



# BUILDING ON SUCCESS

The Mid-Hudson Regional  
Economic Development Council

2013 Progress Report

Dutchess

Orange

Putnam

Rockland

Sullivan

Ulster

Westchester

## A Message from the Co-Chairs

It is with great enthusiasm that we submit the 2013 Mid-Hudson Regional Economic Development Council's Progress Report, *Building on Success*. Following the announcement of our "Best of Plan" designation last year, our Council immediately returned to work, refocusing our priorities for the coming year, engaging in extensive community outreach in order to identify projects and initiatives that advanced our strategies, and seeking opportunities to more closely align the Council's work with Governor Andrew M. Cuomo's statewide initiatives (Start Up NY, Taste NY, Path Through History, and others). Additionally, we worked to ensure that our Opportunity Areas in the City of Peekskill (Westchester) and the Village of Brewster (Putnam) and our proposed Innovation Hot Spot at Hudson Valley Research Park (Dutchess) were meaningfully connected to our goals and strategies for the year. The result is a tightly knit and well integrated set of projects and initiatives that we believe have the potential to further the success we achieved in 2013 in implementing our Strategic Plan.

As always, we would like to acknowledge the contributions of all the Council, state officials, staff, and members of the public who participated in this process, without whose dedication our continued successful implementation would not be possible.

Thank you for your consideration of our submission and we look forward to a fruitful and productive 2014.

Very truly yours,



Dennis Murray, Ph. D.  
President, Marist College



Leonard S. Schleifer, M.D., Ph.D.  
Founder, President, and Chief Executive Officer  
Regeneron Pharmaceuticals

---

# TABLE OF CONTENTS

<b>PART 1 – Executive Summary</b> .....	page 3
Introduction	
Strategy Overview – The Council’s Strategies for 2013	
Implementation Overview – What We’ve Accomplished	
Public Engagement – Where We’ve Been, Who We’ve Seen	
Performance Measures – How are We Doing?	
<b>PART 2 – The Mid-Hudson Regional Economic Development Council     Implements its Strategies for Job Growth</b> .....	page 22
<b>Section 1 – Core Strategies Progress Overview and Implementation Agenda</b>	
1.) <b>INVEST in Technology</b>	
Biotech, Biomedical, and Healthcare	
Advanced Manufacturing	
Information Technology	
2.) <b>ATTRACT and RETAIN Mature Industries</b>	
Distribution	
Financial and Professional Services	
Corporate Food and Beverage	
3.) <b>GROW Natural Resource-Related Sectors</b>	
Natural Resources and the Environment	
Waterfront Development	
Tourism, Arts, and Culture	
Agriculture	
Artisanal Food and Beverage	
4.) <b>REVITALIZE Regional Infrastructure</b>	
Infrastructure	
Housing	
Urban Centers	
<b>Section 2 – Supporting Strategies, Progress Overview and Implementation Agenda</b>	
1.) ENHANCE the Region’s Workforce Development Initiatives	
2.) PROMOTE Entrepreneurship, Small Business, and MWBEs	
3.) MAKE New York State More Business Friendly	
4.) ENSURE Public-Private Support and Collaboration	
<b>Section 3 – New Strategies</b>	
<b>PART 3 – The Mid-Hudson’s Transformative Priority Projects for 2013</b> .....	page 80
<b>PART 4 – Mid-Hudson Innovation Hot Spot Plan</b> .....	page 102
<b>PART 5 – The Mid-Hudson’s Opportunity Agenda</b> .....	page 105
<b>PART 6 – The Council’s 2013 Preferred Projects by Agency</b> .....	page 112
<b>APPENDIX 1 – Progress To-Date on 2011 and 2012 CFA Awards</b> .....	page 124
<b>APPENDIX 2 – State Agency Resource Team (SART) Progress Update</b> .....	page 162
<b>APPENDIX 3 – MHREDC Marketing Campaign Plan</b> .....	page 166

---

# Mid-Hudson Regional Council Members

## Regional Co-Chairs

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

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

## General Members

**James S. Bernardo**, CLMC, CLEP, LC, CEO/Founder, Candela Systems Corporation

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

**Vincent Cozzolino**, Founder, The Solar Energy Consortium & CEO, FALA Technologies, Inc.

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

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

**Thomas J. Endres**, President & COO, Continental Organics

**Carol Fitzgerald**, Vice Chairman & Exec. VP Corporate Development, Life Medical Technologies, Inc.

**Aleida Frederico**, Senior Vice President, TD Bank

**Dr. Marsha Gordon**, President/CEO, Business Council of Westchester

**Maureen Halahan**, President & CEO, Orange County Partnership

**Wiley C. Harrison**, Owner & President of Business of Your Business, LLC

**Ken Kleinpeter**, Director of Farm and Facilities, Glynwood

**Payal Malhotra**, Vice President of Marketing, Café Spice GCT, Inc.

**J. Gary Pretlow**, New York State Assembly, 89th District

**Mary Rodrigues**, Owner, A.J. Rodrigues Group, Inc.

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

**Al Samuels**, President/CEO, Rockland Business Association

**David Sorbaro**, Co-CEO, Mavis Tire Supply

**Ned Sullivan**, President, Scenic Hudson, Inc.

**James Taylor, III**, CEO, Taylor BioMass, LLC

**Terri Lynn Ward**, President/CEO, Sullivan County Chamber of Commerce

**Dr. Cliff L. Wood**, President, Rockland Community College

## Elected Officials

**Robert P. Astorino**, Westchester County Executive

**Edward A. Diana**, Orange County Executive

**Mike Hein**, Ulster County Executive

**Marcus J. Molinaro**, Dutchess County Executive

**Mary Ellen Odell**, Putnam County Executive

**Scott B. Samuelson**, Chairman of Sullivan County Legislature

**C. Scott Vanderhoef**, Rockland County Executive

**Sandy Leonard**, Town of Monroe Supervisor

**Mike Spano**, Mayor of the City of Yonkers

**Christopher P. St. Lawrence**, Town of Ramapo Supervisor

# PART 1

## EXECUTIVE SUMMARY

---

## INTRODUCTION

Building on the success of being named a Best of Plan in 2012 and being awarded \$92.8 million for 84 projects in the region, the Mid-Hudson Regional Economic Development Council (MHREDC) re-energized its commitment in 2013 to ensure that the goals and strategies contained in its Strategic Plan<sup>1</sup> were realized both in actions and by the projects it supports.



Many projects the Council endorsed moved forward and major milestones were achieved. For example, the Center for Global Advanced Manufacturing is partnering with numerous colleges throughout the state to create machinists labs and product development centers, and the iBio Incubator is set to open early next year. Additionally, partnering organizations, like Hudson Valley Pattern for Progress and Scenic Hudson, completed major studies on issues the Council continues to support like regional food hub and foodshed issues.

The MHREDC's public outreach efforts resulted in 386 Consolidated Funding Applications (CFAs), the most in the state, and 101 priority project applications, revealing regionally transformational projects like SUNY New Paltz's 3D Printing initiative and Taylor Biomass' Energy, both promising new jobs in cutting edge industries. These projects, and the 16 others selected as Priority Projects the Council endorsed, each advance one specific area of the Council's Strategic Plan, ensuring the goals of the plan are met.

