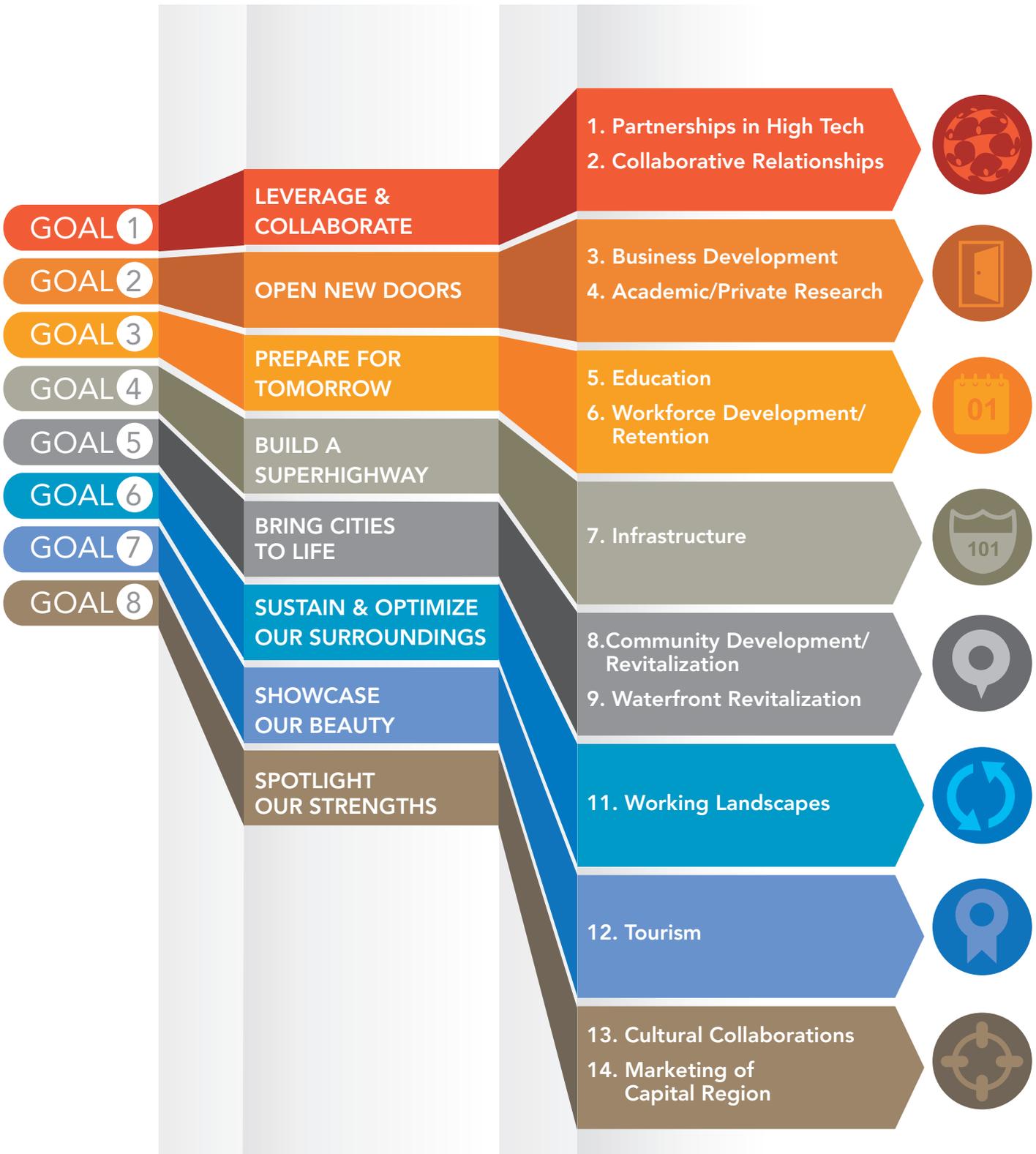
\*Venues include government, private and not-for-profit



## Part Two: Implementation









## GOAL 1

### LEVERAGE & COLLABORATE

#### Build Partnerships in High Tech and Collaborative Relationships

This year, the Council has focused on continuing to pursue partnerships in high-tech industries and encouraging collaborative relationships.

The Council sought to foster success by leveraging and collaborating with academic institutions, not-for-profit organizations, and business and commercial enterprises.

This work focuses on pursuing partnerships in high tech industries and will:

- Support entities that combine goals, efforts and resources for the greater good of our communities.
- Reward cooperation where multiple benefits in public and private partnership drive efficiencies, eliminate waste and do more with less for our Region.
- Identify key opportunities to encourage partnership among existing resources to attract or create new material wealth for the Region.

#### RELATED PROJECTS

##### 1. Partnerships in high tech

Kiernan Plaza  
NYCAP Research Alliance  
RPI Tech Park

##### 2. Collaborative relationships

CNSE  
Transfinder NY Bizlab  
Shared Services  
Collaboration



## GOAL 2

### OPEN NEW DOORS

### Business Development and Academic & Private Research: Focus on Innovation Hot Spots and Incubators

The Council sought to utilize resources at the federal, state and local level to open new doors for business by funding development, supporting incubators and creating opportunities for new and expanding enterprises in the Region. This will:

- Cultivate prospects and opportunity for start-up companies, minority and women owned businesses, and innovation in industries across our communities.
- Build and expand the competency of our research, education and health care verticals, creating vast fields of expertise that capitalize on the wealth of information, access and resources of institutional knowledge.
- Compound and compliment the successes in nanotechnology and semiconductor research, development and manufacturing.

### RELATED PROJECTS

#### 3. Business Development

- Evocative Design
- GLOBAL FOUNDRIES
- Transfinder NYBizlab
- Kiernan Plaza
- \*Arsenal Biomass Co-gen
- \*Albany Molecular Research – expansion
- \*Green Renewable
- \*Free Form Fibers – R&D
- \*Mohawk Lifts
- Rotterdam Multimodal Center
- \*Davidson Brothers expansion
- \*Hacker Boat
- \*Hudson Headwaters
- \*GL&V expansion
- \*Clean Tech Bioenergy Project
- \* EXISTING BUSINESS

#### 4. Academic/Private Research

- CNSE – ZEN Bldg.
- RPI Tech Park
- NYCAP Alliance
- The RNA Institute



## GOAL 3

### PREPARE FOR TOMORROW

#### Education & Workforce Development/Retention

The Council worked to prepare for the future by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries. These efforts will:

- Focus and promote Science Technology Engineering and Math in K-12 education.
- Engage students in a variety of Early College Education programs that will connect and retain our youth with careers in New York State.
- Provide increased opportunities in on-the-job training and continuing education programs to enable our workforce to adapt and succeed in a 21st century workplace.

#### RELATED PROJECTS

##### 5. Education

The Albany Promise  
Albany College of Pharmacy  
– lab upgrades  
Tech Valley STEM Connect  
P-TECH

##### 6. Workforce development/ Retention

WWARC Expansion  
Taconic Farms training  
Retronix International  
training  
Pepsi training  
Yincae Advanced Materials  
Meals on Wheels  
culinary training



## GOAL 4

### BUILD A SUPERHIGHWAY

#### Infrastructure

This Council focused on meeting the growing need for greater access to information, energy and water, and identifying opportunities to invest in our infrastructure. These initiatives will support the growth of our economy in both new and retained jobs, building a superhighway to carry Tech Valley forward as a leader in technology and innovation. These efforts also will:

- Provide access to high speed broadband internet to enable, grow and attract business globally.
- Fuel the engine that drives the economy by putting into practice efficiencies in the way in which energy is produced and delivered.
- Increase capacity of our water supply and management laying the groundwork for business and capital progress.



#### RELATED PROJECTS

##### 7. Infrastructure

Washington to Rensselaer High-Speed Corridor  
Watershed Mgmt Plan – Chester  
Catskill Sewer Reports (2)  
New Baltimore WW Report, Rt 23 Streetscape  
Green Island Hydro  
Green Streets Program – Rensselaer  
Hoosick Falls Sewer Report  
Corinth WW study  
WW pipeline – Ames Goldsmith Corp.  
Glens Falls WW Study  
Hudson Ave. Parking Structure  
Green Gateway Improvements – Lake George  
Water Quality Monitoring – Lake George Stormwater  
Depot District waterlines – Fort Edward  
Water line replacements – Hudson Falls  
Sewer abatement study – Ravena  
Village of Coxsackie Sewer Improvements



## GOAL 5

### BRING CITIES TO LIFE

#### Community Development/Revitalization & Waterfront Revitalization

The Council has worked to bring our cities to life by focusing on development within our urban core, restoring, rebuilding and revitalizing our streets and communities by investing in capital projects for the Region. These efforts will:

- Advance the reconstruction of marquee historic properties that will cascade economic benefits to the surrounding community.
- Revitalize the streetscapes of our cities, with a focus on turning blight to betterment for the people who live, work and visit.
- Enrich the majestic avenues of our cities making the downtown atmosphere vibrant with economic activity, increasing the appeal and desire to frequent and experience.

#### RELATED PROJECTS

##### 8. Community Development/ Revitalization

Upper State Street Revitalization  
(Wellington Row & Dewitt Clinton)  
Rail Trails – Albany, Chatham  
Park South  
Quail St. Corridor  
TMG – Senior Housing  
Catskill Creek Walking Loop  
Prattsville Park improvements  
The Urban Grow Center – Rensselaer  
ALCO  
Renewal Uptown Troy  
Unity House – Troy  
Rail Station Development –  
Mechanicville  
Bike Hike Trail – Schenectady  
Sheridan Hollow Village  
Glens Falls – Hudson Ave.

##### 9. Waterfront Revitalization

Performance Place/  
Livingston Landing  
Riverfront Park – Troy  
Waterfront Park – Saratoga Lake  
Hudson River Boat Launch  
Champlain Canalway Trail  
Hudson River Waterfront  
Revitalization – Stillwater  
Pruyn's Island Redevelopment  
Waterfront Revitalization Study –  
Lake George  
Rebuild Lake George Docks



## GOAL 6

### SUSTAIN AND OPTIMIZE OUR SURROUNDINGS

#### Rural Communities & Working Landscapes

The Council has worked to increase utilization of natural resources within the Region including trails, waterways and parks, encourage collaboration among agribusiness to increase availability of local harvest throughout the Region, and highlight the importance of sustaining and optimizing our surroundings, protecting our environment and natural resources, and connecting our citizens to the beauty of our Region with access and opportunities for activities. Those efforts will:

- Enhance enjoyment of the splendor of our landscapes including sports and leisure on land and water promoting healthy lifestyles and appreciation for the abundant trails, parks and waterways at our doorsteps.
- Educate, maintain and protect our communities increasing environmental awareness, conservation and consciousness.
- Responsibly harvest economic bounty from the land creating jobs and opportunities in Agriculture, and natural commodities.

#### RELATED PROJECTS

##### 10. Rural Communities – Economic Impact

Columbia County – Agriculture Expansion Projects

Canal Street Farmers Marketplace

##### 11. Working Landscapes

Trails – Zim Smith, Erie and Harlem Valley Trails

Lake George Environmental Park

LTL Local Food Distribution Hub Network



## GOAL 7

### SHOWCASE OUR BEAUTY

#### Tourism & Cultural Collaborations

The Council has worked to analyze the importance of arts, culture and tourism, to the economy in the Capital Region, to bring jobs and showcase the Region's beauty and diversity. These efforts will:

- Attract world class artists, exhibitions, and productions, enriching and educating creative audiences of all ages.
- Afford the public the talents of theatre, music and fine dining by concentrating on the creative economy and cultivating a vibrant sense of community and culture.
- Explore and experience the varied destinations tying history, recreation and adventure from the Catskills to the Adirondacks.

#### RELATED PROJECTS

##### 12. Tourism

Olana upgrades  
Mainly Greene  
Kate Mullany Site Restoration  
Yaddo upgrades  
Ferry Drive Gateway – Mohawk River  
Waterford Canal Harbor Visitor Center  
Hudson River Greenway Water Trail  
Lake George Environmental Park  
Wilderness Heritage Corridor  
Shaker Museum – North Pastures  
SPAC  
Proctors

##### 13. Cultural Collaborations

Hudson River School Art Trail  
Hyde Collection: Georgia O'Keeffe & Lake George  
American Music Festival



## GOAL 8

### Marketing of Capital Region

#### SPOTLIGHT OUR STRENGTHS

This year the Council has worked to market existing historic assets and growing, attracting and developing new avenues for economic development from global markets. These efforts will:

- Inform the commercial world of the vast opportunities in business and pleasure that the Region offers.
- Develop an appreciation for the Region's assets that our own communities can experience by connecting our people.
- Reach broader audiences with the whys and wherefores of living, working and playing in the capital Region.

#### RELATED PROJECTS

##### 14. Marketing of the Capital Region

Market NY Projects – Cirque Eloise  
Hudson Valley tourism  
Marketing grant  
Path Through History  
AATV – Adirondack Park  
Recreation Web Portal

## PART 2.2 PROGRESS ON ACTIONS

### REDC direct role in advancing strategies:

Focus of the Council was to operationalize its Strategic Plan, and execute in 2013. The following summarizes the actions the Council has undertaken to advance its core strategies in 2013.



### GOAL 1

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

#### Pipeline to Project and Workforce & Education

Participation with local government coalitions. Examples: Local government Council, Adirondack Gateway Council.

Support of the RNA Institute in furtherance of Regional research and development opportunities

Full utilization of the State Agency Resource Team in providing expertise and assistance in moving forward Regional initiatives.

Targeted business and project outreach to develop project pipeline and encourage collaboration.



### GOAL 2

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

#### Innovation & Technology

Solicitation and promotion of the Innovation Hot Spot candidates and Regional incubators.

Collaboration and support of CNSE Albany NanoTech Complex, Global 450mm Consortium, and Zen building.

Routine meetings with Economic Development professionals from the eight counties and ten cities across our Region. Major partner in developing our project pipeline.

Support of the Ecovative Designs project, assisting a Regional start-up manufacturing company to expand.



### GOAL 3

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

#### Workforce & Education and Opportunity Agenda

Held three public forums to gather feedback on Council goals, collaboration opportunities for goal attainment, and proposed metrics to measure success.

Funding support for on-the-job training initiatives through DOL impacting 842 employees in the Capital Region.

Lack of programmatic funding in Round II limited investments in this initiative, but efforts not requiring monetary support are progressing.



### GOAL 4

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

#### Infrastructure & Energy

Assembled Regional expertise by infrastructure sector, including 15 state agencies, seven private sector employers, and five economic developers.

Completed an infrastructure baseline report outlining Regional assets and gaps by infrastructure sector.

Developed funding summary to assist municipalities, project applicants, and economic developers in positioning and assisting Regional infrastructure projects.

Collaborated to compile a Regional infrastructure priority listing to assist in evaluating funding requests, and development of long term strategies.

Continued collaboration with NY Works taskforce and NYSERDA on Cleaner Greener Plan.



Council Goal	Workgroup	Actions Taken to Advance the Goal
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### GOAL 5

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

**Opportunity Agenda and Pipeline to Project**

Focus on Brownfield redevelopment opportunities within our urban core.

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Opportunity Agenda provided targeted focus to assist and uplift the chronically distressed within our communities.

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CNSE Smart Cities Technology Innovation Center (SCiTI) at Kiernan Plaza establishes a hub for education, workforce training, and research for emerging smart cities technologies.

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Supporting infrastructure development specifically impacting our cities, including public transit, sustainability, aging infrastructure.



### GOAL 6

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

**Arts, Culture & Tourism and Agriculture**

Agriculture subcommittee meetings to solicit, develop, and support priority project submissions.

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Funding support for the green gateway improvements for the village of Lake George helping to improve and preserve one of the Region's most recognizable natural resources.

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The Hudson Valley Bounty Brand with more than 275 farms and 360 restaurants as members (through Pride of NY) links Capital and Mid Hudson Regions.

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The Local Economies Project of the New World Foundation and HVADC launched a new partnership to bring technical business assistance to new and existing agribusiness ventures.



### GOAL 7

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

**Arts, Culture & Tourism**

Path Through History subgroup working on the development of a comprehensive, integrated approach for recognizing, enhancing, and promoting the Region's network of heritage and cultural assets.

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Workgroup organized a focused CFA workshop designed for applicants in the arts, culture, and tourism sectors.

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Priority Project Success: Georgia O'Keefe exhibit at the Hyde. The Hyde Collection is enjoying a record-breaking summer with the presentation of two innovative exhibitions, Modern Nature: Georgia O'Keefe and Lake George and A Family Album: Alfred Stieglitz and Lake George.



### GOAL 8

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

**Public Engagement**

Full transparency in all Council meetings in 2013, no closed door meetings.

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Open invite to the public to participate in any workgroup deliberations.

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Launch of Council monthly newsletter to inform public of Council progress.

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Re-launch of Council website as communication tool for the general public.

## Local Government Actions Taken to Advance a Strategy:

The Council has recognized the critical role played by our elected and government officials in the development and execution of any economic development strategy. The Council worked with local officials to advance the strategies outlined below.