In addition, the Council responded to Governor Cuomo's calls for an Opportunity Agenda and Innovation Hot Spot proposal with vigor, seeking out the best proposals to further advance the Strategic Plan and the Council's interest in inclusive economic development and the fostering of start-ups in the region. The Council selected the City of Peekskill (Westchester) and the Village of Brewster (Putnam) as its Opportunity Areas, selecting communities with similar demographics, challenges and opportunities on which to focus its energies. Additionally, the Council endorsed the Hudson Valley Research Park's Innovation Center as its choice for an Innovation Hot Spot in the Hudson Valley. On the IBM campus in East Fishkill, the Mid-Hudson Incubation Hot Spot will continue to provide shared serves to small businesses and start-ups. The strategic integration of these statewide initiatives, along with others, like Start Up NY (to be utilized in collaboration with the SUNY New Paltz 3D Printing initiative), allows the Council to make every effort to harness the resources made available by the Governor to create jobs in the region.

Finally, in 2013, the MHREDC, as a CFA awardee, also created and is implementing a Marketing Campaign Plan to bolster business attraction projects. As part of its plan, the Council has already created a new logo and will produce promotion materials, and strategically attend trade shows throughout the country to highlight the best of the region and New York State.

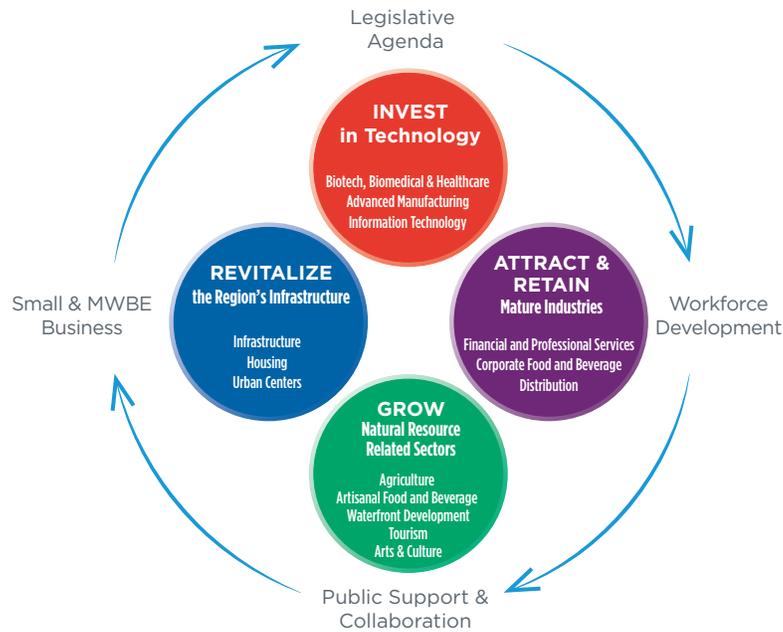
In highlighting our yearlong accomplishments, the Council also lays a road map for 2014 and looks forward to continuing to advance its goals in the year ahead.

---

<sup>1</sup> As amended by the 2012 Progress Report of the MHREDC, Focus on the Future.

# STRATEGY OVERVIEW

In 2012, the Council undertook a reorganization of the Strategic Plan and developed a streamlined approach both to its view of the economic development policy and the projects it sought to advance its goals. It captured its reorganization in the following diagram and delineated its more focused principles as follows:



## Core Strategies

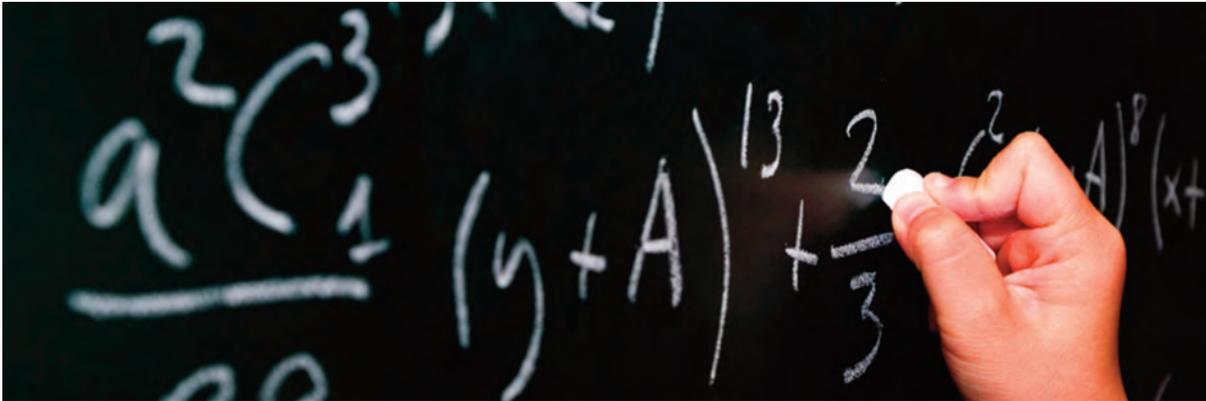
Create Jobs in Targeted Industry Sectors

**INVEST in Technology:** Strengthen the region's capacity for future growth with targeted job creation investments in the region's key industry clusters: biotech, biomedical and healthcare; advanced manufacturing; and information technology. These clusters are pivotal to advance New York's 21st century economy.

**ATTRACT & RETAIN Mature Industries:** The Council is committed to undertaking initiatives to retain and stimulate more mature industries such as distribution; financial and professional services; and corporate food and beverage, as these sectors represent large, vital anchor employers in the Mid-Hudson economy.

**GROW Natural Resource-Related Sectors:** The Council will continue to leverage the region's outstanding natural resources, including its unique location between the Hudson River, Delaware River, and Long Island Sound, to sustain and promote waterfront community development and industries including agriculture, tourism, artisanal food and beverage, and recreation that preserve the region's excellent quality of life.

**REVITALIZE the Region's Infrastructure:** Support building projects that improve key regional infrastructure to make the region more business-ready; foster housing investment to create construction jobs and more housing supply; and support the revitalization of our urban centers as engines of regional prosperity.



## Supporting Strategies

### Promote Growth in All Industry Sectors

**ENHANCE** the region's workforce development initiatives through its colleges and universities, One-Stop Career Centers, WIBs, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs.

**PROMOTE** entrepreneurship, start-ups, small businesses, and MWBEs through a variety of measures that will make it easier to access public- and private-sector resources for capital; workforce training; and business and technical consulting.

**MAKE** the region and New York State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.

**ENSURE** public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional Plan, the forthcoming Mid-Hudson Regional Sustainability Plan, and consideration of new opportunities.