Organization	Actions Taken
<p><b>CEG Local Government Council</b>  <i>Co-chaired by Albany City Mayor Jerry Jennings and Rensselaer County Executive Kathy Jimino</i></p>	<p>Held multiple discussions including two focused Council presentations.</p> <hr/> <p>Collaborative inter-county effort to pursue funding through the NYS Department of State in pursuit of a local government efficiency grant.</p> <hr/> <p>Other discussions have been focused on health exchanges; shared services; municipal consolidation.</p> <hr/> <p>This activity helped the Council to advance its goal of leveraging and fostering collaboration among our academic, not-for-profit, governmental, and commercial organizations.</p>
<p><b>Adirondack Gateway Council</b>  <i>Collaborative organization consisting of 13 local municipalities from Warren, Washington, and Northern Saratoga County.</i></p>	<p>Council has been active with AGC to assist with the discussions and planning of consolidating local infrastructure for efficiency and development.</p> <hr/> <p>Organization was funded for a Regional sustainable HUD planning grant in 2012.</p> <hr/> <p>Collaboration with organization has helped to advance the Council goal of "Building a Superhighway".</p>
<p><b>Economic Developers Forum</b></p>	<p>Council has engaged economic development professionals throughout our eight counties and 10 cities to assist in the execution of our plan.</p> <hr/> <p>Key actions of the group include the promotion, solicitation, and identification of key Regional economic development projects.</p> <hr/> <p>Forum actions have helped to advance the Council "Open New Doors" goal. This initiative has played a major role in the success of CFA project identification this round.</p>

## Inter-Regional Collaboration Efforts

The success of economic development in the Capital Region is dependent on, and directly linked to, the success of New York State in the continued development of its economy. The Council continues identify opportunities for inter-regional collaboration. Examples include:

- **College of Nanoscale Science and Engineering** – Statewide Partnerships
  - **Utica** - Marcy Nanocenter
  - **Utica** - CNSE-SUNYIT Computer Chip Commercialization Center (Quad-C)
  - **Rochester** - CNSE Smart System Technology and Commercialization Center of Excellence (CNSE STC)
  - **Rochester** - CNSE Photovoltaic Manufacturing and Technology Development Facility (CNSE MDF)
  - **Buffalo** - CNSE-AMRI Innovation and Commercialization Ecosystem (CAICE) at Buffalo Niagara Medical Campus
- **Farm to Institution New York State (FINYS)**, an arm of American Farmland Trust based in the Capital Region, launched its statewide partnership of agricultural, public health and economic development partners. Together, the partners are working to strengthen New York's Regional food economy through collaborative efforts on agricultural consortiums of the Capital and Mid Hudson Regions.
- **The Adirondack Park Recreation Web Portal Project** is designed to create, market, and sustain a web portal and database for tourism- and recreation-related amenities and activities with the Adirondack park, which includes portions of the North Country, Capital, and Mohawk Regions.
- **Adirondack Gateway Council**, a natural collaborative partner of the North Country, is exploring the potential economic development opportunity of providing rail access between the Capital Region and North Country.
- **Scenic Hudson** and Regional stakeholders completed a foodshed study, quantifying the acres most important to protect on a Regional basis. New and young farmers were able to start up or expand operations, in part due to the permanent conservation of 1,400 acres on seven working farms in the Mid-Hudson and Capital Regions, which leveraged more than \$2.5 million from the Federal Farm Bill, and expanded opportunities to access markets.
- **Infrastructure Forum**, hosted by National Grid and Center for Economic Growth, will examine infrastructure issues and leverage opportunities across the Capital Region and Mohawk Valley.
- **GLOBALFOUNDRIES and the Center for Economic Growth** officially launched the Tech Valley Connection for Education and Jobs, a 13-county Regional laboratory that will trial the most innovative practices in education and workforce development. This is inclusive of the Capital and Mohawk Regions, and helped to advance our Council goal of preparing for tomorrow.

## Strategies Relating to Job Creation

Job creation continues to be a top priority for this Council, and drives decision-making and strategy at all levels within our deliberations. The Council has implemented the following actions that were developed to assist in driving job creation within our eight county Region.

- The priority project worksheet template created includes additional job creation fields to allow the Council to understand the type of jobs to be created. Our template also required information regarding the use of NYS contractors for services required for completion of any project. This allows our Council to better understand the impact a project has on the Capital Region, or New York State, workforce.
- Metrics are developed that measure actual job creation, not calculated jobs, to determine the impact the Council is having on the Regional economy. The Council dashboard highlights unemployment level, as well unfilled jobs to ensure focus on job creation.
- Project evaluation is strongly tied to the Council goal of creating jobs. The Council looks critically at the creation of jobs when evaluating any project for State funding. The Pipeline to Project workgroup also describes this overarching goal with any project applicant or stakeholder in the development of our project pipeline.

## Project Scorecard

Capital Region projects, including those designated as priority by the Council for Round III, will impact nearly 16,000 jobs.

	# Projects	\$ Funding Reward/ Request	Total Project Cost \$	Project Status	Jobs Impacted
Round I Actual	100	\$61,748,368	\$384,394,867	95% completed	3579
Round II Actual	105	\$55,338,154	\$544,125,102	90% completed	8,274
Round III Request	85*	\$96,201,819	\$769,017,140	n/a	3891
<b>Total</b>	<b>290</b>	<b>\$213,288,341</b>	<b>\$1,697,537,109</b>		<b>15,744</b>

\*Includes only those Round III projects designated as priority by the Council.



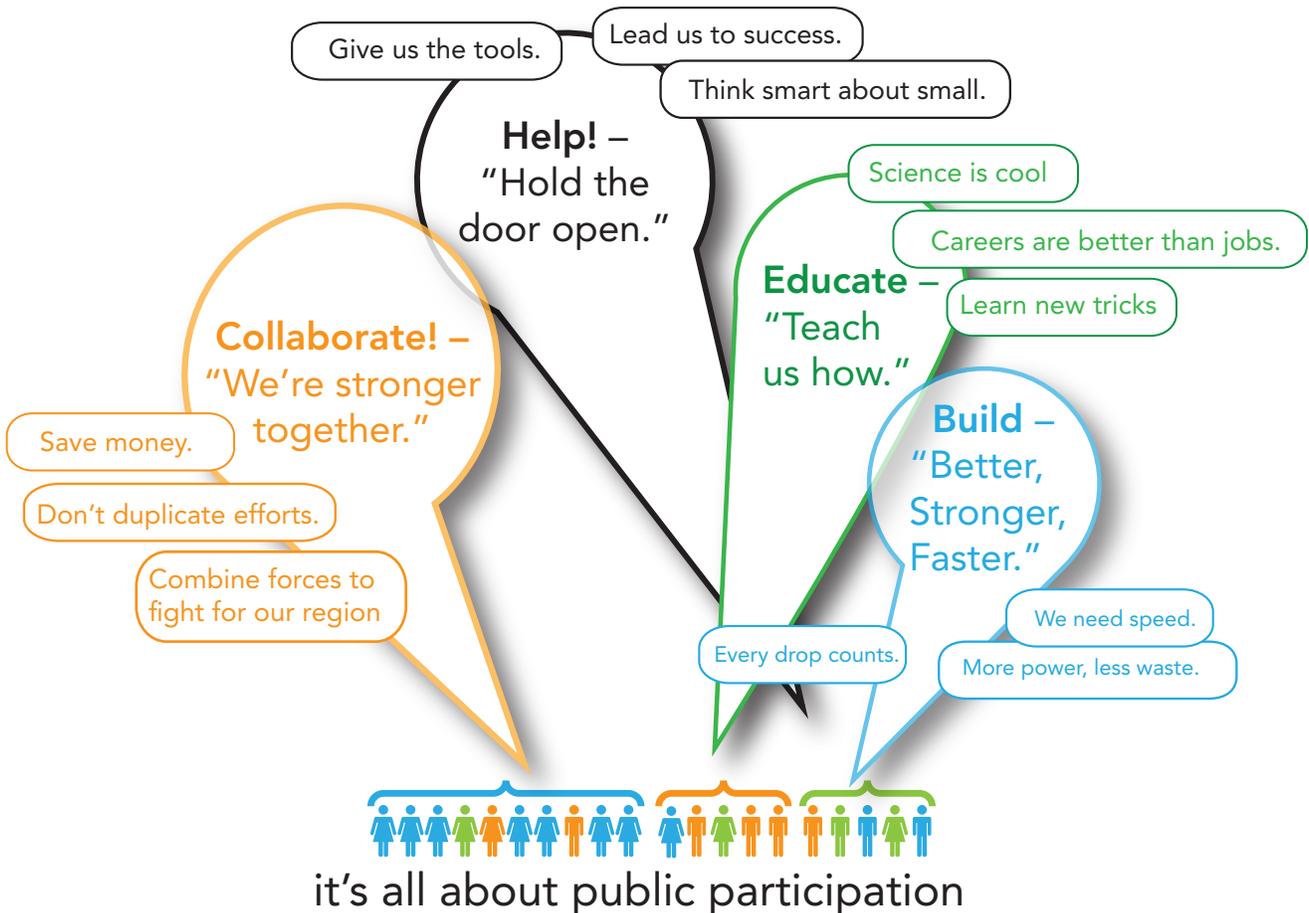
## PART 2.3 NEW STRATEGIES

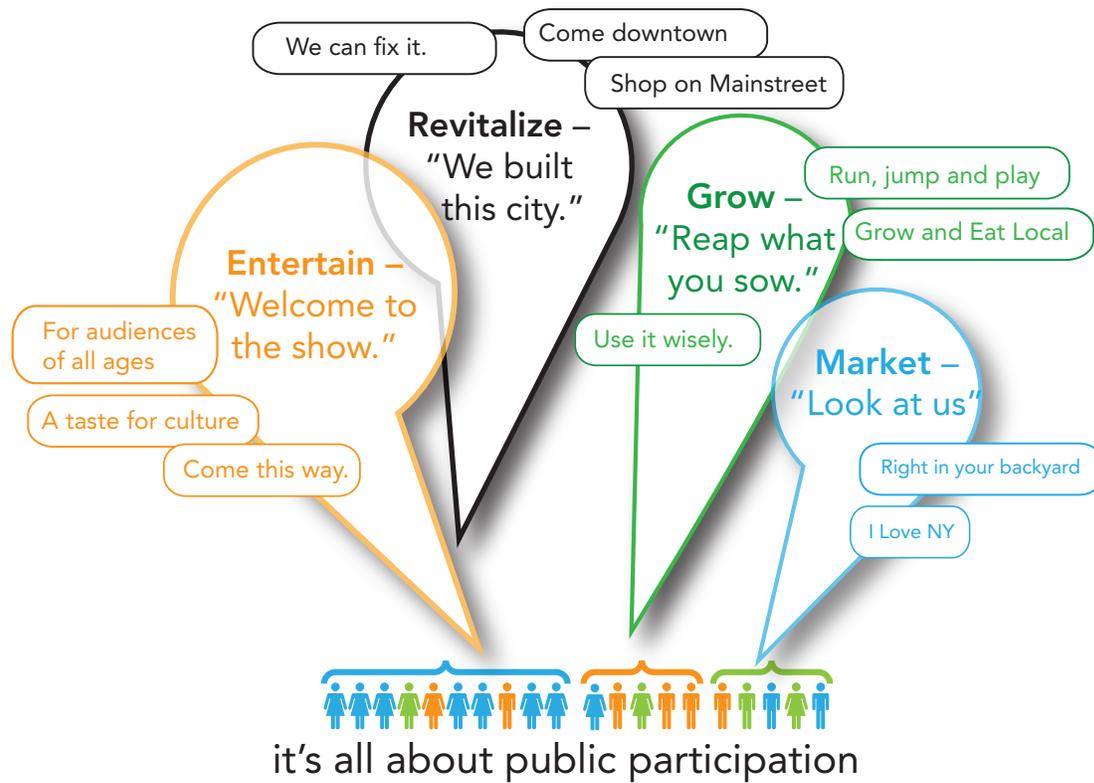
### The Tech Valley Advancing

The Capital Region has a rich history of innovation in agriculture, arts and culture and technology. The model of the College of Nanoscale Science and Engineering (CNSE) is being replicated throughout New York, while succeeding locally under the Governor's direction and leadership, indicating that it is essential to the Capital Region as stated in the Council Strategic Plan. Public and private partnerships are growing together and advancing research, product discovery, manufacturing, education and service delivery, creating an environment that enables growth and the creation of material new wealth for the Tech Valley.

To understand what Tech Valley Advancing means to the Capital Region, the Council has sought and received an unprecedented level of public engagement and level of participation from our constituents. From this outreach the Council has refined with a granularity specific actionable strategies for our eight strategic goals. These strategies emphasize how project opportunities further the aim of Tech Valley Advancing while ensuring the success of the individual projects.

### Over 100 Public and Partnership Meetings in 2013





## COLLABORATION

Support and encourage partnerships among public and private institutions and collaboration among for-profit and non-profit entities to foster growth of new industries, and increase efficiency and efficacy of contributors to quality of life.

- Improved use of urban spaces
- Research Alliance expansion
- Business and back-office services for both non-profits, and for-profits

**Dashboard Measure:** CFAs submitted and/or awarded featuring organizational or Regional collaboration

### Advancing Strategic Plan Goals:

- Leverage and Collaborate
- Bring Cities to Life
- Sustain and Optimize Our Surroundings

## FINANCIAL INVESTMENT

Identify creative financing mechanisms to support infrastructure improvements and growth.

- Housing Development
- Transportation Infrastructure
- Utilities and Water
- Consolidation

**Dashboard Measure:** Venture capital dollars spent, with a goal of leading Upstate Regions.

### Advancing Strategic Goals:

- Open New Doors
- Create A Superhighway
- Leverage and Collaborate

## EDUCATION AND TRAINING

A more cohesive approach among institutions of learning and industry representatives to develop a Regional workforce that is well suited to meet the needs of employers.

- K-12
- Technical and Vocational
- Higher Education

**Dashboard Measure:** Graduation rates and career readiness for the next career step across the Capital Region, with a goal of increasing the percent of students who either successfully enter the workforce and/or attend college/university.

**Advancing Strategic Plan Goals:**

- Prepare for Tomorrow
- Leverage and Collaborate
- Build a Superhighway

**ENERGY**

Serve as a model of excellence in developing and utilizing efficient and environmentally friendly energy applications, while improving affordability and availability of energy resources.

- NYSERDA / Cleaner, Greener Communities Program
- Saratoga Technology & Energy Park / TEC SMART
- GE Renewable Energy Global Headquarters, RPI Center for Future Energy Systems, University at Albany/CSNE Solar Energy Center

**Dashboard Measure:** Trends in greenhouse gas emissions and cost of energy and supply reliability

**Advancing Strategic Plan Goals:**

- Build A Superhighway
- Open New Doors

**COMMUNITY DEVELOPMENT**

Respond to the needs of the under-privileged in urban and rural areas and those struggling to maintain the diverse character of our Region.

- Opportunity Agenda

**Dashboard Measure:** Poverty and job indicators, with a goal of achieving improvements.

**Advancing Strategic Plan Goals:**

- Bring Cities to Life
- Sustain and Optimize Our Surroundings

**AGRIBUSINESS**

Continue to develop Regional and inter-Regional partnerships within the agribusiness community to enhance the value of “local” food commodities.

**Dashboard Measure:** Market value of agricultural products.

**Advancing Strategic Plan Goals:**

- Leverage and Collaborate
- Open New Doors
- Sustain and Optimize Our Surroundings
- Spotlight Our Strengths

**ARTS AND TOURISM**

Attract visitors to our abundant cultural, historic and tourism resources while ensuring their solvency.

- Path Through History – coordinated marketing
- A coordinated Strategic Plan for the arts, culture and tourism
- Consolidation

**Dashboard Measure:** Economic impact of arts and tourism and annual visits to our abundant cultural, historic, and tourism resources, with a goal of increasing both.

**Advancing Strategic Plan Goals:**

- Leverage and Collaborate
- Bring Cities to Life
- Sustain and Optimize Our Surroundings
- Showcase Our Beauty
- Spotlight Our Strengths

**These areas of focus support our Strategic Plan directive to foster and strengthen the Region’s Economic Ecosystem in which the private sector, academia, and government work in partnership to stimulate the economic growth.**

## PART 2.4 PROPOSED PRIORITY PROJECTS

### 1-LEVERAGE AND COLLABORATE

#### NYCAP Research Alliance

The Council aims to foster success in **leveraging** and **collaboration** among academic, not-for-profit and commercial organizations. The NYCAP Research Alliance is an unprecedented Regional collaboration among Albany Medical Center, the University at Albany, and Rensselaer Polytechnic Institute. By providing seed funding for collaborative research projects in the area of translational medicine and related fields, the Alliance leverages strategic funding from New York State into potential new jobs and millions of dollars in new federal, industrial, and other outside investment.

Listed below are additional proposed priority projects that fulfill this goal.

1. LTL Local Food Distribution Hub Network
2. The DOIT Center

### 2-OPEN NEW DOORS

#### nFrastructure, Campion

The Council strives to utilize resources at the federal, state and local level to **open new doors** for business by funding development, supporting incubators, and creating opportunities for new and expanding enterprises in the Region. The nFrastructure project supports this goal by proposing to consolidate its vast workforce into one large facility which will provide substantial economies of scale. Reductions in overhead will allow this rapidly growing technology company to devote more of its capital to research and development and solidify its position as a premier employer in the Region.

Listed below are additional proposed priority projects that fulfill this goal.

1. Pacifica Ventures Schenectady
2. Ferguson Lane Expansion
3. Fruitura BioSciences Ltd., 20MT Proposed Facility
4. Arsenal Business Technology Partnership, CPT

### 3-PREPARE FOR TOMORROW

#### Tech Valley School Foundation,

#### Tech Valley STEM Connect

The Council has made an ongoing conscious effort to **prepare for tomorrow** by supporting education and workforce development projects that will meet and exceed the needs of the Region's growing high-tech industries. The proposed Tech Valley STEM Connect project consists of Tech Valley High School, CNSE Children's Museum and CNSE Outreach Services working together to inspire K-12 students in the Capital Region to (1) study STEM, (2) work in the Region's emerging technology industries, and (3) solve real world problems in areas such as energy, medicine, biotechnology, sustainability, and IT. This project will help to thoroughly prepare the Region's K-12 students to either enter college or the workforce upon graduation from high school.

Listed below are additional proposed priority projects that fulfill this goal.

1. Center for Disability Services, Transactional Data Printing Mailing Business
2. WWAARC Community Kitchen and Distribution Center Project
3. Trinity Alliance of the Capital Region, CSCC ATTAIN Lab
4. Acquisition and Renovation of Quackenbush Building

### 4-BUILD A SUPERHIGHWAY

#### Green Island Hydropower Production Project

The Council values investment in Capital Region infrastructure to support the growth of the economy in both new and retained jobs, **building a superhighway** to carry the Tech Valley forward as a leader in technology and innovation. The Green Island Hydropower Production Project aligns with this goal because it will replace a broken set of inflatable flashboards that have been severely and permanently damaged as a result of debris infiltration during the high water events on the Hudson River over the past three years. Investing in existing infrastructure will enable the Capital Region to continue to prosper in a functional and efficient manner while growing the local economy.