## Focusing for 2013

While the Council continues to endorse and promote all the Core and Supporting goals, each year it also identifies areas of focus. In 2013, the Council chose to prioritize three areas for targeted investment and activities - **INVEST** in Technology, **GROW** Natural Resource-Related Sectors, and **REVITALIZE** the Region's Infrastructure. These three areas were chosen for a variety of reasons, including:

- ❖ Successful implementation of projects and initiatives from earlier rounds of CFA funding (see Part II);
- ❖ Synergies with statewide initiatives and programs championed by Governor Andrew M. Cuomo; and
- ❖ A suite of well-aligned and compelling priority projects seeking funding in 2013's CFA Round III (see Part III);
- ❖ Strong interest from and leadership on the MHREDC.



The Council continues to believe that the **ATTRACT and RETAIN** strategy is important, given the number of jobs that the more mature industries targeted by this strategy produce in the region. However, the MHREDC received few Priority Projects and CFA applications in 2011 or 2012 from industries that fit the strategy, and the Council has fewer members who work in these industries than those that are the focus of our other strategies. Therefore, one of the Council's

action items for 2014 will be to evaluate the efforts it is making toward the **ATTRACT and RETAIN** strategy and what specific measures would be necessary to be more effective. In addition to evaluating the strategies, in 2014, the Council will also focus efforts in creating a "purple circle" workgroup, with industry experts to further provide guidance to ensure the industries continue to grow.

---

# IMPLEMENTATION OVERVIEW

In its 2013 focus, the Council's integration of its goals, projects and initiatives highlights its desire to produce results, and ultimately jobs, throughout the region.

## INVEST in Technology



### Snapshot of Related Priority Projects

#### Priority Projects Funded in 2011

CFA	Project Name
5867	New York Medical College iBio

#### Priority Projects Funded in 2012

CFA	Project Name
17078	New York Medical College iBio
19253	Center for Discovery Regional Assessment Center
18180	NYS Center for Cloud Computing
19111	Center for Global Advanced Manufacturing
14841	Touro College of Osteopathic Medicine
18714	Bon Secours Regional Cancer Center
11147	Crystal Run Healthcare
15929	Northern Westchester Hospital
18646	Sound Shore Medical Center

#### Priority Projects Recommended in 2013

CFA	Project Name
27880	3D Printing Initiative at SUNY New Paltz
28204	NDH Medical Pavilion
28719	Nyack Hospital Emergency Department
27942	Kolmar Laboratories Inc. SKINCARE2013
29942	Clear Solution Labs
29966	Warwick Valley Local Development Corp.
27622	Putnam Hospital Center's Surgical Suites



This cluster-focused strategy remained in 2013 a cornerstone of the Council's approach. Council members and other organizations in the region have been working on a number of high-profile projects (some funded by the Council in prior years) that have the potential to be magnets for tech-based business and, therefore, make major contributions toward success with the "INVEST" strategy. To date, the Council has invested \$27,560,476 in a total of 43 projects that align with and advance the Council's goals in this focus area. Implementation highlights from the past year include:

- ❖ Construction of the iBio incubator at New York Medical College, which is scheduled to open in 2014.
- ❖ SUNY Rockland's continued discussions toward repurposing and leveraging unused portions of the Pfizer R&D and manufacturing facility in Pearl River, Rockland County, for entrepreneurial life science companies and incubation activities.
- ❖ Workforce training, business consulting, and related programs operated by the new Center for Advanced Global Manufacturing in New Paltz.
- ❖ The New York State Center for Cloud Computing and Analytics at Marist College,

which has hired eight full-time employees and two faculty researchers to support cloud-based projects for companies including IBM, Verizon, ADVA, Alcatel-Lucent, NEC, Lighttower, and Ciena.

**In 2013, the Council saw even more synergies in this area:**

- ❖ Endorsing a proposal for an Innovation Hot Spot site that leverages an existing incubation program at Hudson Valley Research Park in East Fishkill (Dutchess County) facilities; the resources of the Center for Global Advanced Manufacturing, with its programs at SUNY Institute of Technology (Oneida County), Mount Saint Mary (Orange County) and SUNY Rockland; and the New York State Center for Cloud Computing and Analytics at Marist College (Dutchess County).
- ❖ A new 3D Printing program at SUNY New Paltz (Ulster County), spurred by the Hudson Valley Economic Development Corp. and supported by a \$1 million contribution and a \$500,000 venture capital fund, both from Hudson River Ventures, which together with the Governor's Start Up NY can enhance both the academic offerings of the campus and the economic climate in the surrounding area.

---

## GROW

### Natural Resource-Related Sectors



#### Snapshot of Related Priority Projects

##### Priority Projects Funded in 2012

CFA	Project Name
14807	Bread Alone
17030	Hudson Valley Food Hub - Phase II
17595	EPT Concord Resort
16826	Crown Maple Visitor Center
19089	Echo Bay Waterfront
19129	Rising Development Yonkers
14734	Hudson Landing Promenade Project
17045	Glenwood Power Plant Restoration
16154	CIA Marriott Pavilion
14353	Hyde Park Hotel Ventures

##### Priority Projects Recommended in 2013

CFA	Project Name
31787	EPT Concord Resort
30713	M-H Capital Region Local Food Distribution Hub
30007	Yonkers Downtown
27186	Harbor Square Waterfront Redevelopment



The Council made good progress in 2013 implementing its “**GROW**” strategy. To date, the Council has invested \$13,717,853 in 47 projects that align with and advance the Council’s goals. Efforts were enhanced by initiatives announced this year by Governor Cuomo, including an increase in the Executive Budget’s Environmental Protection Fund allocation, which was passed by the Legislature. Additionally, the Governor started the year emphasizing the importance of tourism initiatives, e.g. I Love New York; Taste NY; Market NY; and other related initiatives. As a result, significant private capital and federal funding were leveraged for “green circle” projects throughout the region.

**Signature achievements in the past 12 months include:**

- ❖ An increase of 3.1 percent in tourism visits from 2011 to 2012 (part of a 9.6-percent increase from 2010 to 2012), and an accompanying \$3.8 billion in related spending.
- ❖ The protection of approximately 1,600 acres of open space and maintenance or enhancement of nearly 80 miles of trails, including critical connections between rural areas and village/town centers that are projected to attract 50,000 new visitors to the Shawangunk Ridge alone.
- ❖ The completion of a Hudson Valley Food Hubs Regional Study by Hudson Valley Pattern for Progress, completion of the first ever Foodshed Conservation Plan for the region by Scenic Hudson, and the development of “food hubs” – Farm to Table Co-Packers and Hudson Valley Harvest – and expansion/transition plan for a regional dairy operation. These businesses processed over two million pounds of New York State product from over 100 farms within the region and beyond.
- ❖ The completion and endorsement of the Mid-Hudson Regional Sustainability Plan, accepted by NYSERDA and prepared by a Regional Consortium of counties with municipal and non-governmental partners.
- ❖ Active collaboration by the Council with New York State agencies, including the Hudson River Valley Greenway; Department of Environmental Conservation; Department of State; Department of Transportation; Office of Parks, Recreation and Historic Preservation; and Energy Development Agency to advance Green Circle initiatives.

# REVITALIZE

## the Region's Infrastructure



### Snapshot of Related Priority Projects

#### Priority Projects Funded in 2012

CFA	Project Name
15293	Dover Knolls

#### Priority Projects Recommended in 2013

CFA	Project Name
32278	TBE Montgomery, LLC
32298	5 Scobie Partners, LLC Stormwater Infrastructure
30425	Scobie Drive Industrial Park Infrastructure
30408	White Plains Multimodal Transportation Ctr.
32206	Extension of Water Services to Dutchess Airport
31371	Echo Lake Corporate Park
31877	Teutonia Buena Vista

Council members worked with State officials of the New NY Works infrastructure program, county planners, and other local officials to identify strategies and projects throughout the region that will address the infrastructure needs of local communities.

The Council has invested, \$82,769,660 in 51 projects over the last two years. This year, Council members are working with the Pace Land Use Law Center's Mayor's Redevelopment Roundtable - which represents all of the Hudson Valley cities - to not only identify infrastructure needs, but also understand the interplay between those needs and zoning and sustainability planning. The Land Use Law Center is working with various municipalities in developing zoning studies and comprehensive plans that will align, and conceptually advance, both the MHREDC Strategic Plan and the Mid-Hudson Sustainability Plan, developed this year.

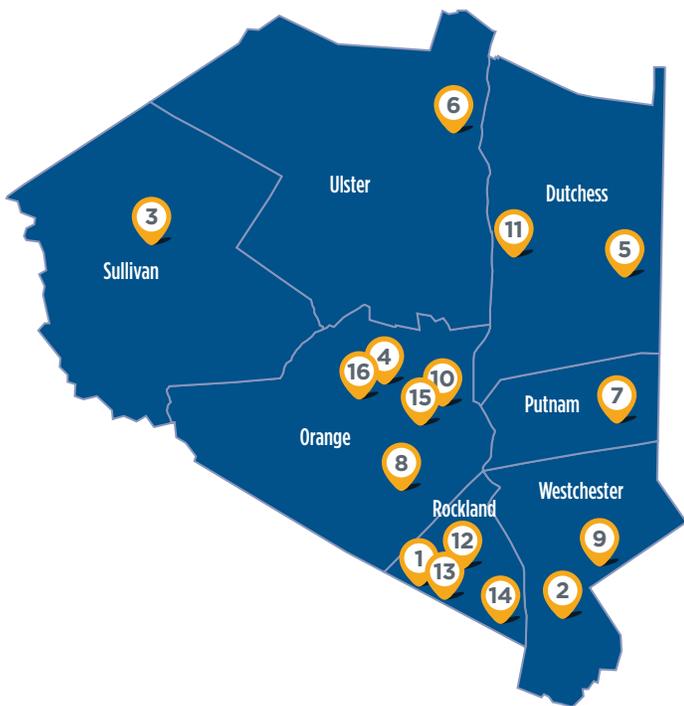
Moreover, the Council has been a staunch advocate of the largest infrastructure project in the region, and the state - the *New NY Bridge* project to replace the Tappan Zee Bridge (TZB). Council members Marsha Gordon, of the Business Council of Westchester, and Jonathan Drapkin, of Hudson Valley Pattern for Progress, are members of the TZB project's Mass Transit Task Force (MTTF). The MTTF is a 31-member committee tasked with developing a fiscally-viable set of short-, mid-, and long-term recommendations for improving mass transit in the 30-mile I-287 corridor between Suffern and Port Chester. To date, the MTTF has been meeting monthly to establish goals and objectives, understand existing conditions, discuss potential financing mechanisms, and - most recently - review and vet short-, mid- and long-term transit proposals.

# PUBLIC ENGAGEMENT

Where We've Been, Who We've Seen

In 2013, recognizing that implementing its strategies depends on the quality and quantity of available projects, the Council continued its aggressive public outreach to encourage strategy-aligned Priority Project applications to be submitted with corresponding Consolidated Funding Applications. The MHREDC also encouraged partnerships to tangibly advance the fundamental goal of job growth. These efforts were particularly successful in 2013, as the Council received 101 Priority Project applications, the most ever, and a substantial jump over the 68 applications received in 2012. Additionally, the Region had the highest number of finalized CFAs of any region at 386, compared with 251 in 2012.

For the third straight year, the MHREDC, in partnership with Hudson Valley Pattern for Progress, has undertaken significant public outreach to both educate the public about the CFA and Priority Project review process and encourage submissions. The results were significantly well written applications from project sponsors throughout the region. The efforts were underscored by MHREDC's partnerships with both County elected officials and our regional economic development partners. The Council hosted 16 presentations throughout the seven county region, including:



1. Rockland County (Hudson Valley Pattern for Progress & Rockland Business Association)  
4/9/2013 8am-10am at SUNY Rockland, The Technology Center, 145 College Road, Suffern
2. Westchester County (Hudson Valley Pattern for Progress & Business Council of Westchester)  
4/12/2013 8:30am-10:00am, 360 Hamilton Avenue, White Plains
3. Sullivan County (Hudson Valley Pattern for Progress & Sullivan County Partnership)  
4/16/2013 8:30am-10am, Bernie's Holiday Restaurant, 277 Rock Hill Drive, Rock Hill
4. Orange County (Hudson Valley Pattern for Progress & Orange County Chamber of Commerce)  
4/18/2013 12:30pm-2:00pm, Orange County Chamber of Commerce, Larkin Room, 30 Scotts Corners, Montgomery
5. Dutchess County (Hudson Valley Pattern for Progress & Dutchess County Economic Development Alliance)  
4/22/2013 12:30pm-2:00pm, Crown Maple Madava Farms, 47 McCourt Road, Dover Plains
6. Ulster County (Hudson Valley Pattern for Progress & Ulster County Executive)  
4/23/2013 12:00pm-1:30pm, Ulster County Legislative Chambers, 380 Fair Street Kingston
7. Putnam County (Hudson Valley Pattern for Progress & Putnam Economic Development Corporation)  
4/25/2013 8:30am-10am, Putnam Hospital Center, Weber Auditorium, Stoneleigh Avenue Carmel
8. CFA Workshop – hosted by Assemblyman James Skoufis  
4/11/2013 1pm-2:30pm, Blooming Groove Town Hall, 6 Horton Road, Blooming Groove
9. CFA Workshop-Westchester  
7/9/2013 6:30pm-10:30pm, Manhattanville College, Benziger East Room, 2900 Purchase Street, Purchase
10. CFA Workshop-Orange  
7/10/2013 6:30pm-10:30pm, Mount Saint Mary College, Aquinas Hall Theater, 330 Powell Ave, Newburgh
11. CFA Workshop-Dutchess  
7/11/2013 6:30pm-10:30pm, SUNY Dutchess, Creek Road, Poughkeepsie
12. CFA Workshop – hosted by Rockland WIB  
3/12/2013 8:30am-10am, Orange & Rockland Utilities, 390 Route 59, Spring Valley
13. CFA Workshop – hosted by Rockland Economic Development Council's Real Estate Council  
3/28/2013 8:30am-10am, RCC, SUNY Rockland - The Technology Center, 145 College Road, Suffern
14. CFA Workshop – hosted by Orangetown Business Summit, Office of the Town Supervisor  
5/31/2013 8:30am-10:30am, Orangetown Town Hall, 26 Orangeburg Road, Orangeburg
15. CFA Workshop – hosted by Hudson Valley Greenway  
6/12/2013 10am-12:15pm, Newburgh Brewing Company, 88 Golden Street, Newburgh
16. CFA Workshop – hosted by Orange County Chamber of Commerce, Government Committee Meeting  
7/10/2013 8am-10am, Orange County Chamber of Commerce, Larkin Room, 30 Scotts Corners, Montgomery