Listed below are additional proposed priority projects that fulfill this goal.

1. Hudson Avenue Parking Structure
2. St. Peter's Health Partners, Troy MFP
3. I-87 Airport Connector Exit 4
4. Park South Redevelopment Project
5. Marina District Transit Center

## 5-BRING CITIES TO LIFE

### Wellington Row

One of the primary goals of the Council is to bring cities to life by focusing on development within the urban core, restoring, rebuilding and revitalizing streets and communities by investing in capital projects for the Region. The proposed Wellington Row project will bring a large part of downtown Albany to life by revitalizing a commercial strip and rehabilitating existing aged structures with the creation of a mix of residential and commercial buildings, a full service hotel, and a community parking structure. This Project will help transform downtown Albany into an attractive place to work, an attractive place to live, and an attractive destination for tourism.

Listed below are additional proposed priority projects that fulfill this goal.

1. ALCO Riverfront Revitalization
2. First Columbia Development, Quackenbush Square
3. City Station North
4. de Laet's Landing
5. Pantera Development, Dockside Lofts

## 6-SUSTAIN AND OPTIMIZE OUR SURROUNDINGS

### LTL Local Food Distribution Hub Network

The Council recognizes the importance of sustaining and optimizing our surroundings, protecting the environment and natural resources while connecting citizens to the beauty of the Region with access and opportunities for activities. The LTL Local Food Distribution Hub Network project is an inter-regional project that will create hyper local distribution nodes that supplement the well-established Regional food transportation and distribution infrastructure in the area. The focus of this project on less-than-truckload (LTL) will increase the volume and sales value of products that move through the LTL hubs. It will also support agricultural businesses,

retailers, restaurants and institutions and enable them to capture the growing demand for local foods, and increase employment.

Listed below are additional proposed priority projects that fulfill this goal.

1. Claverack Animal Bedding Facility
2. Menands Farmers Market Revitalization
3. Riverside Trail Community Linkage Project
4. Urban Grow Center

## 7-SHOWCASE THE BEAUTY

### SPAC

The Council is proud to **showcase the beauty** of the Region's arts, culture and tourism by embracing the diverse attractions and venues of the eight counties. The Saratoga Performing Arts Center Project will enable the Region to join the roster of the world's most prestigious chamber music festivals, bringing to Saratoga the same growing level of excitement about chamber music that has been generated at the Lincoln Center. This Project will attract music lovers to the Capital Region, where they can enjoy the Region's beautiful assets.

Listed below are additional proposed priority projects that fulfill this goal.

1. Catamount Resort
2. Dewitt Clinton Hotel Rehabilitation

## 8-SPOTLIGHT OUR STRENGTHS

### The Adirondack Park Recreation Web Portal

The Council is pleased to **spotlight the strengths** of Capital Region by marketing existing historic assets and growing, attracting and developing new avenues for economic development from global markets. The proposed Inter-Regional Adirondack Park Recreation Web Portal will spotlight the wealth of natural treasures and diverse experiences available in the Adirondacks. This Project will significantly enhance the existing recreation web portal by providing content upgrades, expanded incorporation of recreation-related maps, and improved accuracy of recreation-related listings.

In addition to the benefits of the Path Through History initiative, listed below are additional proposed priority projects that fulfill this goal.

1. Kaaterskill Clove
2. CivicCenterVision



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

**STRATEGY**

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

**ACTION**

Increase NYCAP Research Alliance by one major Academic institution and one major commercial partner resulting in an expansion of disciplines.

**TARGET DATE**

March 2014

**LEAD PARTIES**

NYCAP Research Alliance

**STRATEGY**

Reward cooperation where multiple benefits in public and private partnership drive efficiencies, eliminate waste and do more with less for our Region.

**ACTION**

Engage and promote local government efficiency by achieving 20% savings for at least three shared services/consolidation projects across the Region

**TARGET DATE**

October 2014

**LEAD PARTIES**

Local Government Council

**STRATEGY**

Analyze various sectors of the economy to identify key opportunities to encourage partnership among existing resources and attracting or creating new material wealth for the Region.

**ACTION**

The Council and Economic Developers will reach out to 500 companies this year and document actions

**TARGET DATE**

December 2014

**LEAD PARTIES**

Council, CEG, Chambers



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

**STRATEGY**

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

**ACTION**

Develop partnerships among local companies to pursue opportunities in federal and commercial contracts bringing opportunity and wealth to the Capital Region with facilitation by a Partnering/Mentoring Workgroup.

**TARGET DATE**

December 2014

**LEAD PARTIES**

Leaders Forum, Council Workgroups

**STRATEGY**

Build and expand the competency of our research, education and health care verticals, creating vast fields of expertise that capitalize on the wealth of information, access and resources of institutional knowledge.

**ACTION**

Pursue 250 million dollars in research funding creating a billion of ROI.

**TARGET DATE**

October 2014

**LEAD PARTIES**

CNSE, Capitalize UAlbany, Albany Med, RPI , Research Alliance

**STRATEGY**

Compound and compliment the successes in nanotechnology and semiconductor research, development and manufacturing.

**ACTION**

Increase the supply chain opportunities by leveraging START-UP NY to attract Semiconductor support companies to the Capital Region, creating 500 million dollars in purchasing power.

**TARGET DATE**

December 2014

**LEAD PARTIES**

Major Companies, Leaders Forum, Academic Institutions, Research Alliance



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

**STRATEGY**

Focus and promote Science Technology Engineering and Math in K-12 education.

**ACTION**

Increase STEM graduation rates by 20%

**TARGET DATE**

September 2015

**LEAD PARTIES**

High Schools  
BOCES  
Community Colleges

**STRATEGY**

Engage students in a variety of Early College Education programs that will connect and retain our youth with careers in New York State.

**ACTION**

Enroll 6,000 students in P-TECH, Smart Scholars, and Early College Programs across the Capital Region

**TARGET DATE**

September 2015

**LEAD PARTIES**

Council Workgroup,  
GLOBALFOUNDRIES, Cisco, TRC, SUNY Adirondack, HVCC, BOCES

**STRATEGY**

Provide increased opportunities in on-the-job training and continuing education programs to enable our workforce to adapt and succeed in a 21st century workplace.

**ACTION**

Advance access to SUNY Works, Department of Labor OJT, and Trade Apprenticeships, and BOCES to train 10,000 people in technology.

**TARGET DATE**

September 2014

**LEAD PARTIES**

Trade Unions, DOL, WIBS, BOCES



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

**STRATEGY**

Provide access to high speed broadband internet to enable, grow and attract business globally.

**ACTION**

Increase bandwidth in our existing infrastructure and create new linkages by 20% in speed and coverage.

**TARGET DATE**

December 2015

**LEAD PARTIES**

Providers, Local Government

**STRATEGY**

Fuel the engine that drives the economy by putting into practice efficiencies in the way in which energy is produced and delivered.

**ACTION**

Support Cleaner Greener Programs by increasing the use of Alternative Energy production by 5% and cutting CO<sub>2</sub> emissions for the Capital Region over the next five years

**TARGET DATE**

Annual Target with Measures over 5 years.

**LEAD PARTIES**

NYSERDA, Infrastructure Workgroup

**STRATEGY**

Increase capacity of our water supply and management, laying the groundwork for business and capital progress while improving sustainability and leveraging clean tech resources.

**ACTION**

Increase available capacity for water and sewer by 10%

**TARGET DATE**

Annual Target with Measures over 5 years.

**LEAD PARTIES**

EFC, DEC, DOS, Infrastructure Workgroup



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

### STRATEGY

Advance the reconstruction of marquee historic properties that will cascade economic benefits to the surrounding community.

### ACTION

Transform one million square feet of downtown space.

### TARGET DATE

December 2014

### LEAD PARTIES

Council Workgroups, CFA Applicants, County Executives

### STRATEGY

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

### ACTION

Double the number of retail, restaurant, and entertainment venues in our downtown communities where projects are funded.

### TARGET DATE

September 2015

### LEAD PARTIES

Council, Chambers, CEG

### STRATEGY

Enrich the majestic avenues of our cities making the downtown atmosphere vibrant with economic activity, increasing the appeal and desire to frequent and experience.

### ACTION

Increase sales tax revenue in distressed areas by 25% where projects are funded.

### TARGET DATE

September 2015

### LEAD PARTIES

Mayors, County Executives, Council



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

**STRATEGY**

Enjoy the splendor of our landscapes including sports and leisure on land and water promoting healthy lifestyles and appreciation for the abundant trails, parks and waterways at our doorsteps.

**ACTION**

Increase the number of miles of trails and acreage supporting outdoor activity and connectivity by 20%

**TARGET DATE**

September 2015

**LEAD PARTIES**

County Executives, Chambers, Parks

**STRATEGY**

Educate, maintain and protect our communities by increasing environmental awareness, conservation and consciousness.

**ACTION**

Double the protection of the Region's shorelines including Lake George, the Hudson Rivers, and Saranac Lake.

**TARGET DATE**

September 2014

**LEAD PARTIES**

County Executives, Chambers, Parks

**STRATEGY**

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

**ACTION**

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

**TARGET DATE**

September 2014

**LEAD PARTIES**

HVADC, Local Cooperatives



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

### STRATEGY

Attract world class artists, exhibitions, and productions enriching and educating creative audiences of all ages.

### ACTION

Increase ticket sales by 10%

### TARGET DATE

December 2014

### LEAD PARTIES

Chambers

### STRATEGY

Afford the public the talents of theatre, music and fine dining by concentrating on the creative economy and cultivating a vibrant sense of community and culture.

### ACTION

Increase the number of productions 20%

### TARGET DATE

December 2014

### LEAD PARTIES

Chambers

### STRATEGY

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

### ACTION

Increase the number and amount of visitors Bed Tax revenues.

### TARGET DATE

December 2014

### LEAD PARTIES

County Executives



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

### STRATEGY

Inform the commercial world of the vast opportunities in business and pleasure that the Region offers.

### ACTION

Use Market NY and commercial funds to increase the advertising target audience by 25%

### TARGET DATE

December 2014

### LEAD PARTIES

ESD - I LOVE NY Program  
Center for Economic Growth  
Local Chambers of Commerce  
Tourism Bureaus

### STRATEGY

Develop an appreciation for the Region's assets that our own communities can experience by connecting our people.

### ACTION

Improve Regional utilization of our destinations by increasing local attendance by 25%

### TARGET DATE

December 2014

### LEAD PARTIES

Path Through History  
ESD - I LOVE NY Program  
Center for Economic Growth  
Local Chambers of Commerce  
Tourism Bureaus

### STRATEGY

Reach broader audiences with the whys and wherefores of living, working and playing in the Capital Region.

### ACTION

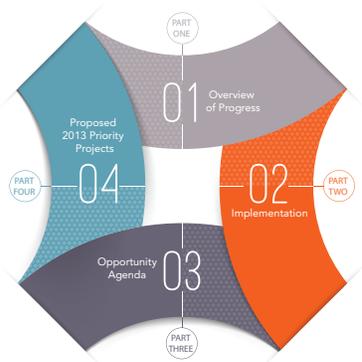
Create marketing materials for the Capital Region for distribution into the global market for recruitment, retention and capture of new residents.

### TARGET DATE

December 2014

### LEAD PARTIES

Path Through History  
ESD - I LOVE NY Program  
Center for Economic Growth  
Local Chambers of Commerce  
Tourism Bureaus



## Part Three: Opportunity Agenda



# Part Three: Opportunity Agenda

## 1. EXECUTIVE SUMMARY

The Capital Region, made up of diverse urban, suburban and rural communities can serve as a prime example of how a Region can work together to solve problems for its most chronically distressed areas. The vision of the Capital Region Economic Development Council is to tackle the barriers to success, build on our strengths, stimulate economic growth, and develop and attract resources to further grow the economy. The Council recognizes that a strong and growing economy brings greater overall prosperity to the Region and provides expanding opportunity for all of its citizens to achieve financial independence and security. However, it also understands that a community's quality of life rests on the ability of its residents to meet their basic needs for shelter and food and to ensure its families have adequate supports such as health care, safe neighborhoods, and access to educational and training options in order that all residents may take advantage of jobs and opportunities created through the Strategic Plan.

The Capital Region's 2013 Opportunity Agenda builds upon the Capital Region Strategic Plan by focusing on strategies that stimulate economic growth and assist our most disadvantaged and distressed locations move impoverished residents into jobs and revitalize distressed communities. The Opportunity Agenda will align the efforts of three opportunity zones identified by the Council to lift individuals and communities out of poverty and increase opportunities for low income individuals and families throughout the Region.

Through the Opportunity Agenda Workgroup, the Council developed a set of objective criteria with the goal of determining the Capital Region's chronically distressed areas to be considered as the Region's initial opportunity zone. This data-driven process was the first step in the Council's efforts to identify its opportunity zones and focus the Opportunity Agenda. Identified census tracts that are in the most need were solicited for priority projects tied to the strategic goals of our Region with the explicit purpose of improving the areas identified as the Capital Region's opportunity zones. Based on these criteria and supporting data, the opportunity zones selected are urban centers within the cities of Albany, Schenectady, and Troy.

The opportunity zone selected for 2013-2014 funding will be supported by the Council as the pilot program for our opportunity zone candidates, supporting its success so that all in our Region may prosper as we improve the communities with the most need and near-term opportunity.

**The Council selected the City of Albany as the focus of its Opportunity Agenda for 2013-14, while simultaneously supporting efforts in Schenectady and Troy to prepare for successful applications in 2014 and beyond as funding is available.**

The economic success achieved in Albany's most distressed neighborhoods through the implementation of the Opportunity Agenda will be replicable in other communities throughout the Region and state. From the beginning, the development of the Opportunity Agenda and the implementation plan for Albany will be formulated as a roadmap for other distressed areas, including Troy and Schenectady, to use in their revitalization efforts.

## 2. STATEMENT OF OPPORTUNITY

### OPPORTUNITY ZONE SELECTION

Based on the logic the U.S. Department of Housing and Urban Development uses to identify highly distressed areas, the Council selected census tracts in the Capital Region in which poverty rates, unemployment rates, and per capita income were the highest standard deviation worse than the Capital Region average (150+%). The Census Data points used in this process include Poverty, Unemployment, Income, Education and Public Assistance. From the pool of census tracts defined as the most chronically distressed in the Capital Region, the Council prioritized opportunity zone candidates based on:

1. The objective data derived from the U.S. Census;
2. The prospective projects presented as Priority Projects and/or Consolidated Funding Applications for 2013; and
3. The current and ongoing consolidated funding projects from previous rounds that may be expanded or advanced through the Council's support.

The Council identified and worked with stakeholders including local businesses, non-profit groups, and educational institutions from each of these cities and specific neighborhoods to solicit proposals with respect to community challenges and how each community is positioned to implement the Opportunity Agenda strategies, including how the proposals aligned with prospective projects presented as Priority Projects and/or Consolidated Funding Applications for 2013 and current and ongoing consolidated funding projects from previous rounds. The Council also asked these communities to identify other assets that would contribute to their success in achieving the goals of the Opportunity Agenda including proximity to educational hubs, stakeholder and business commitment, and currently funded and active local, state and federal programs, making some areas more attractive for revitalization. The Council encouraged proposals that would provide material benefit for the opportunity zones and connect resources of the entire Region to improve the chronically distressed opportunity zones.

The Council received proposals from each of the identified opportunity zones that outlined each community's challenges, strategies to address these, coalition building activities and progress to date.

### OPPORTUNITY ZONE CHALLENGES

The common barriers that have prevented economically distressed communities and individuals in the Region from better integrating into economic life in the opportunity zones include:

1. Lack of viable housing and secure neighborhoods
2. Lack of transportation
3. Lack of childcare
4. Lack of access to education and training at all age levels.

### COMMUNITY-SPECIFIC CHALLENGES

Each opportunity zone identified its specific challenges as follows:

#### Albany

1. Lack of access to appropriate education and training
2. Lack of affordable childcare
3. Lack of adequate preparation and support for children to succeed in school
4. Lack of investment in Albany's Downtown to create a vibrant and diversified economy
5. Lack of access to employment opportunities

#### Schenectady

1. Lack of viable housing in safe, secure, pleasant, clean neighborhoods
2. Homelessness
3. Lack of access to and/or actual use of comprehensive educational, recreational, health and social programs
4. Lack of access to and/or actual use of adequate job training, transportation, daycare (sick, well, elder) and job preparation training
5. Lack of access to health care

## Troy

1. Lack of affordable housing, overcrowding, lack of ownership opportunities, and abundant uninhabitable vacant units
2. Lack of employment opportunities
3. Lack of education
4. Lack of transportation for employment
5. Lack of neighborhood safety, stability and integrity revitalization
6. Homelessness
7. Lack of access to health care

### 3. OPPORTUNITY AGENDA STRATEGIES

The Council selected the City of Albany as the prime candidate for the initial Opportunity Agenda because it presented a proposal demonstrating the strongest capacity for implementation. The City of Albany's strength lies in its partnerships among service providers and local, Regional, and state agencies. These existing networks and their collective capacity are critical to gaining access to and establishing trust with underserved populations. The City will build upon its existing comprehensive plan and active neighborhood plans, implement the tactical strategies from the upcoming Downtown revitalization plan and utilize strong partnerships to put forth a clear and achievable path. The Opportunity Agenda strives to link distressed communities and disenfranchised populations to economic growth through increasing access to employment and by making downtown areas attractive places to invest. Albany has laid a foundation through its rigorous planning efforts and developed the strategic networks to move the Agenda forward and realize opportunity. The economic success that comes from this initiative in the City of Albany will stand as a replicable model for other communities within the Capital Region, State, and beyond.

The City of Albany, in partnership with Capitalize Albany, has garnered input from thousands of local stakeholders through its rigorous planning efforts – most recently Albany 2030, the City's first comprehensive plan. The City of Albany is committed to representing the needs, goals, concerns and desires of the community in its decisions

and investments. Individual, active, neighborhood-level plans continue to result in significant investment in some of Albany's most distressed areas. Other planning efforts include Capitalize Albany Citywide Strategic Economic Development Plan, Capital Region Sustainability Plan, Education District Plan, and Downtown Stakeholders Series, all of which included significant public engagement.

There are hundreds of non-profit social service agencies that serve the most distressed areas of Albany and the Region. The development team at the City of Albany, Capitalize Albany Corporation, and Albany Community Development Agency will bring these diverse stakeholders together to forge partnerships, leverage resources, and collaborate on strategic plans. Currently, the development team is organizing these groups to participate in the execution of Albany's Opportunity Agenda. Examples of agencies in Albany making significant impacts are:

- Albany Community Action Partnership (ACAP)
- Albany Promise
- Trinity Alliance of the Capital Region
- United Way of the Greater Capital Region
- U.S. Committee for Refugees and Immigrants (USCRI)
- Boys and Girls Club of Albany
- South End Improvement Corporation
- Arbor Hill Development Corporation
- Albany Housing Authority
- Affordable Housing Partnership
- Church outreach groups, and many others.

Albany Promise offers an example of a Regional, cross-sector partnership where community leaders in Albany come together to support a shared education vision – in this case, cradle to career. Albany Promise is made up of education, community, business, civic and philanthropic leaders. Partners began meeting in February 2011 and together have articulated a vision, mission, and goals for the Albany community. Partners meet frequently to tackle some of the most pressing challenges and to take advantage of some of its biggest opportunities, such as aligning and leveraging existing resources. The partnership serves as a catalyst for working together, across sectors, and along the educational continuum, to drive better results in education. Albany Promise will be a foundational component of the City's Opportunity Agenda.

To effectively implement the Opportunity Agenda, partners in the City of Albany will build upon the momentum generated by community-led Strategic Plans such as:

- Albany 2030 Comprehensive Plan
- Capitalize Albany Economic Development Strategy
- Downtown Tactical Revitalization Plan
- Arbor Hill Neighborhood Plan
- Capital South Neighborhood Plan
- Park South Neighborhood Plan
- Council Local Advisory Report
- Education District Plan
- Consolidated Plan

The strength of Albany’s service providers and demonstrated collaborative problem solving, coupled with efficient resource allocation and commitment to its most distressed neighborhoods will enhance the collective standard of living in the City of Albany and Capital Region.

By leveraging past Consolidated Funding Application awards and current Round III applications, the City and its partners are addressing blight; providing access to safe, affordable housing; revitalizing neighborhoods; catalyzing transformational development leading to job creation; improving access to educational opportunities and jobs; and proposing strategic initiatives for future opportunity.

The following projects directly support the Opportunity Agenda and the Regional Council Strategic Plan, are part of larger strategic initiatives in the City, Region, and State, and bring together public, private, and academic partners:

### **Round III CFA Applications:**

- DeWitt Clinton
- Wellington Row
- Capital Center at Quackenbush
- Downtown Tactical Revitalization Plan
- Downtown Residential Development
- Park South
- Capital South Trinity/CNSE
- Boys and Girls Club
- ACAP Career Readiness Services
- Take Stock in Your Block
- Business Development at the Port of Albany

### **Round II CFA Awards:**

- Smart Cities Technology Center (SciTI) at Kiernan Plaza
- Blight to Betterment
- Greening the Quail Street Corridor
- Sheridan Hollow Village
- Waterfront Revitalization
- Park South Mixed-Use Redevelopment

### **Round I CFA Awards:**

- Albany Community Action Partnership Career Pathways
- St. Joseph’s School Loft Conversion
- Capital District Women’s Employment and Resource Center Entry Level Worker Readiness Program
- Capital District Regional Sustainability Plan
- Neighborhood Strategy Area Home Improvement Program
- Downtown Albany Restoration Program
- Arbor Hill Ida Yarbrough Apartment Demolition and Construction
- South End Home Assistance Rehabilitation Program
- Center for Economic Growth EB-5 Regional Center

## 4. IMPLEMENTATION PLAN

The initiatives outlined below directly support the goals and mission of the Regional Council Strategic Plan because they help to: leverage existing partnerships while building new collaborations across academia, the private sector, and the public sector; open new doors by creating ready access to capital, facilitating identification of existing sources and creating new, collaborative sources of funding to stimulate economic expansion; work to create the best-educated workforce across the economic spectrum and close existing gaps; leverage the strength of the education system, from K through post graduate, while collaborating with the public and private sectors to give employers what they need and students what they deserve; ensure that a 21st Century infrastructure exists, including increasing accessibility for business growth and improved transportation; and bring cities to life by revitalizing our neighborhoods and returning them to centers of influence that are alive with business, residential and cultural programs.

In order to execute the Opportunity Agenda most efficiently, the City of Albany and the Council will work through existing channels with partners who have demonstrated successful implementation in the past. The City will also utilize umbrella organizations, such as the United Way, that touch a significant number of social services outlets.

Opportunity Agenda implementation is supported by each of the Council's workgroups, including Infrastructure & Energy; Innovation & Technology; Agriculture; Public Engagement; Project Metrics & Monitoring; Arts, Culture & Tourism; Workforce Development & Education; and Opportunity Agenda. Each workgroup will be assigned appropriate initiatives as outlined below and will be responsible for tracking the implementation of the initiatives for which they are responsible. The implementation plan for the City of Albany will be supported by the Council as a whole as the pilot program for all opportunity zone candidates, with the entire Region supporting its success so that all in our Region may prosper as we improve the areas of our communities that demonstrated the most need and opportunity.

In addition, Regional economic development and job creation organizations, including the Center for Economic Growth, will assist in developing the intra-Regional synergies and fostering the collaboration necessary to expand and leverage the Opportunity Agenda throughout the Capital Region.

Specific, significant actions that will be taken in the rest of 2013 and into 2014 to address the City of Albany's most pressing challenges are grouped according to the workgroups that will support these efforts:

### Pipeline to Project

- Undertake and implement the completed Downtown Tactical Plan as a roadmap for investment and development in Downtown and the surrounding neighborhoods
- Support revitalization and development efforts underway in the target zone, including transformational projects such as Wellington Row, Dewitt Clinton, SCiTI Center, Downtown Residential, and AMC
- Identify properties for the Start-Up NY initiative

### Workforce & Education

- Support educational programming already in place such as ACAP's Education IDA program, which can be used for non-credit vocational training, GED and ESL classes, as well as for part-time student's degree programs. Students in these programs are not eligible for traditional financial aid programs. The federal program can be expanded with a non-federal matching funds.
- Expand "free" training programs such as ACAP's Career Pathways, which not only covers the cost of training, but provides soft skill development, job placement assistance, and job retention support.

### Opportunity Agenda

- Expand affordable child care options for working families.
- Support the Capital South Campus Center
- Continue the implementation of Albany 2030 and active neighborhood plans
- Support the Albany Promise action plans to address cradle to career education needs

## **PRIORITY PROJECT FOR THE 2013 – 2014 OPPORTUNITY AGENDA**

The Council received 12 consolidated funding applications for consideration as Opportunity Agenda projects. **Through Opportunity Workgroup deliberation, full Council support and alignment with the Opportunity Agenda Strategy as published by the Council, the Council unanimously supports the Trinity Alliance of the Capital Region's Capital South Campus Center (CSCC) Culinary Arts Kitchen and ATAIN Lab as its Opportunity Agenda project.**

This project addresses three of the eight goals of the Capital Region Economic Development Council; 1) leverage and collaborate, 2) prepare for tomorrow and 3) bring cities to life. In addition, it engages CNSE as a key partner – linking the Opportunity Agenda to the Innovation Hot Spot and SUNY – making a direct link to the Cradle to Career Initiative of Chancellor Zimpher. Trinity, CNSE, and SUNY have each independently worked to empower urban, underserved communities to engage in the growing 21st century innovation economy.

Specifically, Trinity Alliance and Schenectady County Community College are seeking capital funding to build, fit-up, furnish and run a new culinary arts training kitchen/classroom, to be located at the Capital South Campus Center in the heart of Albany's South End neighborhood. The Capital South Campus Center (CSCC), currently under construction with funds received from a 5 million dollar Department of Housing and Urban Development grant, grew out of a grassroots community effort to lower barriers to workforce training, higher education, and social services for the thousands of underserved, economically challenged citizens in urban Albany's South End, Arbor Hill, and West Hill communities.

This project addresses each of the challenges identified in the City of Albany's summary as follows:

- Lack of access to appropriate education and training / Lack of access to employment opportunities
  - By collaborating and leveraging assets already in place from each institution, the community will gain critical workforce skills (ESL, GED, academic remediation, certifications, facility with technology, higher education).

- The culinary arts kitchen and classroom will offer hope and empower urban Albany residents to train and participate in the New York State economy. For individuals so inclined, training and education afforded by the well-regarded Schenectady County Community College Culinary Arts program will enable them to prepare for food and restaurant industry employment and self-employment opportunities, or pursue full four year degrees in the field, and ensure higher median wages than otherwise would have been available.
- Lack of affordable childcare /Lack of adequate preparation and support for children to succeed in school.
  - As noted above the CSCC utilizes the SUNY Chancellor's Cradle to Career model and the Chancellor's Albany Promise cradle to career headquarters will be located in the CSCC. The CSCC brings together some 50 higher education, employment training, social service and grassroots partners to inform, recruit, retain and graduate individuals from its programs.
  - The convenient location will also address additional barriers noted by the City of Albany by providing adequate support for child care, tutoring, and social services to bridge barriers that have hindered residents ability to escape the cycle of poverty.
- Lack of investment in Albany's Downtown to create a vibrant and diversified economy.
  - The 17,500 square-foot Capital South Campus Center, located in Albany's South End neighborhood.

## 5. PERFORMANCE MEASURES

In order to address pervasive urban poverty, it is necessary to raise the standard of living for the community by providing access to education and employment. We know that distressed populations create a resource burden on communities by using more resources than they contribute. Integration into economic life will create additional economic growth through increases in spending (increasing disposable income) and decreased demand for public services support.

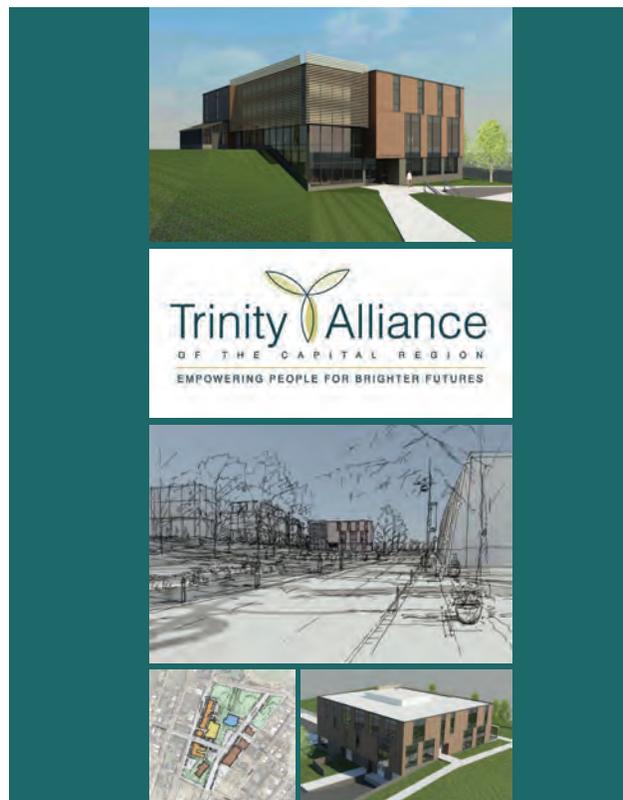
Success can be measured through increases in income per capita and educational attainment, decreases in unemployment and poverty rates, and new capital investment into our urban core. The effect of wealth generation through job creation leads to a multiplier effect in the local economy. This, in combination with access to education, spurs a higher standard of living for the next generation and leads to a sustainable pathway out of poverty.

Metrics already being used by the Regional Council that will be helpful in measuring performance include:

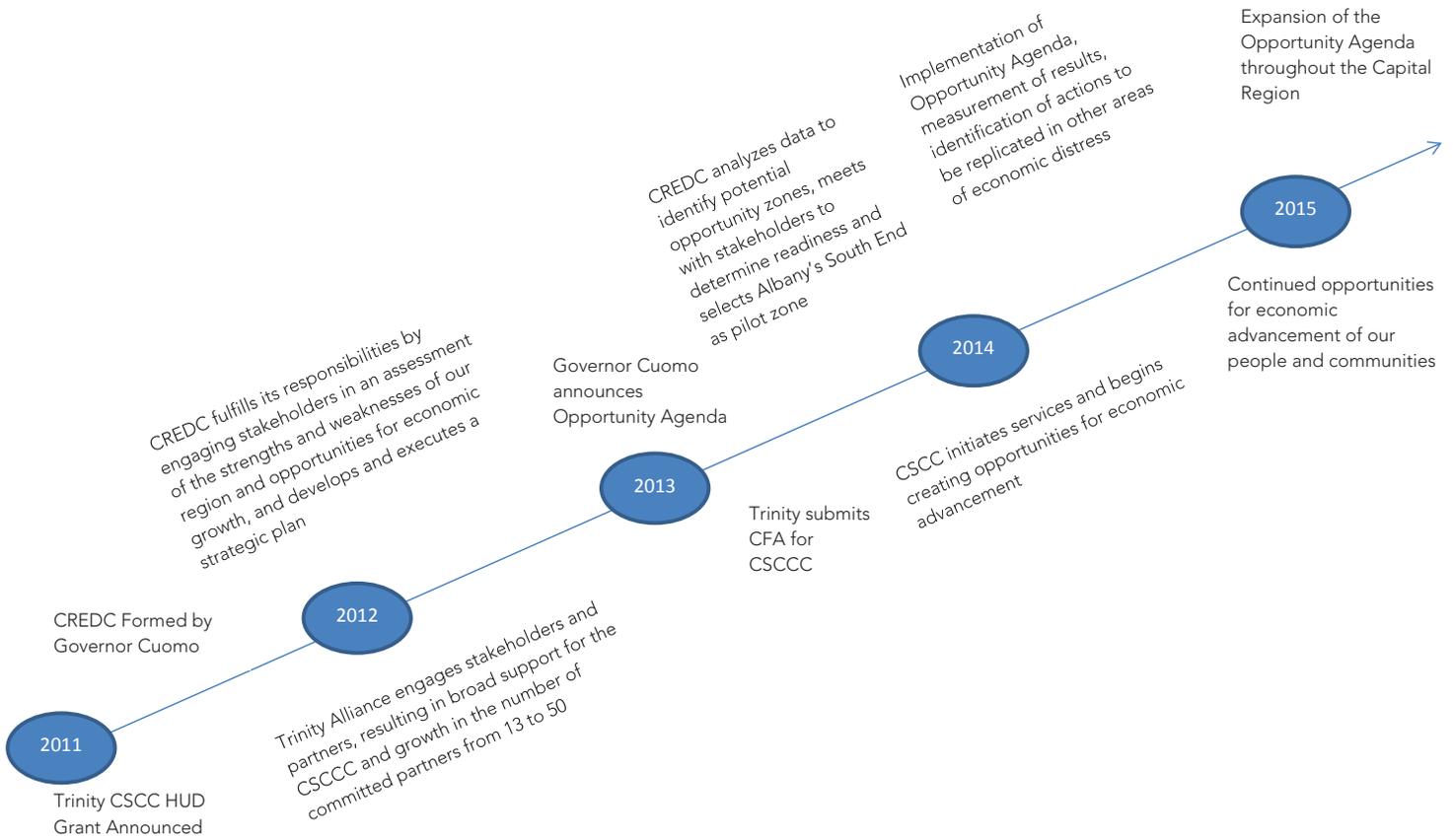
- Population
- Migration
- Employment/labor force participation
- Poverty rate
- Start up and growth of MWBE
- Job creation
- Employment/wages by sector
- Number of stem degrees
- Training program usage
- Educational attainment and income
- High school graduation
- Internship opportunities
- Bid businesses
- Housing sales (units and median values)
- City property values
- Owner vs. renter occupied
- Tourism employment
- Public transit ridership
- Consumer confidence in the Capital Region

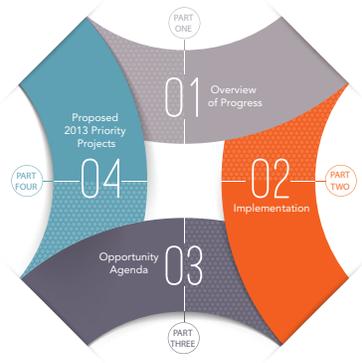
Perhaps the most important near-term measure however, will be the engagement of area residents in planning and execution of the Opportunity Agenda, as well as attendance at Council events.

In addition, as available, the Council will measure changes in data sets used to identify the opportunity zones.



# Opportunity Agenda Timeline





## Part Four: List of Proposed Priority Projects





## GOAL 1 LEVERAGE AND COLLABORATE



### THE TECH VALLEY INNOVATION HOT SPOT

#### PROJECT NAME:

### Innovation Hot Spot

**Goal Alignment:** The Tech Valley Innovation Hot Spot is directly aligned with the Capital Region Economic Development Council's strategic vision to foster an ecosystem in which the private sector, academia, and government work in harmony to stimulate economic growth, and make the Region a destination of choice for business, international investment, and world-class talent. It will leverage CNSE's current incubation, entrepreneurship, commercialization, and educational programs and partnerships. It will serve as a magnet to continue to support small business development, encourage and assist budding entrepreneurs, attract the best and brightest students to our colleges and universities, and retain this world-class talent in the Capital Region.

The Tech Valley Innovation Hot Spot will augment CNSE's current incubation, entrepreneurship, commercialization, and educational programs and partnerships to improve the quantity and quality of incubator services provided to young companies in the community, thereby enabling these businesses to successfully transition from start-up phase to larger scale commercialization of their products and services. The project will focus on continuing to accelerate the development of entrepreneurial companies through a structured array of the following business support resources and services targeted to the needs of start-up companies in and around New York's Capital Region. It will benefit underserved communities and have an impact on distressed areas by offering individuals and companies from these communities' resources, capabilities, and services they have never had the opportunity to have access to.