---

# PERFORMANCE MEASURES

## How Are We Doing?

The Council has been charged with analyzing the success of its Strategic Plan, evaluating the effectiveness of the Plan's strategies and, over time, calculating the benefit of the region's transformative priority projects. Council members work in close collaboration with state agencies to monitor project-level metrics and milestones, but the Council also makes use of nine region-wide indicators (a "Regional Dashboard") to identify economic development trends that may be useful in identifying priority projects and adjusting the Council's strategies going forward. These indicators are:

1. Number of Employees/Businesses
2. Number of Jobs
3. Wages
4. Productivity
5. Economic Well-Being
6. Tax Burden
7. Population Migration
8. Workforce Commuting
9. Perceptions of Economic Outlook

## 1. and 2. Number of Employees/Businesses and Number of Jobs

The Hudson Valley's economy has continued to improve since the recession ended. The private sector job count is close to matching its pre-recessionary high set in 2007. The total number of businesses increased by 1.1 %, to 71, 953, between 2011-2012. The number of jobs created increased by about 1 % or 6,862 jobs over the period. The public sector continues to lag behind, down 3.3%, or 5,014 jobs.

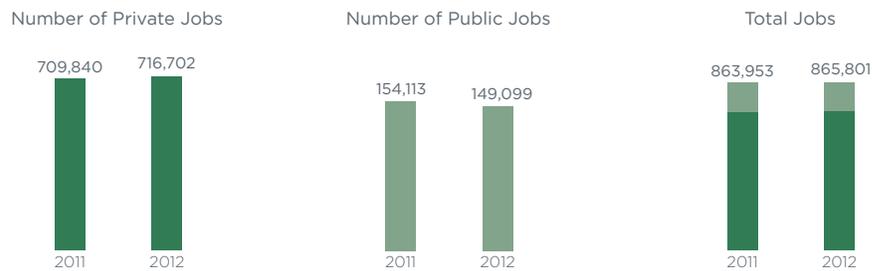
### Mid-Hudson Region Firms



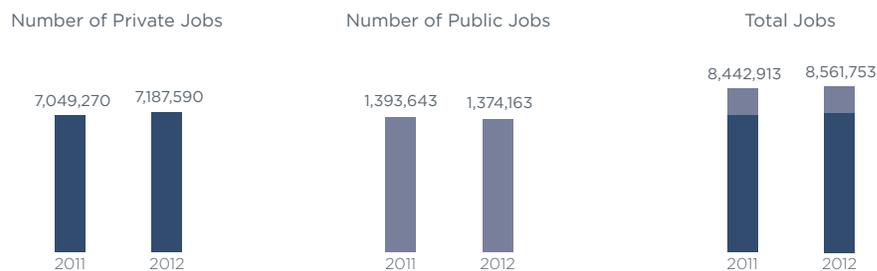
### NY State Firms



### Mid-Hudson Region Jobs



### NY State Jobs



### 3. Wages

From 2011-2012, the average yearly salary in the region's private sector increased by 2.3% percent, to \$53,743, second highest in the state behind the New York City region. Over the same period, average yearly wages in the public sector increased by 3.5%, to \$63,834.

#### Mid-Hudson Region Wages



#### NY State Wages



### 4. Productivity

The eligible Round III applicants are seeking \$440,427,598 in state funding to leverage \$1,943,954,919 in private funding. Those eligible applicants, if funded, will create up to 21,904 new full-time jobs, in addition to 14,673 construction jobs.

In 2011, the awarded projects were awarded \$37,837,585 of state funding to leverage \$389,589,871 in private capital. The 2011 projects, to date, are projected to create and retain 735 jobs. In 2012, the awarded projects were awarded \$42,587,404 in state funding to leverage \$595,477,222 in private capital. The 2012 projects, to date, are projected to create and retain 6,653 jobs.

### 5. Economic Well-Being

“Economic Well Being” is one of eight areas measured for the SUNY New Paltz CRREO Regional Well Being Index. Economic Well Being is tracked through the separate and combined use of three measures selected as indicative of the capacity of the region's economy to reasonably support its population. A vital region provides good paying jobs for its workforce. Low and/or declining unemployment and poverty rates, relative to state and national levels and levels elsewhere in New York, are clear indicators that the regional

economy is performing to this standard. A vital regional economy supports a region's residents at a level at which they can afford the essentials of life. Housing is one such essential. An agreed norm is that family housing costs should not exceed essentials of life. The degree to which the region approaches this norm is a practical measure of the performance of the regional economy for citizens.

#### 2008-2010

County	Housing Cost/ Income*	Unemployment Rate**	Poverty Rate*
Dutchess	38%	7.9%	8.9%
Orange	41%	8.3%	10.9%
Putnam	43%	6.7%	7.5%
Rockland	42%	6.9%	11.4%
Sullivan	38%	9.6%	17.5%
Ulster	37%	8.8%	12.1%
Westchester	40%	7.2%	8.8%
<b>Region</b>	<b>40%</b>	<b>7.6%</b>	<b>10.0%</b>

Source: \*U.S. Census American Community Survey 2008-2010. Note: Housing cost is the percent of Households with 30% or more of income needed for housing.

\*\*New York State Department of Labor - Bureau of Research & Statistics (Local Area Unemployment Statistics Program)

#### 2009-2011

County	Housing Cost/ Income	Unemployment Rate	Poverty Rate
Dutchess	38%	9.7%	9.1%
Orange	41%	8.0%	12.0%
Putnam	42%	7.8%	5.7%
Rockland	41%	8.1%	12.5%
Sullivan	38%	12.2%	18.5%
Ulster	38%	9.6%	12.8%
Westchester	41%	8.4%	9.3%
<b>Region</b>	<b>40%</b>	<b>8.7%</b>	<b>10.0%</b>

Source: U.S. Census American Community Survey 2009-2011. Note: Housing cost is the percent of Households with 30% or more of income needed for housing.

#### CHANGE

County	Housing Cost/ Income	Unemployment Rate	Poverty Rate
Dutchess	-	+1.8	+0.2
Orange	-	+0.8	+1.1
Putnam	-1	+1.8	-1.8
Rockland	-1	+1.5	+1.1
Sullivan	-	+1.5	+1.0
Ulster	+1	+1.8	+7
Westchester	+1	+1.0	+5
<b>Region</b>	<b>-</b>	<b>+1.3</b>	<b>-</b>

## 6. Tax Burden

The average monthly tax bill in the Mid-Hudson region ranges from \$4,209 (Sullivan County) to \$13,193 (Westchester County). Adjusted relative to income, the average tax burden is 12%; the highest is in Westchester at 17%.