**Project Description:** CNSE is requesting \$250,000 annually from Empire State Development for three years to create, develop, operate, and grow the Tech Valley Innovation Hot Spot. CNSE will provide \$500,000 of matching funds annually for three years to leverage Empire State Development's funding. The state funds will be used to create, develop, operate, and grow the Tech Valley Innovation Hot Spot. If awarded, the requested \$750,000 of state funds will be used for administrative and technical salary/wages (\$350,000), fringe benefits (\$85,887), administration (\$208,333), marketing/outreach/advertising (\$20,780), and equipment and supplies (\$60,000), and other expenses (\$25,000). The Tech Valley Innovation Hot Spot will build upon CNSE's current incubation, entrepreneurship, commercialization, and educational programs and partnerships, including CNSE's iCLEAN incubator, CNSE Innovation Center for Entrepreneurship's Entrepreneur-In-Residence Program, Tech Valley Innovation Pipeline, New York Business Plan Competition, and New Innovation Symposium. CNSE receives funding from NYSERDA and the National Science Foundation to operate and grow its iCLEAN incubator. CNSE receives funding from the Research Foundation for SUNY to create, develop, and operate its Innovation Center for Entrepreneurship and Entrepreneur-In-Residence Program. CNSE, in partnership with the University at Albany School of Business, Syracuse University, and over 20 other Regional partner institutions, receives funding from SEFCU, SUNY, and numerous other public and private organizations to operate and grow the New York Business Plan Competition. State funding for the Tech Valley Innovation Hot Spot will be leveraged by all of the other funding received for these supporting programs.



# GOAL 1 LEVERAGE AND COLLABORATE



## HUDSON VALLEY AGRIBUSINESS DEVELOPMENT CORPORATION

### PROJECT NAME:

### LTL Local Food Distribution Hub Network

**Goal Alignment:** The Capital Region’s plan includes strategies for improving the efficiency of the Regional food distribution network and investing in infrastructure to increase the value of local food transactions. The LTL Local Distribution Hub network will serve farmers, processors and aggregators in the Capital Region, along with businesses in the Hudson Valley and New York City. It will leverage existing distribution infrastructure to improve Regional food distribution and facilitate transactions that involve value-added processing and value-added ag products. The project will also involve inter-Regional cooperation, as it consists of locations in both Columbia and Sullivan Counties to enhance food distribution, food processing and agriculture throughout the Hudson Valley, as well as supporting agriculture and consumers throughout New York State.

**Project Description:** The Mid-Hudson Capital Region LTL Local Food Distribution Hub network will create hyper-local distribution nodes that supplement the well-established Regional food transportation and distribution infrastructure in the area. This network is being established to meet the need for LTL (less than trailer load) freight service to enable transactions between farmers and wholesalers within their local areas while also opening up farmers and food processors to larger Hudson Valley, NYC and New England markets. Facilities that will function as distribution nodes will be located in Hudson, Columbia Co. and Glen Wild, Sullivan Co. in close proximity to key transportation hubs. Funds will be used to acquire a site and construct a facility in Sullivan County; provide equipment for both sites; and planning/design, including community-based planning with Regional farmers and buyers in Columbia and Sullivan Counties Success will be measured by the volume and sales value of products that move through the LTL hubs, the jobs created, and the positive impact the hubs will have on supporting agricultural businesses, retailers, restaurants and institutions that will be enabled to capture the growing demand for local foods.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
554,800.00	554,800.00	2,809,353.00	5.06



# GOAL 1 LEVERAGE AND COLLABORATE



## FULLER ROAD MANAGEMENT CORPORATION AND THE RESEARCH FOUNDATION

### PROJECT NAME:

The DO-IT Center

**Goal Alignment:** The DO-IT Center will leverage more than \$14 billion of public and private investments. It is also geared to support the future growth of the high tech cluster in the Capital Region by providing small, medium and large sized business with critical workforce development and training to support the continuing high tech growth.

**Project Description:** Guided by the vision and leadership of Gov. Cuomo to catalyze Upstate job creation and streamline governmental services, FRMC in concert with CNSE request capital resources to establish a state-of-the-art Digital Data Open-Innovation Training Center (DO-IT Center) to support next gen workforce training and Small, Minority, Women Business Enterprises (SMWBE) business center for fulfillment performance, software development, data center support and operations, and a smart city operations training and development lab. To be located at CNSE's Albany NanoTech Megaplex, DO-IT will expand upon the successful co-location model employed by CNSE. Building on the emerging cluster of Capital Region based data center cloud-enabled operations including Consolidated NYS Data Center, CommerceHub, IBM and nFrastructure among others, DO-IT will impact Capital Region and statewide job creation by establishing a Googleplex-like environment with specialized infrastructure to educate SMWBEs and on-site employees on emerging IT platforms. DO-IT will support existing and future partners by integrating a unique space of physical classroom with remote learning and real world hands-on training facilities for next gen high tech workforce that the Capital Region requires. DO-IT will be a scalable model targeting training/retraining in software development, retail content development, and advanced eCommerce software based application utilization.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
3,500,000.00	3,500,000.00	17,500,000.00	5.00



## GOAL 1 LEVERAGE AND COLLABORATE



ALBANY  
MEDICAL  
COLLEGE



### ALBANY MEDICAL COLLEGE

#### PROJECT NAME:

### NY CAP Research Alliance Matching Grants Program

**Goal Alignment:** The NY CAP Research Alliance Matching Grants Program will create a \$2,500,000 matching grants program for researchers and principle investigators across the Alliance’s partnering institutions to attract increased federal and industry funding, create new jobs and spur economic growth throughout the Capital Region. The incentive based, matching grants program will enable the Region’s research institutions to be more competitive in competing for federal and industry grants by providing up to 20% in capital matching funds towards future federal and industry funding proposals. Only collaborating researchers from at least two or more institutions in the Research Alliance will be eligible to participate in the matching grants program. Matching grants will only be awarded to collaborating researchers who are successful in competing for future federal and industry funding. Unsuccessful proposals will not receive a matching grant award from the Research Alliance. The five year, matching grants program will leverage the collective intellectual capital and research infrastructure across the partnering research institutions, and in so doing, serve as a catalyst to help transform the Region into a national biotechnical and biomedical science hub.

**Project Description:** The NY CAP Research Alliance has been formally designated a Capital Region “transformational project” by the Council Strategic Plan. The specific criteria measured for achieving this designation include: 1.) Regional advancement, 2.) collaboration leverage, 3.) project readiness / organization, 4.) economic impact / return on investment, 5.) community / inclusiveness, and 6.) project sustainability / evaluation. The NY CAP Research Alliance realizes these priorities via formal collaborative alliance. The Research Alliance continues to proceed with attaining representation for the Capital Region’s colleges and universities, small and large businesses, and local and state governments, which will achieve Regional leadership and national and international recognition in technological research areas. With the goal of creating and overarching life sciences and technological economy, the Alliance will utilize the current intellectual and infrastructure assets offered by numerous Regional businesses, academia and government to further advance business development in the areas of informatics, nanotechnology / nano-medicine, biomedical engineering / biomedicine and the life sciences. The expectation is to achieve national prominence in these areas, and bring further economic development recognition to the Capital Region.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
2,500,000.00	2,500,000.00	12,500,000.00	5.00



## GOAL 2 OPEN NEW DOORS



### ARSENAL BUSINESS TECHNOLOGY PARTNERSHIP

PROJECT NAME:

CPT

**Goal Alignment:** Implementation of this project will assist the Capital Region to meet the following critical goals: Prepare for Tomorrow and Bring Cities to Life. The most critical element identified in the Strategic Plan which applies to the Arsenal Partnership/CPT initiative relates to the goal of creating a trained workforce. Economic development and job creation starts with an educated workforce; a workforce with 21st century skills.

Grant funds for this project will include training for CPT's state-of-the-art manufacturing process. CPT is a key supplier to the Global 450 consortium, and critical supply-chain company in NY's advancement of the semiconductor industry. All new employees will be trained on new equipment and in the entire manufacturing process.

CPT is a supplier that can provide employment opportunities for entry-level employees, opening doors for careers along the semiconductor supply chain. The Watervliet Arsenal is a historic manufacturing center and its redevelopment allows for continued economic activating as gun workload decreases. The Partnership has worked with tenants to encourage recruitment from directly in the City and worked in conjunction with the Watervliet Housing Authority to identify potential prospects for employment--providing career opportunities to those who need it most.

**Project Description:** This project will enable CP to increase production capability to retain the existing jobs and creating an additional 10 jobs. As part of the project the AP will install a natural gas line service to the building to expedite the company's process and additional funds will be used to secure equipment and machinery to enhance CP's operations.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
150,000.00	250,000.00	494,228.00	3.29



## GOAL 2 OPEN NEW DOORS



### NFRASTRUCTURE

**PROJECT NAME:**

Campion

**Goal Alignment:** Since 2007 nrastructure has created over 130 jobs in the Capital Region in support of New York State and our other customers. The majority of these jobs have been IT professionals skilled in technologies from cabling to data center operations. In addition to hiring experienced IT professionals, nrastructure has established an Intern Program with local universities and colleges to enable undergraduate students to gain real world experience and to entice talented young people to remain in the New York State. nrastructure also partnered with the New York State Department of Labor and their Workforce New York program to create a program centered around continuing education and the upgrading of skills for all employees. In most cases the internships initiated under this program have turned into full-time employment for the interns, resulting in additional jobs in New York State.

nrastructure is actively engaged in an innovative public-private partnership with The College of Nanoscale Science and Engineering (CNSE) to build centers of expertise in IT strategy, architecture, and operations in Albany and Utica. Goals of this partnership include economic development in upstate New York, MWBE development, and delivering efficiencies through public sector shared services. Under this partnership, nrastructure will develop and implement a statewide business-university-government program that designs, builds and operates a world-class workforce and innovative services supply chain to deliver IT solutions that meet the continued technology demands of SUNY, New York State and other public and private enterprises.

**Project Description:** Planning, design, construction and fit-up of a 70,000 square foot manufacturing/warehousing/office, the Project activities will include but not necessarily be limited to: metes and bounds description of the site, a site-specific SEQR site plan review by NYSERDA, compliance with SHPO, approval of Saratoga IDA, execution of ground lease and negotiation of agreement with water company. NYSERDA public hearing nrastructure is currently located in four separate buildings in the Capital Region. The leases on three of these building expire 12/31/15. Issues/opportunities being addressed include the: consolidation of the workforce into one large facility which will provide substantial economies of scaleability for nrastructure to continue as a rapidly growing technology company and to the extent possible to devote its capital to research and development for continued growth and to remain competitive, allowing the company to devote the funds that it would otherwise have to spend on the new building to research and development and continuing to build our brand as a premier employer in the Region.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,860,000.00	1,860,000.00	9,300,000.00	5.00



## GOAL 2 OPEN NEW DOORS



PACIFICAVENTURES

### PACIFICA VENTURES

**PROJECT NAME:**

### Pacifica Ventures Schenectady

**Goal Alignment:** Mohawk River Studios, and the entire planned development of which it will be part, will be a model of sustainable design, an invaluable addition to the Region’s targeted 21st century infrastructure and a strong stimulator of economic growth. The studio will be constructed on a long-standing Brownfield site in an urban environment as part of a destination-oriented mixed-use development adjacent to downtown Schenectady. Through its Tour Event Center attraction, the studio will capture the production mystique and provide educational, entertaining and enlightening experiences. The Tour Event Center will actively encourage learning opportunities in though events and activities for students, parents, educators, businesses, and the broader community to expose learners to 21st Century careers and education paths.

Mohawk River Studios will be perfectly situated to leverage existing community partnerships while building new collaborations across academia, the private sector, and government to make the Capital Region a destination of choice. The studio will partner with higher education institutions including Schenectady County Community College, SUNY Albany and Union College on a myriad of internship and educational experience opportunities in entertainment, technology and other applicable fields.

**Project Description:** Mohawk River Studios, total cost \$68 Million, a state-of-the-art, purpose-built film and television production studio and tour/event center of approximately 200,000 square feet to be built at 301 Nott Street, Schenectady, NY. Located on the Mohawk River, the ten-acre site is part of the 60 ALCO site, which is fully entitled as a 60 acre mixed-use (e.g. hotel, apartments, marina, grocer, office and more) destination-oriented commercial development, adjacent to downtown Schenectady. The Studio includes five state-of-the-art, LEED Gold certified, purpose-built sound stages, reaching 70 feet high to accommodate 50 foot grid height, sound ratings over 50 STC’s, 40 to 50 ton weight bearing structural support per 20,000 square foot stage, 30,000 square foot production office space, 25,000 square feet set design, mill construction, costume, make-up, lighting and grip space, and accommodations for visual effects and post-production space, incorporating fiber optic infrastructure to connect visual-effects artists with colleagues around the world.

This project is expected to culminate in permanent and sustainable film and television production facilities with the potential to create jobs for 1,000 people, generating between 200 to 500 FTEs, on average.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
15,000,000.00	15,000,000.00	68,930,285.00	4.60



## GOAL 2 OPEN NEW DOORS



### GF LABELS DEVELOPMENT, LLC

PROJECT NAME:

### Ferguson Lane Expansion

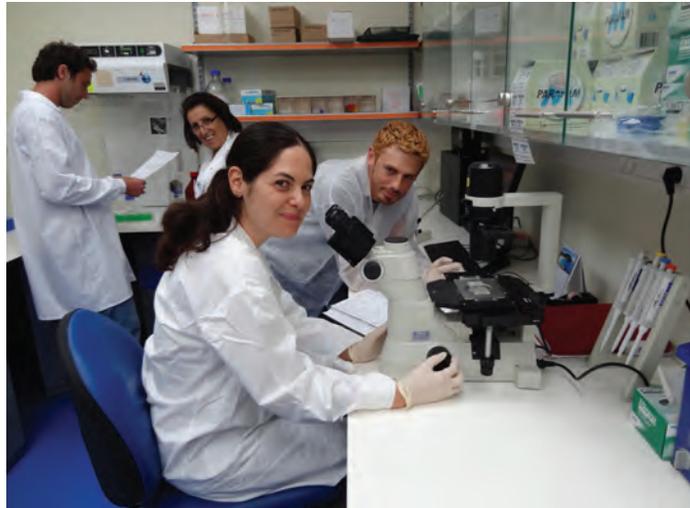
**Goal Alignment:** This project aligns with the Council’s goal to Open New Doors

**Project Description:** GF Labels Development, LLC will purchase lot 11 in the Warren/Washington Country Industrial park which is a 4.75 acre parcel immediately adjacent to its current facility on lot 12 of same. The acquisition of this lot is necessary to allow for construction of a 50’ x 120’ steel building to serve as additional warehouse and light manufacturing for the operating company, Glens Falls Business Forms, Inc. DBA GF Labels. The additional space is required to allow for the continued growth and expansion of GF Labels, which is using the current 12,000 square foot facility constructed in 2006/2007 at capacity. The project also includes the purchase of two Kyocera digital presses to meet current and future production demand.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
77,728.00	77,728.00	388,640.00	5.00



## GOAL 2 OPEN NEW DOORS



### FRUITURA BIOSCIENCES LTD

#### PROJECT NAME:

### 20MT Proposed Facility

**Goal Alignment:** Fruitura selected the Capital Region for its research and development collaborative based focus on biosciences and agriculture and for its quality of life in attracting qualified professionals. Fruitura was attracted by the mutually beneficial opportunity to partner in the sharing of the Region’s high tech infrastructure, ideas and resources. The company’s state of the art bio-reactor for natural fruit cells will be the first of its kind in the US and its product expansion will be supported by leveraging through the Regional Alliances and industry clinical research projects through a global open source, SUNY based, research center. Such activity will result in a new economic ecosystem as collaborators cluster around the project environment. Interest is expected from the participation of consumer food companies, medical and research institutions and the pharmaceutical industry. For staffing, the company will look to the Region’s talent pool of highly trained university graduates in meeting its manpower needs of 50 or more employees over its first three years of operations. The project will also serve as an example to other Israeli based technology based companies looking for a similar environment to launch their product offerings in NY State/US.