2010

County	Average Tax Bill	Median Income	Average Tax Burden
Dutchess	\$5,541	\$69,739	8%
Orange	\$5,634	\$69,144	8%
Putnam	\$7,939	\$88,619	9%
Rockland	\$8,248	\$82,245	10%
Sullivan	\$4,052	\$46,209	9%
Ulster	\$4,967	\$56,434	9%
Westchester	\$12,341	\$77,881	16%
<b>Region</b>	<b>\$8,744</b>	<b>\$73,661</b>	<b>12%</b>

Source: For Average Tax Bill, NYS Office of Real Property Tax 2010. For Median Income, U.S. Census American Community Survey 2008-2010. Note: Average Tax Bill includes total residential property taxes: county, city/town/village, and school. Average Tax Burden is computed Average Tax Bill / Median Income.

2011

County	Average Tax Bill	Median Income	Average Tax Burden
Dutchess	\$5,913	\$71,124	8%
Orange	\$5,868	\$69,240	8%
Putnam	\$8,286	\$89,172	9%
Rockland	\$8,691	\$82,772	10%
Sullivan	\$4,209	\$46,287	9%
Ulster	\$5,229	\$56,253	9%
Westchester	\$13,193	\$79,228	17%
<b>Region</b>	<b>\$9,292</b>	<b>\$74,525</b>	<b>12%</b>

Source: For Average Tax Bill, NYS Office of Real Property Tax 2011. For Median Income, U.S. Census American Community Survey 2009-2011. Note: Average Tax Bill includes total residential property taxes: county, city/town/village, and school. Average Tax Burden is computed Average Tax Bill / Median Income.

CHANGE

County	Average Tax Bill	Median Income	Average Tax Burden
Dutchess	+372	+1,385	-
Orange	+234	+96	-
Putnam	+347	+553	-
Rockland	+443	+527	-
Sullivan	+157	+78	-
Ulster	+262	-181	-
Westchester	+852	+1,347	+1
<b>Region</b>	<b>+548</b>	<b>+864</b>	<b>+1</b>

---

## 7. Population Migration

### Population

	2010	2012	Net change	% Change
<b>Hudson Valley</b>	<b>2,294,095</b>	<b>2,309,452</b>	<b>15,357</b>	<b>0.7%</b>
Dutchess County	297,772	297,322	-450	-0.2%
Orange County	373,524	374,512	988	0.3%
Putnam County	99,784	99,607	-177	-0.2%
Rockland County	312,517	317,757	5,240	1.7%
Sullivan County	77,427	76,793	-634	-0.8%
Ulster County	182,395	181,791	-604	-0.3%
Westchester County	950,676	961,670	10,994	1.2%

Source: U.S. Census Bureau

## 8. Workforce Commuting

2008-2010

County	Work in Own County	Work in NYS Outside of Home County	Work Outside of NYS
Dutchess	67%	30%	3%
Orange	64%	27%	8%
Putnam	33%	60%	6%
Rockland	58%	28%	14%
Sullivan	70%	27%	3%
Ulster	66%	33%	1%
Westchester	63%	31%	6%
<b>Region</b>	<b>62%</b>	<b>31%</b>	<b>7%</b>

Source: U.S. Census American Community Survey 2008-2010.

2009-2011

County	Work in Own County	Work in NYS Outside of Home County	Work Outside of NYS
Dutchess	67%	30%	4%
Orange	65%	26%	8%
Putnam	33%	61%	7%
Rockland	58%	28%	14%
Sullivan	68%	28%	3%
Ulster	67%	31%	2%
Westchester	63%	31%	6%
<b>Region</b>	<b>62%</b>	<b>31%</b>	<b>7%</b>

Source: U.S. Census American Community Survey 2009-2011.

CHANGE

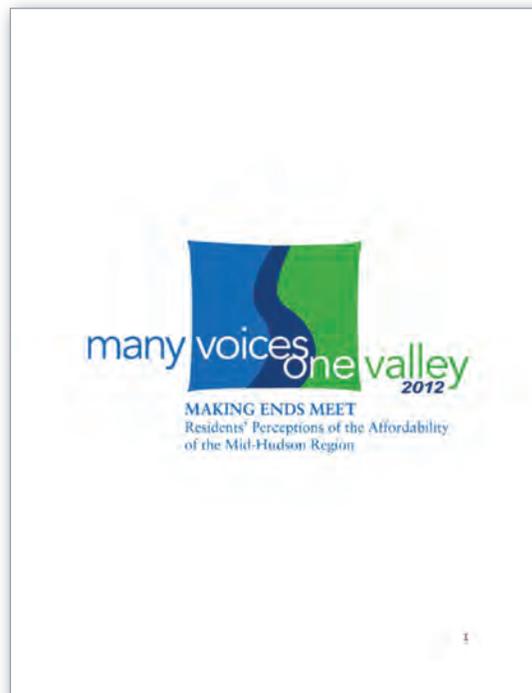
County	Work in Own County	Work in NYS Outside of Home County	Work Outside of NYS
Dutchess	-	-	+1
Orange	+1	-1	-
Putnam	-	+1	+1
Rockland	-	-	-
Sullivan	-2	+1	-
Ulster	+1	-2	+1
Westchester	-	-	-
<b>Region</b>	<b>-</b>	<b>-</b>	<b>-</b>

---

## 9. Perceptions of Economic Outlook

Every five years, the Marist Institute for Public Opinion conducts a comprehensive poll analyzing the region's perception of its economic conditions. The study, "Many Voices One Valley, Making Ends Meet: Residents' Perceptions of Affordability of the Mid-Hudson Region" was released in late 2012, and the Council will consider the results of that poll in future planning. The document is available at:

<http://www.manyvoicesonevalley.org/assets/Making-Ends-Meet-2012.pdf>



# PART 2

The Mid-Hudson Regional Economic Development Council  
Implements its Strategies for Job Growth

# SECTION 1

## Core Strategies Progress Overview and Implementation Agenda

### Core Strategy

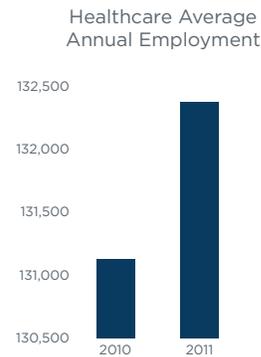
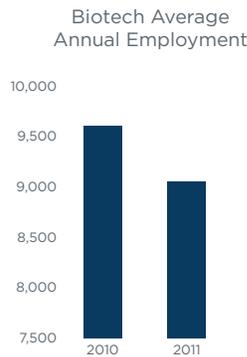
### INVEST in Technology



Strengthen the region's capacity for future growth with targeted job creation investments in the region's key industry "clusters," biotech, biomedical and healthcare; advanced manufacturing; and information technology. These clusters are pivotal to advance New York's 21st century economy.