**Project Description:** The company plans to build new (\$7 million-\$10 million) integrated modular bioreactors (35,000-50,000 square foot facility) producing innovative cGMP products from proprietary cultured cells of actual fruits/vegetables. Products are supported by scientifically documented benefits, like: reduced coronary heart disease, anti-inflammatory/anti-aging properties, metabolic disorder improvements. The facility will include new NYS sourcing for state-of-the-art QC/QA equipment, real-time monitoring and bioreactor environmental management systems. Construction costs are to be financed from available cash, future cash-flow, construction finance, incentives and new shareholder contributions. Grants/incentive support will enable accelerated new products development. The company seeks non-dilutive capital of \$2 million for facility, expansion of NYS R&D center; and new products; new NYS available technicians, QA/QC; operations experts in managing cGMP bioreactors facilities will be employed and trained at the facility. The company received US FDA GRAS status, allowing for product human consumption. Operations will require approximately 25 technicians, scientists, engineers, QC/QA experts, and experienced managers. Staffing will expand to permanent base of approximately 50 product integrators for consumer goods (yogurt and natural drinks producers). Construction of proposed Facility to require approximately 40 NYS workers.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,750,000	2,000,000	10,267,000	5.87



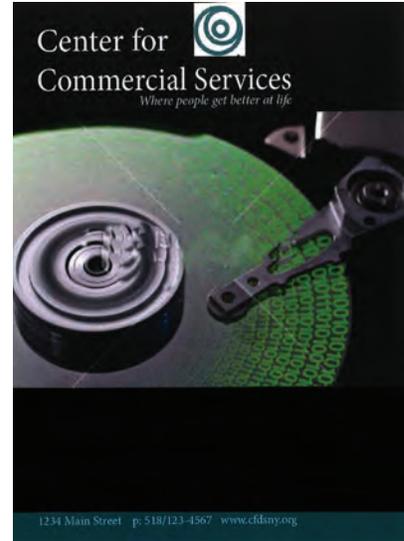
## GOAL 3 PREPARE FOR TOMORROW



### CENTER FOR DISABILITY SERVICES

PROJECT NAME:

### Transactional Data Printing Mailing Business



**Goal Alignment:** This project aligns with the Council’s goal to Prepare for Tomorrow

**Project Description:** This project expands a Commercial Services mailing business on 63 Karner Road, Albany, implementing a Press that receives electronic files of transactional data from area businesses, converts and prints them, and handles mailing. It will employ Capital Region individuals and veterans with disabilities. The Center has, in the past eight months, met with potential clients, prepared a mailing to another 1,000 businesses, identified needed equipment and assembled a budget. It exploits an existing business into which it can be inexpensively incorporated, a ready pool of employees, and existing relationships with providers. Outcomes include employment of individuals and veterans with disabilities and the non-disabled, revenue to support the parent Center, a profitable business sustainable long-term, and support of the area economy. Deliverables include 15-20 jobs for persons with disabilities, 5-10 jobs for non-disabled, a transactional data operation and quantifiable print jobs representing various financial, logistical, and other data.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
390,276.00	390,276.00	1,951,380.00	5.00



## GOAL 3 PREPARE FOR TOMORROW



### WARREN WASHINGTON ALBANY COUNTIES CHAPTER OF NYSARC INC

**PROJECT NAME:**

### WWAARC Community Kitchen and Distribution Center Project

**Goal Alignment:** This project aligns with the Council's goal to Prepare for Tomorrow

**Project Description:** Recently Warren/ Washington Counties ARC merged with Albany County ARC creating a 885 employee agency (now WWAARC) serving over 900 people with disabilities including chronically distressed areas outlined in the Opportunity Agenda. This project continues to and will expand the priorities put forth by the Council: Prepare for Tomorrow, Sustain and Optimize Our Surroundings, and most importantly supports the Opportunity Agenda of creating and retaining jobs in chronically distressed areas. The Community Kitchen Project and Distribution Center Project began as a concept to address a need by WWAARC to provide a facility to train staff and our consumers in food preparation and nutrition-providing job skills to gain employment in the workplace. As a result of the 2012 CFA award of \$125,000 WWAARC has been able to expand this project in to a food and dry goods distribution center that will allow existing facilities to realize further savings and create more jobs. It has also led to collaboration with local companies such as Ginsberg Foods to assist in the distribution center aspect of the project. Project completion will continue to expand the potential to work with local agribusiness in NYS to utilize the facility. WWAARC hired 221 people in 2012 and conducts annual training to its employees (new/existing), providing useful employment gaining skills.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
100,000.00	168,000.00	1,177,972.00	11.78



## GOAL 3 PREPARE FOR TOMORROW



### TRINITY ALLIANCE OF THE CAPITAL REGION

PROJECT NAME:

### CSCC ATTAIN Lab

**Goal Alignment:** The Capital Region has witnessed the development of a high tech ecosystem that is driving workforce demands and the need for an educated citizenry. At the same time, urban neighborhoods like those served by the CSCC and Trinity see over 30% of residents living below the federal poverty line. More strikingly, the percentage of children less than 5 years old living in poverty is 60% in the South End, West Hill, and Arbor Hill neighborhoods (albanypromise.org). In the Albany City School District the number of students eligible for the free and reduced lunch and breakfast program is seventy percent district-wide. Forty-four percent of the 1000 low-income public housing units under the Albany Housing Authority's purview are located within the South End community, with another 30% being located in Arbor Hill. With poverty comes limited academic achievement and significant barriers to employment and career advancement. This project most strikingly aligns with the Council's goals of leverage and collaborate and prepare for tomorrow.

The CSCC-ATTAIN lab project will serve to bridge the cultural, technological and economic divide, offer hope and empower urban Albany residents to train and participate in the rising tide of New York's high tech economy. Successful integration of urban communities into the high tech workforce requires partnership between community-based organizations, industry, and higher education.

**Project Description:** The Trinity Alliance and the College of Nanoscale Science and Engineering are seeking capital funding to build, fit-up, furnish and run a new Advanced Technology Training And Information Networking (ATTAIN) laboratory, to be located at the Capital South Campus Center (CSCC) in the heart of Albany's South End neighborhood. The CSCC, currently under construction with funds received from a 5 million dollar Department of Housing and Urban Development grant, grew out of a grassroots community effort to lower barriers to workforce training, higher education, and social services for the thousands of underserved, economically challenged citizens in urban Albany's South End, Arbor Hill, and West Hill communities. The CSCC will leverage the expertise of the Trinity Alliance to bridge divides between service provider and citizens in need with workforce and higher education expertise of local community colleges, colleges, and universities to educate citizens in their neighborhoods, where they live. ATTAIN is a network of technology laboratories run by the State University of New York University Center for Academic and Workforce Development (SUNY UCAWD), with funding from the New York State Legislature, which brings digital parity, inclusion and access to New York State's most economically challenged communities. ATTAIN laboratories are a conduit to training opportunities.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
800,000.00	900,000.00	900,000.00	1.17



## GOAL 3 PREPARE FOR TOMORROW



### TECH VALLEY CENTER OF GRAVITY

**PROJECT NAME:**

### Acquisition and Renovation of Quackenbush Building

**Goal Alignment:** This project aligns with the Council’s goal to Prepare for Tomorrow

**Project Description:** The acquisition of the Quackenbush Building will enable the Tech Valley Center of Gravity to expand its support for inventors, start-ups and small businesses. The project includes: completing an historically authentic exterior facade; installing all systems; creating a 13-space parking garage in the basement; fitting up the 1st floor for a 9000 square foot Makerspace; and fitting up the 2nd floor for 9000 square feet of shared business services and incubation of start-ups. The 3rd and 4th floors are reserved for expanded business incubation in a future phase. In 7 months of existence, TVCOG has generated a buzz across the Region, acquiring more than 120 members, supporting 11 companies, enabling the creation of 17 jobs, receiving more than \$200,000 in equipment and cash donations, facilitating direct investment of more than \$900,000 in TVCOG start-ups, and receiving the 2013 Technology Innovation award from the Center for Economic Growth This project will make TVCOG a hub in the revitalization of Troy. We expect over five years to enable the creation of dozens of inventions, at least 150 jobs, and at least 25 companies that will grow to occupy nearby vacant space. Key outcomes will be an enhanced climate for small businesses and success in retaining young professionals in the Region. All architectural and structural analyses are complete. The Troy LDC, the Rensselaer County IDA, and many private companies are committed to the success of this project.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
550,000.00	550,000.00	2,884,050.00	5.24



## GOAL 3 PREPARE FOR TOMORROW



### TECH VALLEY SCHOOL FOUNDATION

#### PROJECT NAME:

### Tech Valley STEMConnect

**Goal Alignment:** This proposal aligns with the Councils goals to Leverage and Collaborate and Prepare for Tomorrow. Tech Valley High School (TVHS) partners with nearly 200 business and community partners from the public, private, and nonprofit sectors each year. This collaboration will be strengthened and expanded by the partnership with the CNSE Children’s Museum and CNSE Outreach Services, building on the extensive, pre-existing partnerships throughout the Region. The three entities will share not only physical space but also ideas and resources. The level of programming currently being offered by each organization will increase exponentially through this collaboration, reaching even more students in the Capital Region.

TVHS, CNSE Children’s Museum and CNSE Outreach Services will work together to inspire K-12 students in the Capital Region to (1) study STEM, (2) work in the Region’s emerging technology industries, and (3) solve real world problems in areas such as energy, medicine, biotechnology, sustainability, and IT. In addition to content taught by staff at the three organizations, outside business and community partners will share their perspectives and information about the businesses they represent. Through these interactions and fieldwork experiences in emerging technology companies in the Region, students and their families will learn about the opportunities available locally which will help to retain this talent in the Capital Region.

**Project Description:** TVHS and CNSE MOST (Children’s Museum) will become part of the rapidly expanding Nanoscale Science and Engineering Technology Ecosystem that is fueling the explosive growth of the Region’s high tech economy when they move into the new ZEN building on the CNSE Campus in early 2015. The school, museum and CNSE Outreach Services will cooperatively engage K-12 students and their families in formal and informal exploration of the science and technology at work in the Region. This collaboration will leverage co-location in the new space providing new and exciting opportunities for the Region’s students and educators. Joint education programs will make science, technology and engineering transparent to young minds and inspire students to investigate, play with and study the exciting discoveries in the Region. Students will do this through experiential, hands-on, project based learning in TVHS classrooms, science labs, and fabrication (Fab) labs while younger students will explore the world of science in the Children’s Museum. The high school, museum, and CNSE will collaborate on student programs, outreach, teacher training, and family activities. Hands-on experiences in the Fab Labs will engage young people in making artifacts that demonstrate fundamental principles in science and technology, with activities ranging in complexity from 1) exploring high tech manufacturing, 2) creating products in a low-tech tool space, and 3) experimenting with high tech tools.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,650,000.00	1,650,000.00	12,500,000.00	7.58



## GOAL 4 BUILD A SUPERHIGHWAY



### TRI CITY RENTALS

#### PROJECT NAME:

### Park South Redevelopment Project

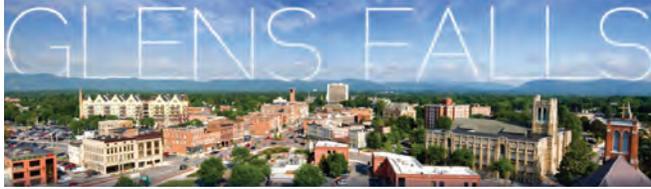
**Goal Alignment:** This project leverages a collaborative relationship between academia (Albany Medical Center), private industry (Tri City Rentals) and government (City of Albany). The project has a large focus on building smart, modern infrastructure and upgrades existing utility infrastructure to establish a diverse and efficient energy supply, and expand broadband access. Additionally, through the creation of mixed-use buildings, residential housing, medical offices and a community parking structure, the Project will help to make the Park South Neighborhood not only an attractive place to work, but also to live.

**Project Description:** The project will result in the creation of over 300 construction jobs and 47 new permanent jobs. Through this collaborative relationship between Albany Medical Center (AMC), Tri City Rentals and the City of Albany, there will be a transformation of the areas bounded by Myrtle Avenue, Morris Street, Dana Avenue, Robin Street and New Scotland Avenue by the development of residential apartments, mixed use residential/retail buildings and a medical office building with a parking garage. The project will be developed in two phases: Phase I is the development and construction of the mixed use residential/retail building, residential housing units, the medical office building and the parking structure all located between Myrtle Avenue and Morris Street. Phase II is the development and construction of additional residential and mixed use buildings between Morris Street and Dana Avenue. Two mixed use residential/retail buildings will be located along New Scotland Avenue. One building will be a 6 story structure and the other will be a 5 story structure. The medical office building will be five (5) stories and approximately 135,000 square feet and the parking garage will be six (6) elevated stories and contain 874 spaces. The project is being driven by the City of Albany Park South Urban Renewal Plan, AMC's need for additional medical office space, parking and most importantly, the need for quality residential housing units in Park South.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
3,997,000.00	3,997,000.00	58,997,000.00	14.76



## GOAL 4 BUILD A SUPERHIGHWAY



### GLENS FALLS INDUSTRIAL DEVELOPMENT AGENCY

#### PROJECT NAME:

### Hudson Avenue Parking Structure



**Goal Alignment:** This Project will provide both economic and community benefits for the City of Glens Falls and the Region. Economic benefits include job creation and retention, as well as an increased tax base. During the construction phase of the proposed project, there will be direct and indirect economic impacts. Direct impacts include the monies spent by developers, as well as the employment of highly-skilled tradespersons during the construction period. A conservative estimate of construction jobs is 45 jobs for the public parking structure, and 149 jobs for the resulting private development. Indirect impacts will include the monies spent by suppliers for materials and services during the construction period, as well as spending by local construction workers for the purchase of gas, groceries, and meals at local businesses. It is estimated that this Project will have an indirect impact of \$7M during the construction period. Upon project completion, anticipated economic benefits include increased business attraction and retention, tourism, and job retention or growth among downtown businesses.

**Project Description:** Currently, the site of this proposed project is located in downtown Glens Falls is an asphalt parking lot lined with a chain-linked fence. The proposed project consists of acquiring this asphalt parking lot from the Glens Falls Hospital and converting this underutilized space into a 132,000 SF six-story mixed commercial residential -use building together with a 325-375 vehicle parking structure. The project will entail a food market on the first floor, commercial/office space, and 50-60 market-rate apartment units. A critical component that will enable the private development project to proceed is the construction of a 325-375 vehicle parking structure that will provide parking for residential and commercial tenants of the Market at Hudson Avenue as well as much-needed parking for downtown businesses, residents and visitors. The IDA is requesting \$3M in (ESD) funding to ensure construction of this project.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
3,000,000.00	3,000,000.00	30,500,000.00	10.17



## GOAL 4 BUILD A SUPERHIGHWAY



### GREEN ISLAND POWER AUTHORITY

PROJECT NAME:

### Green Island Hydropower Production Project



**Goal Alignment:** This project aligns with the Council's goal to Build a Superhighway

**Project Description:** The hydropower plant will replace a broken set of inflatable flashboards that have been severely and permanently damaged as a result of debris infiltration during the high water events on the Hudson River over the past three years. This project replaces the inflatable flashboard system with a stronger, more flood resilient system of gates to control water levels. The new gate system will generate an additional 12 million kilowatt hours of renewable electricity from the hydropower plant, and help control water levels to allow boat traffic across the Federal Dam while improving flood mitigation. The system of gates will be stronger and more resistant to damages caused by flood debris, and will help control the release of high water down the Hudson River which helps mitigate flood damages to waterfront communities. Collectively, this one project answers the issues of improving green energy output for the Capital Region, improving flood mitigation for communities downstream of the Federal Dam, and improving the passage of boat traffic for access to the Erie Canal and Champlain Canal systems to the north, and blueway trail waterfront communities on the way to New York City to the South. The project is expected to take two years to complete as individual sections of the inflatable flashboard system are removed and replaced with the gates. Preliminary engineering assessments have been completed, and are included in this application.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
500,000.00	3,650,000.00	5,800,000.00	11.60



## GOAL 4 BUILD A SUPERHIGHWAY



### ST. PETER'S HEALTH PARTNERS

#### PROJECT NAME:

### Troy Master Facility Plan (MFP)

**Goal Alignment:** SPHP has announced a \$150 million Troy Master Facility Plan (MFP) that will insure the viability of Samaritan Hospital and St. Mary's Hospital and positions the healthcare infrastructure of the Region well into the 21st century.

The Region's healthcare institutions are urban anchors and the continued investment in, and viability of, this sector is essential to maintaining and revitalizing our urban areas. The project aligns with the Council Opportunity Agenda priority by focusing investment in the City of Troy. The construction of a new parking deck for Samaritan Hospital may seem utilitarian when compared to the new pavilion which boasts a new Emergency Department, Intensive Care Unit, and Primary Care Unit. However, the parking deck is the linchpin that must be completed to allow the entirety of Phase One of the project to move forward. Samaritan Hospital is land locked by Burdett Ave, People's Ave, RPI, and a City of Troy Park. The new pavilion displaces essential existing parking, while the new and expanded services it will house are expected to increase acute care volumes at the hospital.

Businesses can get a competitive advantage with healthy, productive employees and contained healthcare costs. Good health and contained costs bring a community's taxpayers more financial stability as well as a better quality of life. In addition, the growth of the healthcare sector brings opportunities for innovators and entrepreneurs to create more economic growth.

**Project Description:** SPHP is planning to move forward with the \$67 million Phase One of the Troy Master Facility Plan. This stage includes the construction of a new 550 space parking deck that must be completed for the rest of Phase One to proceed. The balance of Phase One includes the construction of a new patient care pavilion at Samaritan Hospital housing a new and expanded ED, new ICU, new PCU, and new Medical Surgical Patient Unit. For this transformational healthcare project to begin, it is imperative to address the linchpin component of this project, the construction of a 550 space parking deck to accommodate the parking needs of our patients, employees, physicians and visitors on the Samaritan campus which is landlocked. Accordingly, SPHP is requesting \$ 1.8 million in funding towards the construction of the parking deck. The total cost of the parking deck is \$9,214,388.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,800,000.00	1,800,000.00	9,214,388.00	5.12



## GOAL 4 BUILD A SUPERHIGHWAY



### CITY OF TROY

#### PROJECT NAME:

### District Transit Center

**Goal Alignment:** The projects associated with the creation of the Marina District Transit up would generate a minimum of \$30,000,000 in investment with 18 months of the projects funding. The creation of the transit center will create the opportunity for new jobs and new wealth and transportation solutions to be targeted within an opportunity zone. In addition to the hundreds of construction and post-construction permanent jobs, the easy access to a variety of local and Regional transportation options would being added employment opportunity to hundreds if not thousands of city residents. The pilot inner-city transit program will be replicable in other municipalities and allow thousands of Regional residents’ access to employment and services that were heretofore out of reach, while exposing local businesses to countless new customers.

Bring Cities to Life – enabling a dormant manufacturing building come to life, restoring the urban waterfront for mixed use development and expansion of the marina district – home to many vibrant event, entertainment and dining venues. In addition, the transit center will create a hub for the future in urban transportation with a leading provider in transportation arenas.

**Project Description:** The City of Troy, NY is looking to construct a five-level transit center in a central location within the Marina District at 466 River Street. The parking component of this transit center will house approximately 900 parking spaces and will have access from River Street, Hutton Street and Fifth Avenue. Taking advantage of the topography of the site, the east elevation of the garage will only be a four story elevation not exceeding the height of the neighboring buildings. In partnership with CDTA, the first floor of the structure will become a transit center for CDTA customers along with a retail/commercial space, public use parking and alternative modes of transportation including bicycle rentals, taxi stands, campus shuttles and a future internal City shuttle service. All of these services will be incorporated into a larger Transport Troy Initiative that is being utilized to create a truly walkable city. The 2nd through 5th floors of this structure will become a public parking center available to all tenants and residents in the City. Access to these floors will be from Hutton Street and from 5th Avenue leading up to the 5th floor by way of internal ramps. The transit center will be built with Cleaner/Greener Initiatives and Complete Streets as a guide and will become a model for the renovation and construction of facilities throughout the city that will become a larger Transport Troy Initiative.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
2,397,371.00	4,397,371.00	13,647,371.00	5.69



## GOAL 4 BUILD A SUPERHIGHWAY



### COUNTY OF ALBANY AND ALBANY COUNTY AIRPORT AUTHORITY

#### PROJECT NAME:

### I-87 Airport Connector Exit 4

**Goal Alignment:** This project balances economic, social and environmental considerations. It enhances economic development in the Region by increasing the efficiency of transportation to the only commercial Airport in the Capital Region and by decreasing traffic congestion in the surrounding highway and roadway network. This is particularly important with the growth of high Tech industries in the Region including the NanoTech College, Global Foundries and the related spin-off businesses. In addition, it will decrease unemployment. Finally, it balances environmental interests by comporting to the findings of the Airport Area Environmental Impact Statement (GEIS) and enhancing multi modal transportation such as air, automobile, pedestrian and biking.

The business community has long supported improving access to the Airport to enhance this vital international gateway. Making the Airport more attractive for commerce and residents will encourage economic development in the eight counties. This high visibility project more than any other transportation project can claim economic development benefits to the eight county Capital Region. Including the eight counties, the Airport serves a 14-county Primary Airport Market Area.

The Airport Connector project has long been supported in the CDTC Regional Transportation Plan, New Visions. This project has been a pivotal component of the Airport Area GEIS, adopted and supported by the Town of Colonie and County of Albany. It is the last component of an integrated plan that has included improvements to Albany Shaker Road, Watervliet Shaker Road, Wolf Road, Route 7 and Exit 6 of the Northway. Mitigation fees collected by the Town have been used to build the Wolf Road service Road system, which is integral to making the Airport Connector project fully functional.

**Project Description:** Adirondack Northway I-87 Airport Connector Exit 4: This project will provide direct access between the Adirondack Northway and the Albany International Airport, by reconfiguring and improving Exit 4, and providing a connector road to the Airport. It will reduce congestion in the Exit 4 area and eliminate gridlock in the Runway Protection Zone prohibited by Federal Aviation Regulations and correct highway safety issues currently experienced at Exit 4. It will also provide high quality Class-1 trail access to the Airport.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
5,000,000.00	5,000,000.00	28,000,000.00	5.60



## GOAL 5 BRING CITIES TO LIFE



### MARX PROPERTIES, INC.

#### PROJECT NAME:

de Laet's Landing

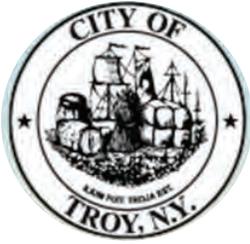
**Goal Alignment:** de Laet's Landing is a development that focuses attention on revitalizing our natural resources like the Hudson River and the urban infrastructure of cities like Rensselaer. Over the course of the next 10 years, the full build out of de Laet's landing aims to provide hundreds of new jobs, increase the population of Rensselaer by almost ten percent, and create a dynamic public space along the Hudson that the entire community will not only use, but be a source of community pride.

**Project Description:** de Laet's landing is a development that reimagines what waterfront development should be in Upstate New York. The developer, Marx Properties, Inc., will break ground on the first phase of the mixed-use neighborhood later this year if funding is successful. The \$21 million dollar structure will include 95 units in a variety of configurations. The first phase work will also include dramatic improvements in public access to the Hudson River, and lay the momentum and groundwork for future phases. All told development could total more than \$200 million and end up creating a cutting edge community that revitalizes an urban community, reestablishes connections with the Hudson River, and drives the local Rensselaer economy for years to come.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
750,000.00	1,000,000.00	21,179,000.00	28.24



## GOAL 5 BRING CITIES TO LIFE



### PANTERA DEVELOPMENT

PROJECT NAME:

### Dockside Lofts



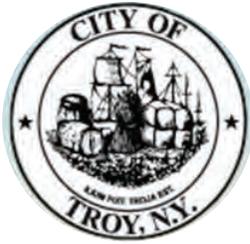
**Goal Alignment:** The Dockside will highlight renewed interest in the Hudson River by creating a walkway along its Eastern shore as well as private dockage that will serve as a welcoming entrance into the City of Troy. The City of Troy has 7 miles of uninterrupted waterfront that developers, elected officials, residents and visitors have been clamoring for improvement to for the last ten years. This is a logical next step in that process. To date PJ and SJ Properties have invested more than \$8 million alone in this one block of Downtown Troy.

**Project Description:** This mixed-use, 66-unit apartment complex has been a beacon of urban living for several decades. In 2009 it was purchased by Pantera Development (a subsidiary of PJ and SJ Properties), which has been rehabbing it by transforming it from a mid-range product to market rate units with eclectic retail establishments. This new state of the art building will bring a modern feel to the historic block and replace a collapsing structure in the middle of Downtown. The 35-unit building will feature dramatic new retail and open spaces to create a walkable feel along both River and Front Streets. As part of the improvements, PJ & SJ Partners aim to construct a modern walkway along the Hudson River and create additional green space for the residents of Troy to enjoy, while reimagining inefficient parking that has plagued the development since its inception. The price tag on the next phase of redevelopment is \$10.4 million, with \$2 million being spent on the rehabilitated parking, Dockside Promenade, and infrastructure.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,500,000.00	1,500,000.00	10,338,000.00	6.89



## GOAL 5 BRING CITIES TO LIFE



### UNITED GROUP OF COMPANIES

PROJECT NAME:

### City Station North

**Goal Alignment:** This project aligns with the Council's goal to Bring our Cities to Life

**Project Description:** The City Station North project is a continuation of the significant City Station vision with three previous phases completed on adjacent parcels. This location of City Station North is the city block and adjacent parcels between Congress and State Streets and 5th, 6th and 7th Streets. This area currently includes the following businesses and uses: HVCC EOC, City of Troy Police Garage, McKay Garage, vacant housing, parking for EOC participants. The vision for this re-development project includes a unique mix of uses that will contribute to the growth of the City and its growing residential population. Uses will include: Urban Grocery, Medical, Class A Office/Commercial, Market Housing, Community Housing, Creative/Public Space, Not-For-Profit and For-Profit Recreational Facilities. Currently, the company owns the land occupied by the EOC building and parcel that provides for parking. It is the plan to acquire the City of Troy Parking Garage, McKay Garage and a row of private housing beginning at the corner of State and 5th. The site will include highway access from both 5th and 6th Avenue to maximize consumer and tenant access. The initial massing view provides for a Total Gross area including parking anticipated at the project will be approximately 486,000 square feet including over 300,000 square feet of building area and 420 total parking spaces.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
5,000,000.00	5,000,000.00	75,010,000.00	15.00



# GOAL 5 BRING CITIES TO LIFE



## FIRST COLUMBIA DEVELOPMENT

PROJECT NAME:

### Quackenbush Square

**Goal Alignment:** 705 Broadway is located adjacent to the Clinton Avenue exit ramp of I-787 in downtown Albany. Currently, the site is vacant, contains contaminated soils and run-down vacant buildings. Existing restaurants and office buildings surround the site including the City of Albany’s Visitors Center. This project will revitalize this area of Albany by transforming an eyesore into a vibrant mixed-use urban center bringing new business, jobs and residents. The plan will provide the city of Albany with something new and unique, a mix of hospitality, dining, office, multifamily, and retail within the existing business and entertainment area of downtown. “Capital Center” will help bring downtown Albany to life.

**Project Description:** Proposed \$61 million dollar mixed-use development plan for a 1.6 acre parcel located at 705 Broadway in the Quackenbush Square area of downtown Albany will include a 120 room Hotel, 30,000 SF of Class A office space, Restaurant, Retail and 100 unit apartment building. A 240 car multi-level parking garage will be constructed on-site to support the uses. Located at one of the City of Albany’s major gateways, this major mixed-use development will clean up a contaminated vacant site that will complement the existing businesses and entertainment venues by bringing more new business, jobs and residents to the area. With the trend of mixed use urban developments occurring in major cities around the country, we feel Albany is no different and would significantly benefit from the mantra; ‘Live, Work, Play’. This will not only bring businesses and employees downtown, but have them call downtown home.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
5,000,000.00	5,000,000.00	61,000,000.00	12.20



## GOAL 5 BRING CITIES TO LIFE



### MAXON ALCO HOLDINGS LLC

#### PROJECT NAME:

### ALCO Riverfront Revitalization

**Goal Alignment:** The Project will redevelop one of the nation’s oldest Brownfield sites, a 60-acre former ALCO property with one mile of water frontage on the Mohawk River. This long vacant, ideally located site will be transformed into an economically vibrant waterfront community able to serve as a social center of gravity for the City and the Region. This will yield immediate benefits for the Capital Region: the retention of younger generations and talent by meeting the growing demand for a live, work, play lifestyle; and the restoration of urban waterfronts to their historic role as centers of city life.

In addition to an upscale riverfront apartment complex with retail space and a supermarket, the redeveloped site will offer a multi-story hotel, a banquet hall, open green space and recreational activities including a bike path and a harbor. While the ALCO Brownfield site has been an eyesore at the gateway of Schenectady’s downtown core for decades, these new facilities will replace that blight with valuable new venues ideal for outdoor entertainment and cultural events, expanding the Capital Region’s tourism and marketing infrastructure. This will increase the Region’s capacity for tourism-related initiatives and leverage the success of existing revitalization efforts led by legendary local assets such as Proctors.

Less than a mile from the ALCO Riverfront Revitalization project site lies Schenectady County Community College (SCCC), which offers a wide range of degree and certificate programs to nearly 8,000 students. The project’s hotel, harbor, and banquet hall will provide invaluable new internship and employment opportunities for students.

**Project Description:** Funding will enable creation of a model walkable, sustainable, mixed-use setting that will attract and retain young professionals and families to the Region. Capitalizing on one mile of Mohawk River waterfront access, this 60-acre redevelopment of abandoned industrial property includes construction of 144,000 square feet of retail space and dining alongside 304 harbor side apartments, a 30,000 square foot supermarket, a 120-room hotel and a banquet house accommodating 800 people. The new community will feature public access to the waterfront through use of a harbor, boat docking facilities, walking trails, parking, green space and a direct link to the Mohawk Hudson Hike-Bike Trail. Specific project activities include: site preparation, brownfield investigation and remediation, green infrastructure, and critical floodplain remediation and storm-water management measures to improve the city’s infrastructure and resilience to natural disasters. The ALCO Riverfront Revitalization project is expected to directly result in 800 new permanent full and part time jobs with combined payroll of over \$23.5 million. Leveraging of previous and existing revitalization efforts and funding will create a strong multiplier effect.

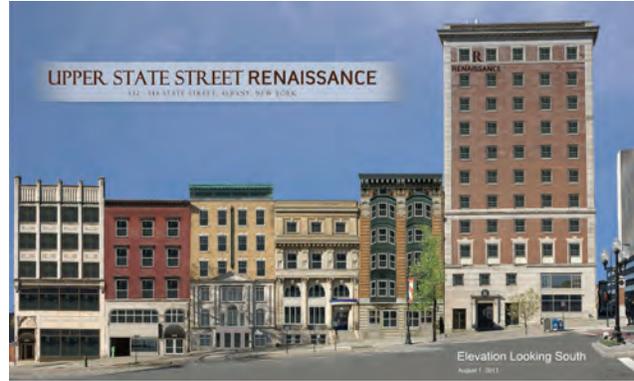
ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
5,000,000.00	10,550,000.00	135,201,665.00	27.04



## GOAL 5 BRING CITIES TO LIFE

# Columbia

Development Companies



### COLUMBIA DEVELOPMENT COMPANIES

**PROJECT NAME:**

Wellington Row

**Goal Alignment:** This project leverages a collaborative relationship between private industry (Columbia Development and Aeon Nexus) and government (City of Albany, Albany County and New York State). The project has a large focus on bringing one of the Region’s urban cores to life, revitalizing a commercial strip and rehabilitating existing aged structures. Additionally, through the creation of a mix of residential and commercial buildings, a full service hotel, and a community parking structure, the Project will help to make Downtown Albany an attractive place to work, an attractive place to live, and an attractive destination for tourism.

**Project Description:** The five buildings on Wellington Row (132-140 State Street, Albany) are currently vacant but ripe for redevelopment. In 2008 Empire State Development awarded Restore NY funds to the Wellington Row properties to make the five buildings shovel ready for development. Demolition and environmental remediation costs alone for the site were over \$6 Million. All appropriate work was completed in 2009 and for the last four years the site has been marketed to no avail. The economic downturn crushed any hopes the owner had at attracting a large commercial tenant to the site. Recently, the applicant has committed to build residential condominiums at 140 State Street and new offices for Aeon Nexus Corporation at 138 State Street. A large local financial institution is committed to the immediate area and extremely interested in occupying 132 State Street. Apartments will be created at 134 State Street, and some small commercial tenants have expressed interest in occupying the existing Wellington Hotel at 136 State Street, if renovated. The Project is centrally located in a distressed area of the City in dire need of revitalization. The Project will benefit the City of Albany, Albany County and New York State by generating new jobs, bringing both residents and workers to Upper State Street, and increasing economic activity in Downtown Albany.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
950,000.00	950,000.00	9,500,000.00	10.00



## GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



CAPITAL DISTRICT COOPERATIVE, Inc  
HOME OF THE  
**FARMERS MARKET**  
IN MENANDS



### CAPITAL DISTRICT COOPERATIVE, INC.

#### PROJECT NAME:

Menands Farmers Market Revitalization

**Goal Alignment:** This project aligns with the Council's goal to Sustain and Optimize Our Surroundings

**Project Description:** The Cooperative's Revitalization Project will strengthen its value as a critical agricultural hub in the Region, optimizing its spacious location close to the interstate. The project's initial phase is vendor facility expansion, demolition of an antiquated building and renovation of the public market. A later phase calling for additional construction and new service offerings is planned by the Cooperative's Board of Directors in collaboration with community stakeholders. The initial project, a 5,000 square foot addition to the Capital City Produce building will give space for the vendor to meet new federal food safety guidelines. The vendor cannot handle current business volume and more space would relieve congestion and provide opportunity for a 50% increase in product volume in 5 years. Increased output will increase process and cost-efficiency of distribution as well as create new jobs. The project will also use local materials and services and create construction jobs.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
123,955.00	123,955.00	619,777.00	5.00



## GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



### TOWN OF STILLWATER

**PROJECT NAME:**

### Riverside Trail Community Linkage Project



**Goal Alignment:** This project will encourage partnerships with other trail organizations along the Champlain Canal Trail, such as Saratoga PLAN. This project will also strengthen the public amenities identified by the community that are necessary to support new population growth related to employment opportunities at Global Foundries. This will help attract and retain talent to the Region. Additionally, this project improves non-motorized transportation options along the community's waterfront and Riverside neighborhood, linking this with additional trails, shopping and public service destinations. Finally, the proposed trail will link residential areas to the waterfront and other state, Regional and local trails and historic properties.

**Project Description:** The Town of Stillwater has embarked on a comprehensive effort to expand trail linkage throughout the community, from the Historic Saratoga Battlefield site to the waterfront and City of Mechanicville. The Stillwater Trail Feasibility Study, completed in 2012, assessed the Town's current trail efforts, linked these efforts to existing local, Regional and state trail systems, and developed a plan of action of installing the remaining sections and creating a truly walkable community. The 2013 Riverside Trail Community Linkage Project focuses on implementing critical portions of the trail system that will connect southern Stillwater neighborhoods of Riverside, Stillwater Junction, and East Saratoga Junction to the area's resources, destinations and the greater Regional trail network. Resources connected include the Stillwater Town and Village Halls, Island Park and the future site of Mullah Hill Park, the Zim Smith Trail and City of Mechanicville Business District. In many ways, the proposed trail installations will play a role as the gateway into Stillwater for the wider Regional trail network. By joining the trails of Mechanicville and the Zim Smith Trail, this project presents an opportunity to introduce cyclists and hikers to the Stillwater Multi-Use Trail system as the network links to NYS Bike Route 9 on US Route 4. The trail will terminate at the existing Multi-Use trail segment at Mitchell Road on the west side of the Hudson River.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
100,000.00	450,000.00	484,110.00	4.84



## GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



### CAPITAL DISTRICT COMMUNITY GARDENS

#### PROJECT NAME:

Urban Grow Center

**Goal Alignment:** The Center will house a truly Regional organization doing multidisciplinary work serving urban centers as well as the surrounding countryside. The Center’s sustainable construction will spur development in a distressed riverfront neighborhood, while bringing CDCG physically closer to several important collaborators. The Center directly addresses Council’s Strategic Plan by investing in the development of a local foods infrastructure and will spur a “significant increase in the value of ‘local’ food transactions.” Like the Council, CDCG has recognized the need to “pilot an urban “kitchen incubator” to encourage food entrepreneurs and will include it in the second phase of Center construction. The Center’s kitchen will be even more dynamic, allowing entrepreneurs to take full advantage of proximity to the Center’s local food hub. This enlarged food hub will allow CDCG to continue opening new doors for local farms, expanding their access to urban consumers, as well as facilitating their connections with local businesses and institutions. Farmers and business alike have asked for our help in making and improving these connections.

**Project Description:** The Urban Grow Center is a multiphase project enabling Capital District Community Gardens (CDCG) to expand its use of agriculture and the universal need for healthy food as tools for improving the economic, physical and social health of the Capital Region. Major features of Phase I include: A food hub supplying the Region’s cities with the products of local farms. A rehabbed green building, prominently displaying alternate power generation and conservation, as well as techniques to reduce storm water runoff. A fresh produce market serving an urban food desert. Innovative use of information technology to facilitate greater connectivity between farms and institutions. Phase II will include: A new green building; a community kitchen for whole family nutrition education and incubating food businesses based in local food; and expanded year-round agriculture programming for at-risk youth and adults, using a quarter acre of greenhouses in cooperation with Regional partners. By creating connections between a mostly untapped urban market, area farms, businesses and educational institutions, The Urban Grow Center provides a mechanism to rebuild the atrophied systems of distribution, production and processing necessary to jump start a lasting resurgence of our Regional food network. The Center will quickly double CDCG’s ability to deliver local food and services to underserved neighborhoods, services which already reach more than 70,000 people in four counties.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
267,314.00	779,937.00	1,947,250.00	7.28



## GOAL 6 SUSTAIN AND OPTIMIZE OUR SURROUNDINGS



### CASELLA ORGANICS

#### PROJECT NAME:

### Claverack Animal Bedding Facility

**Goal Alignment:** This project is designed to provide economic support and promote sustainability for two of the Capital Districts hallmark industries, pulp and paper manufacturing and dairy farming. These industries have been a vibrant economic contributor to Capital District’s working landscapes for over 150 years. The challenge for each of these industries historically is how to reduce environmental impact while keeping costs down. Our animal bedding facility addresses these needs while working within a Regional framework. The intention is to reuse the Capital Districts paper mill’s waste to manufacture a valuable cost effective bedding product for dairy farmers to promote cow health and improve their soil fertility. The project will keep 12-24, 000 tons of paper mill waste annually from going to landfills, out of the Capital District Region where it provides zero value to the Region. By developing this closed loop recycling concept Casella Organics will be keeping with the principles of sustainability while provide an economic benefit to the Region.