## BIOTECH, BIOMEDICAL AND HEALTHCARE

### Progress Overview



For the past two years, the MHREDC has focused on fostering the growth of technology-based sectors, particularly those in the life sciences. The average total employment in biotech and other life sciences in the Mid-Hudson region in 2012 was 8,513 jobs, a loss of 537 jobs from the prior year's average, due primarily to Pfizer's continuing downsizing at its Pearl River R&D and manufacturing facilities in Rockland County. On the other hand, Novartis Pharmaceuticals Corp, in Suffern, Rockland County added 100 jobs. Average annual wages in the biotech cluster, however, rose from \$114,191 in 2011 to \$134,227 in 2012, an increase of 17.5 percent in what was already one of the region's highest paid sectors. The Healthcare sector also

contracted slightly, losing 331 jobs between 2011 and 2012, although it remains the region's largest sector by employment. (Note: healthcare numbers in this report include both public and private jobs).

The largest biotechnology firms in the region continue to expand their local operations. Regeneron had approximately 1,400 full-time employees in Tarrytown at the end of June 2013, an increase of 18% since the end of 2011 (1,175) and 7% (1,301) since the end of 2012. Acorda Therapeutics in Ardsley, Westchester County, added 36 people in the first six months of 2013 and the same number in 2012 and now employs 260 people in Ardsley.



In April 2013, Regeneron and Governor Cuomo jointly announced that Regeneron will create more than 400 additional scientific, technical, and administrative jobs at its Tarrytown site in connection with a facilities expansion that will add 300,000 square feet of laboratory and office space, a nearly 50% expansion of its facilities in Tarrytown. The new buildings are expected to be occupied by late 2015. New York's Empire State Development office pledged \$8.5 million in tax credits through the Excelsior Jobs Program, and the Town of Mount Pleasant Industrial Development Agency offered additional incentives.

In addition, a few other Mid-Hudson biomedical companies continued to expand this past year, and Life Medical Technologies of East Fishkill, Dutchess County, a diagnostics firm, recruited a new CEO and engaged Fala Technologies (another Mid-Hudson company) to complete the design of a new production line and proof of concept for a state of the art manufacturing line. The company is currently in the midst of finalizing licensing and distribution agreements for its BreastCare DTS device. In April, ContraFect Corporation (Yonkers, Westchester County) announced that the Zongyi Group of China had invested \$8 million in the company as part of a \$9.5 million financing.

Empire State Development continues to attract and incentivize new businesses in the region, ensuring facilities, which have been identified as priorities, are revitalized. In November 2012, Governor Cuomo announced that Protein

Sciences Corporation, a vaccine and biopharmaceutical company, would make a multi-million dollar investment to establish manufacturing and development operations at the Pearl River Pfizer Campus in Rockland County. The Company's expansion will initially create approximately 50 new high-paying full-time jobs that could grow up to 150 total jobs over the next decade. The Company will initially lease two buildings covering 83,000 square feet on the Pearl River campus and will create about 50 jobs. Eventually, employment could grow to as many as 150 full-time employees. Protein Sciences has developed an innovative cell-based platform technology (BEVS) that is a powerful tool for producing high quality vaccines and biologics with speed and precision. Flublok, the world's first recombinant influenza vaccine, will be Protein Sciences' first product manufactured at the Pearl River facility.

NY BioHud Valley, a regional cluster development initiative led by the Hudson Valley Economic Development Corporation (HVEDC), is also helping to bring new companies to the region, and expand those already here. For example, HVEDC helped to bring a new start-up, Thermopraxis, a company on the forefront of new technology that diminishes the impacts of concussions on the brain, to the campus of NY Medical College in anticipation of the opening of the iBio-NY incubator next year (see priority project update, below). The iBio Incubator was a priority project for the MHREDC in 2011 and 2012.

Several of the Region's hospitals undertook expansions this past year. Vassar Brothers Medical Center in Poughkeepsie, Dutchess County, unveiled its new Linear Accelerator for Radiation Oncology in the Dyson Center for Cancer Care. Two hospitals in Rockland County, Good Samaritan Hospital in Suffern and Nyack Hospital in Nyack each added approximately 200 jobs over the past year, and the Council selected a number of other hospitals throughout the region for targeted investment through the Regional Council Capital Fund (see next page).

As the healthcare industry changes over the next year as a result of the Affordable Care Act, the Council has seen an increase in the number of CFA project seeking assistance in the healthcare industry. The MHREDC will focus on this industry as a job creator in 2014 and convene a

forum with the heads of major health care providers in the region to discuss the future of emergency and specialty care and the emergence of outpatient care as a primary vehicle for healthcare in our communities.

### Spotlight on Regional Council Priority Projects:

The Regional Council had seven funded priority projects in the area of biotech, biomedical, and/or health care. Council members work in close collaboration with Empire State Development's Mid-Hudson office to track the projects' progress, receiving a status report at each meeting:

- ❖ **New York Medical College (NYMC)**, a private, not-for-profit health sciences university, has commenced renovation of an existing biotechnology research and development facility at its Valhalla, Westchester County campus. When finished, it will provide 110,000 square feet of laboratory incubator and workforce training space. The project received \$4 million in New York State funding through the 2011 round of CFA funding, and an additional \$1 million through the 2012 round, and has signed ESD's incentive proposal. The incubator's groundbreaking was held in December 2012. ESD President and CEO Kenneth Adams and Regeneron Founder/CEO, and Co-Chairman of the MHREDC, Dr. Leonard Schleifer, participated in the ceremony. Construction is underway at the facility.
- ❖ **The Center for Discovery** received \$2.5 million through the 2012 round of CFA funding, in order to expand its capabilities through the creation of an assessment center and integrated specialty hospital for children with autism, severe developmental disabilities, and medical complexities in Harris, Sullivan County. The project is on schedule, with construction slated to begin in October of 2013 and a targeted opening date of September 2014.



- ❖ **Touro College** received \$1 million through the 2012 round of CFA funding for a new osteopathic medical college (including an on-site clinic and student housing) in Middletown, Orange County at the former Regional Hospital site. The project is moving ahead, and held a groundbreaking July 9, 2013, where Lieutenant Governor Robert J. Duffy spoke. The construction on the new site has commenced and is expected to be completed in March 2014.
- ❖ **Northern Westchester Hospital** received \$1 million through the 2012 round of CFA funding to double its available emergency room space and modernize the surgical services department through the renovation of 17,000 square feet of space. Project funding is in place, and construction is slated to begin no later than February 2014.