**Project Description:** The project is to develop a facility to blend a commercial animal bedding product to be sold to local medium and large dairy farms (100-1000 head of cattle). The product will be created by recycling waste residuals, primarily paper mill waste in the form of short paper fiber (SPF). This waste is generated by Capital District paper mills and currently land filled. Our bedding blend has been crafted to offer Capital District dairy farmers an easy to use, competitively priced product that provides a comfortable and bacteria resistant bedding environment. The product will additionally benefit the nutrient and liming values of the farmers land when incorporated into manure spreading operations. With limited modifications to an existing decommissioned municipal recycling facility in Claverack, NY and the purchase of mixing equipment it is anticipated that the facility could annually recycle 12,000-24,000 tons of paper mill waste. The facility would therefore provide an economic and sustainable disposal option for Capital District paper mills, provide Capital District dairy farmers with an abundant inexpensive alternative animal bedding product, and create an economic benefit to the Claverack, NY Region in the form of taxes and employment. Casella Organics has over five years experience developing, marketing and distributing an SPF-based bedding product called “Fiberbed” in Maine which carries a US patent.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
130,000.00	180,000.00	890,000.00	6.85



## GOAL 7 SHOWCASE THE BEAUTY



### ROCK SOLID DEVELOPMENT, LLC

PROJECT NAME:

### Catamount Resort

**Goal Alignment:** The project supports Goal 7: Capitalize on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts and culture, and use them as beacons and anchors to make our communities thrive.

**Project Description:** Situated at the Catamount Ski Area in the southern end of the famed Berkshires Region, Phase I of the project seeks to convert Catamount Ski Resort & Adventure Park into a full service four season destination with the inclusion of the following key elements: 60 one-, two-, and three-bedroom fractional units; indoor/outdoor pool; fitness center; bar and restaurant; meeting rooms; and common areas with locker facilities, restrooms, and ski in/out amenities. Phase I of the development also includes the following infrastructure components necessary for this project and the future build out of the Catamount Resort: sewer treatment plant; water storage tank; relocation of existing ski amenities to facilitate the development; and ancillary soft costs. This infrastructure is designed to accommodate both phases of the development as well as the future phases which will include retail facilities, a spa, 150+ fractional ownership/resort suites, condominiums, and vacation homes. Phase I of the Catamount Resort development is of the utmost importance to, Columbia County and the entire Region. The project will create 35 jobs and employ approximately 120 people during construction.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,011,231.00	1,211,231.00	19,274,313.00	19.06



## GOAL 7 SHOWCASE THE BEAUTY



### COLUMBIA DEVELOPMENT COMPANIES

#### PROJECT NAME:

### Dewitt Clinton Hotel Rehabilitation

**Goal Alignment:** The project will result in the development of an underserved asset in the City of Albany and will provide additional services to promote tourism in the City. The project fosters the vision of creating a vibrant urban center by bringing jobs, capital and history to downtown Albany. The development of the project provides opportunities for new jobs and investment of private capital into the City of Albany.

**Project Description:** The project will create a total of 162 permanent jobs and 200 construction jobs in addition to causing a \$48,500,000 transformative investment to be made at the front door to the State Capitol. The DeWitt Clinton Hotel Project involves the renovation of the existing DeWitt Clinton Hotel building into a full service 200-room Renaissance by Marriott Hotel along with associated event/meeting space, banquet facility/ballroom, full service restaurant and ancillary services including coffee/lounge areas. Additionally, the project proposes a 200-space community parking structure to be located immediately adjacent to the hotel. The applicant intends to renovate the building to its former stature by maintaining the historic nature of the building through historic preservation methods. The hotel will provide services to visitors in a key location so close to the NYS Capitol and the Times Union Center Arena. In addition, a long-standing eyesore in a centrally located area of the City will be renovated into a venture which will benefit New York State and the entire Capital Region.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
1,500,000.00	1,500,000.00	48,500,000.00	32.33



## GOAL 8 SPOTLIGHT OUR STRENGTHS



### CITY OF GLENS FALLS

#### PROJECT NAME:

### Civic Center Vision

**Goal Alignment:** The Glens Falls Civic Center (owned by the City and located in urban center) is a major entertainment venue and economic engine for this northern Region. Civic Center is located in downtown urban area, Brownfield Opportunity Area Hudson River and Champlain Feeder Canal Regional Waterfront Plan (local waterfront revitalization plan), low/moderate census tract in the central business district where more than 51% of the residents are considered within low to moderate income guidelines adjacent to New Markets Tax Credit properties. These designations together with renovations to the Civic Center present diversified opportunities for the City to work with property owners, businesses and developers in revitalizing areas adjacent to the Civic Center (mixed use projects) in our effort to make Falls 24-hour community. The Center in addition to its Regional entertainment value to both residents and out of town event attendees has substantial direct and indirect economic impacts in the communities. Since its opening in 1979 the Civic Center has provided an estimated annual economic impact including direct, indirect and induced of approximately \$10 Million to the Region Warren and Saratoga County including over \$2.5 M in wages . The Civic Center is an important component for Glens Falls urban revitalization and vibrancy.

**Project Description:** The Glens Falls Civic Center is a major entertainment venue and economic engine for this Region. The Civic Center constructed in 1979 is need of improvements/upgrades estimated at \$2,825,000. City is seeking funding totaling \$675,000 through this CFA process and non CFA funding of \$1,860,000 from NYS Economic Development Assistance Program together, with \$290,000 (10%) local share. The Center is losing its major tenant with the departure of the American Hockey League Team Adirondack Phantoms to a new facility in Allentown, PA following the conclusion of the upcoming 2013-14 season, the City is actively engaged in recruiting another AHL team. AHL Officials and team representatives have indicated improvements are in order if the Center is to remain an AHL community. Without undertaking these significant improvements/ upgrades; the city will be unable to recruit another AHL team and the facility will no longer be a competitive facility in attracting other events. The goal is to create a well-equipped state of the art, user friendly meeting, conference meeting space (Heritage Hall) and undertake improvements/upgrades to the building regarding energy, electrical, electronic, signage and exterior access.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
675,000.00	675,000.00	2,825,000.00	4.19



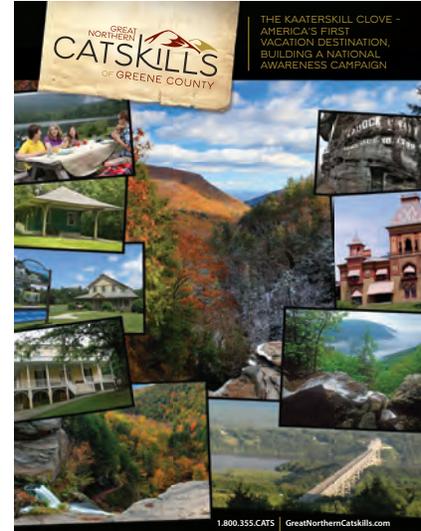
## GOAL 8 SPOTLIGHT OUR STRENGTHS



### GREENE COUNTY

**PROJECT NAME:**

### Kaaterskill Clove



**Goal Alignment:** The Kaaterskill Clove Project directly supports the Council’s strategic vision to “foster and strengthen the Region’s economy in which the private sector, academia, and government work in partnership to stimulate the economic growth.” With the focus of the Kaaterskill Clove CFA being heritage tourism, recreation opportunity expansion, and community/asset preservation, this Project embodies celebrating and optimizing the New York State surroundings. Creating a marketing strategy to accentuate the existing heritage tourism throughout the Clove, that visitors may not be aware of will optimize the area. Expanding recreation opportunities to connect various aspects of the Clove invites visitors to explore the area on foot, by bicycle, or through picnicking, but it also celebrates and optimizes those valuable natural resources being utilized. Lastly, master planning for the communities/assets of the Kaaterskill Clove celebrates the area’s history and strives to optimize land use for the future. This Project will affect visitors, residents, and businesses by sustaining and optimizing the rural assets that provide a backdrop for the Region. The Greene County government places a high priority on the quality of its communities, and strives to make them safe and pleasant places to live, work, and visit.

**Project Description:** Project components include Advertising and Marketing, Mountain Top Historical Society Master Plan, Palenville Hamlet Revitalization, Kaaterskill Trail Improvements, and Analyzing Access and Safety Issues to Kaaterskill Falls and North-South Lake State Park. Located in the Catskill Mountains the picturesque Clove is bound by the gateway hamlets of Palenville to the east and Haines Falls to the west. The Clove includes the North-South Lake State Park, DEC Escarpment Trail, and NYS Rt 23A a Scenic Byway. The Clove’s crown jewel is Kaaterskill Falls; at 260 feet in height it the highest cascading falls in the NY. The area’s natural beauty inspired painters, writers, and environmentalists, and is regarded as the birthplace of the American Romantic landscape painting movement. Renowned American artist Thomas Cole, who founded the Hudson River School, is known for commemorating the Clove through his timeless paintings. The proposed projects will result in increased business and ensuing sales tax (approximately \$.5-2M annually.) The County will continue to leverage existing partnerships to elevate the recognition of the Clove, connecting Greene County as a “Pathway Through History” and helping make the Capital Region a Destination of Choice.

ESD Grant Funds	Total Request	Total Project Cost	ESD Leverage
270,000.00	637,500.00	765,000.00	2.83

# Priority Projects with CFAs to be funded by agencies other than ESDC

## GOAL 1—LEVERAGE AND COLLABORATE

1. Research Foundation for SUNY on behalf of College of Nanoscale Science and Engineering, Tech Valley Innovation Hot Spot
2. NYCAP Research Alliance Incubator
3. County of Albany, Albany County Economic Development Strategic Plan

## GOAL 2—OPEN NEW DOORS

1. The Research Foundation of SUNY on behalf of the College of Nanoscale Science and Engineering, Fuel Cell
2. Capital Region QUALITYstarsNY
3. Warren County, Countryside Public Facility Improvement
4. Town of Queensbury, Town of Queensbury Equipment Purchase for Davidson Brothers Craft Brewery Production Facility

## GOAL 3—PREPARE FOR TOMORROW

1. Commission on Economic Opportunity for the Greater Capital Region, Inc., Building
2. Quad/Graphics, Inc., New Hire Training
3. Schenectady County Community College, The SCCC Gateway To Logistics Careers Program
4. The Altamont Program Inc., SNAP
5. Center for Employment Opportunities, SNAP Employment and Training Capital Region
6. Sonoco Plastics Technical Training
7. Schenectady County Community Action Program, Career Readiness
8. Crandall Public Library, 21st Century Job Skills

## GOAL 4—BUILD A SUPERHIGHWAY

1. City of Glens Falls with co-applicants Washington County Sewer District, Town of Queensbury, Town of Moreau, Upstate Regional Study
2. Capital District Regional Planning Commission, Albany Pool Combined Sewer Overflow Project (Governance Structure Implementation Requirements)
3. City of Saratoga Springs Comprehensive Plan Implementation
4. Village of Coxsackie, Village of Coxsackie Wastewater System Upgrade
5. City of Schenectady, Alco Regulator
6. City of Albany, Albany 2030 Sustainable Code Project

## GOAL 5—BRING CITIES TO LIFE

1. City of Schenectady, Schenectady Local Waterfront Revitalization Project
2. Capitalize Albany Corporation, Downtown Albany Tactical Plan
3. Capitalize Albany Corporation, Albany Downtown Residential and Commercial Rehabilitation Program
4. City of Hudson, City of Hudson 2013 NYMS Project

## GOAL 6—SUSTAIN AND OPTIMIZE

1. County of Warren LGWC Member Local Governments, LG Invasive Species Management and Control Project
2. Albany County Department of Public Works, Albany Co Rail Trail Phase II
3. Parks & Trails New York, Inc., Erie Canalway Trail Shuttle Pilot
4. Town of Halfmoon, Erie Canal Towpath Community Connector
5. Saratoga County, Zim Smith Trail Extension
6. Greene County Industrial Development Agency, Regional Wetland Mitigation Bank
7. Harlem Valley Rail Trail Association, Inc., Harlem Valley Rail Trail Construction Copake to Hillsdale
8. Village of Lake George, Lake George Environmental Park
9. Shelter Planning Development, Village of Coxsackie

## GOAL 7—SHOWCASE THE BEAUTY

1. Saratoga Rowing Association, Inc., Regatta Center Saratoga
2. River Street Planning Development, Thomas Cole House
3. Center for Economic Growth, Growing the Capital Region's Creative Economy
4. Shaker Heritage Society City of Stories Project
5. Park Playhouse Inc., Park Playhouse Light and Sound Equipment
6. The Olana Partnership, Church and Cole Hudson Catskill
7. Saratoga Performing Arts Center, SPAC Chamber Music Initiative

8. Albany Symphony Orchestra, Inc., American Music Festival
9. Albany Institute of History and Art, Historic Preservation
10. Proctors, Cirque Eloize Summer Residency
11. 440 State Street, Inc., Growing the Capital Region's Creative Economy
12. Albany Institute of History and Art, Mystery of the Albany Mummies Spring Marketing
13. Proctors, Theater Restoration

## GOAL 8—SPOTLIGHT OUR STRENGTHS

1. Adirondack Association of Towns and Villages, The Adirondack Park Recreation Web Portal Project
2. Town of Bolton, Bolton Landing Visitor Center
3. Lakes to Locks Passage, Inc., LTLP Geo Marketing
4. Proctors, Cirque Eloize Marketing Campaign

# Regionally Significant Projects

## GOAL 1—LEVERAGE AND COLLABORATE

### GOAL 2—OPEN NEW DOORS

Neurosciences at UAlbany, University at Albany  
Assembled Technology, Assembled Brands LP  
StemCell, StemCulture

### GOAL 3—PREPARE FOR TOMORROW

Career and Computer Skills Training with Employment Results, Capital District Women's Employment Resource Center, WERC  
Advanced Technology Regional Education Center, Mohonasen Central School District  
Job Matching Pathways, Better Neighborhoods, Inc.  
Acquire Additional Space in Downtown Albany, State University of New York  
CFA Unemployed Worker Training, Board of Cooperative Educational Services for Rensselaer Columbia Greene Counties dba Questar III  
Kindl Workforce Development Training Building, Schenectady County Community College  
CLC, Challenger Learning Center of the Greater Capital Region, Inc.

### GOAL 4—BUILDING A SUPERHIGHWAY

Transportation Capital Projects, Capital District Transportation Authority  
Village of Chatham Parking Green Infrastructure Project  
Watervliet Cohoes Interconnect Project, Village of Green Island  
Lake George Route 9 Gateway, The Chazen Companies  
Downtown District Energy Expansion, Proctors  
Albany Pool Combined Sewer Overflow Route 32 Green Infrastructure Project, City of Watervliet  
3rd floor renovations, Independent Living Center of the Hudson Valley, Inc.  
Albany Pool Communities Improvements at 12 Regulators City of Cohoes, City of Cohoes  
Rinse Water Recovery Reuse, Stewarts Shops  
Capital Region CleanerGreener Coalition Project, City of Watervliet

## GOAL 5—BRING OUR CITIES TO LIFE

Rehabilitation of Building 120 for Expansion of HVCC Workforce Development Training Institute Programs, CHA  
The Esplanade, Empire Warehousing Corp.  
Take Stock in Your Block, Affordable Housing Partnership of the Capital Region

### GOAL 6—SUSTAINING AND OPTIMIZING OUR SURROUNDINGS

Plotterkill Bridge, Schenectady County  
Rensselaer Plateau Alliance Regional AgriTourism Project, Rensselaer Plateau Alliance  
City of Saratoga Springs Geysers Road Bicycle Pedestrian Trail  
Market Golf, New York Golf Trail  
LG POTW Improvement Project, Lake George Watershed Coalition  
Coach Farm, Coach Farm, Inc.  
Bikeable Clifton Park Completing the Moe Road Trail Connection to Town Center, Town of Clifton Park  
Countryside, Warren County  
Frontier Sno Riders2, Schenectady County  
Dutch Barn Model Brewery, Carey Institute for Global Good  
Equipment for Trail Restoration and Maintenance, New Baltimore Conservancy  
Hudson River Waterfront Trail, The Chazen Companies  
Bike Trail Rehab, Schenectady County  
Foodway Corridor Project, Lower Hudson Long Island Resource Conservation and Development Council

## GOAL 7—SHOWCASE OUR BEAUTY

Suits Bueche Planetarium at miSci, Schenectady Museum Association  
Culinary Capital, Capital Saratoga Region  
SVM Intern Grant Proposal, Slate Valley Museum  
Main Barn Restoration Planning, The Olana Partnership  
Hubbard Hall Opera Theater, Hubbard Hall Projects  
Digital Film Projector Conversion, Crandall Public Library  
Partners for Albany Stories, Historic Albany Foundation  
Next Act New Play Summit, Capital Repertory Theatre  
Folk Arts Internships 2, New York Folklore Society  
The Palace Digital Projector Project, The Palace Performing Arts Center, Inc.  
Starlite Music Theater Site Redevelopment Project, Town of Colonie  
CMF, Catskill Mountain Foundation, Inc.  
WMHT Arts Initiative, WMHT Educational Telecommunications  
No1MovieHouse, Saratoga Film Forum  
Center for Creative Learning, Arts Center of the Capital Region

## GOAL 8—SPOTLIGHTING THE STRENGTHS

Weekends in the Country, Hudson Opera House