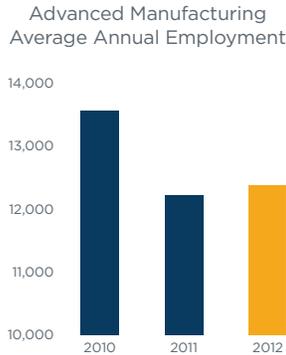
## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Establish a life science “incubator” in the region that offers start-up firms low-cost, well-equipped lab space, as well as business support and access to broader biological research infrastructure.</p>	<p>New York Medical College (NYMC) has commenced renovation of an existing biotech research and development facility at its Valhalla, Westchester County campus. The project received \$4 million in NY State funding in the 2011 CFA round and an additional \$1 million in 2012. The incubator’s groundbreaking was held in December 2012. ESD President and CEO Kenneth Adams and Regeneron Founder/CEO, and Co-Chairman of the MHREDC, Dr. Leonard Schleifer, participated in the ceremony. Construction is underway at the facility and the project’s first tenant has been identified.</p>	<p>Collaborate with ESD to monitor progress, ensuring completion in a timely fashion and that milestones are met. Completion date anticipated to be March 2014.</p>
<p>Improve access to capital for start-up life sciences firms.</p>	<p>Regeneron Pharmaceuticals and Alexandria Equities Real Estate convened leading NY-based venture capitalists and administrators from NY academic research universities at a NY Life Science Capital Forum in March 2013. The discussion explored challenges and opportunities for funding life science businesses in NY State and raised awareness of the NYS Comptroller’s In-State Private Equity Investment Program, which provides investment capital to early-stage and growing companies.</p>	<p>Broaden this goal to start-up firms generally, not only those in life sciences.</p> <p>Recruit an Advisory Council of NY State-based venture capitalists (drawing in part from firms in the In-State Private Equity Investment Program) to advise businesses that locate in the proposed Innovation Hot Spot (see Part 4).</p>
<p>Provide specialized training to further develop the local workforce. Encourage publicly-supported training for skills development and enhancement to deepen the labor pool and defray in-house training costs for small, cash-limited firms.</p>	<p>See “Workforce Development” section for more detailed updates on SUNY and community college training programs, collaborations with the Center for Global Advanced Manufacturing (CGAM), P-TECH, and Start-Up NY.</p>	<p>The Council will continue to partner with community colleges and business organizations to ensure that specialized training programs are offered in the region (ongoing).</p>
<p>Deepen relationships with New York City’s world-class research universities, which can be the source of employees, ideas, collaborations, and patents for many biotech and other life sciences firms.</p>	<p>See NY Life Sciences Capital Forum, above.</p>	<p>To be determined.</p>

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Seek New York State funds for more competitive marketing programs and business start-up assistance programs, as both are needed to raise the profile of the Mid-Hudson Region and make the process of locating in the region easier for start-up and growing life sciences companies.</p>	<p>In 2012 the Regional Council submitted a CFA for a marketing grant to further promote the region, which was awarded.</p> <p>In June 2013 the Council’s Marketing Committee selected the Byne Group, of Rockland County, as its strategic partner, and began design of a MHREDC logo and planning a marketing campaign to promote the region.</p>	<p>Continue to work with the Byne group on the development of materials and a marketing campaign to promote the Mid-Hudson Region and attend trade shows in 2014 to further promote the region (ongoing).</p>
<p>Convene regional stakeholders to explore opportunities to repurpose the excess capacity/surplus real estate at Pfizer’s Pearl River facility and provide funding for a third-party feasibility analysis.</p>	<p>Rockland Community College and Stony Brook University are continuing discussions with Pfizer about the potential to locate a biotech accelerator in the vacant space.</p>	<p>Continue to monitor, encourage, and engage in discussions currently underway (ongoing).</p>
<p>Convene forum with regional health care providers to discuss the future of health care and the needs of area hospitals.</p>	<p>ESD has met with several area hospital presidents to discuss capital and programming needs in the advent of the changes to the federal healthcare requirements.</p>	<p>Continue to encourage and engage in discussions about the capital and operations costs of area healthcare providers through a region-wide forum to discuss the further of healthcare distribution. Anticipated completion date June 2014.</p>

## ADVANCED MANUFACTURING

### Progress Overview



The Mid-Hudson has an incredibly diverse manufacturing base, making the region home to companies that produce “everything from potato chips to silicon chips.” Although the products and services they produce may be wildly different, all of the region’s manufacturers share in the efficient processes, quality methodologies, and specialty equipment used across the manufacturing industry, joining them together in a common sector in spite of their differences and allowing them to continue growing.

The average annual employment in the advanced manufacturing sector of the Mid-Hudson was 12,382 in 2012, an increase of 1.4 percent over 2011’s employment average. And while many larger facilities experienced downsizings or facility closings (IBM, which is downsizing its Poughkeepsie operations; FM Industries, which is consolidating out of state; and PDQ manufacturing, which is closing), the region experienced growth in its small and medium enterprises (SMEs), which makes the

Council’s focus on this section of the manufacturing base even more important.

The diversity of the Mid-Hudson’s SME manufacturing cluster has become increasingly apparent, with factories that manufacture bread products (like Bread Alone), hydroponic farms (Continental Organics), and lighting manufacturers (SELUX), all expanding this past year. Nice-Pak, a multi-national private label manufacturer of wet wipes for baby and healthcare applications, added 300 jobs in Orangeburg, Rockland County, and Aptar, a company that manufactures and distributes dispensing products added 75 job in Congers, Rockland County. Wolf-Tec (a food processing equipment manufacturer) and Stavo (a producer of pharmaceutical filtration equipment) are completing their moves to new larger facilities, scheduled for October 2013. AERCO, in Rockland County hired more employees as they further expand their product line building industrial gas furnaces. Prism Solar, in Ulster County, redesigned its product offering and hired some staff, and machine shops throughout the region are also continuing to hire. Jabil, a global electronics manufacturer in Dutchess County, completed a deal to transfer a large IBM manufacturing unit to them while keeping all the jobs intact and in the county. Fryer Machine, in Putnam, continues to grow their market share of American made high performance machining centers used by metal fabricators around the country. A quick scan of open jobs in manufacturing shows opportunities in all counties led by openings in Westchester, where the manufacturing base is thriving.

## Spotlight on Regional Council Priority Projects:

The Council redoubled its efforts to advocate for a regional center that would provide base studies, applied science and engineering, business systems support, business process support, and a facility to help foster shared research or collaborations between companies. As a result, it had one priority project funded in the area of advanced manufacturing, and members work in close collaboration with Empire State Development's Mid-Hudson office to track the project's progress, receiving a status report at each meeting:

- ❖ The Center for Global Advanced Manufacturing (CGAM), established in 2012, provides technology and business support services to manufacturing firms in the Hudson and Mohawk Valley regions, to improve competitiveness and promote the sector's growth and sustainability. CGAM received \$1 million through the 2012 round of CFA funding, in order to purchase highly specialized equipment to be housed at a testing and characterization lab in New Paltz, Ulster County, and to establish a machinist training center in Newburgh, Orange County.
- ❖ CGAM established a "shared equipment laboratory" in New Paltz, NY, with nearly \$1 million of specialty test and characterization systems, which is working as a pilot project now and will have its grand opening on October 4, 2013, "National Manufacturers Day." The CGAM laboratory is helping to expedite the process of bringing new products to market, creating more commerce for companies and job creation. Eight companies have used the facility or equipment and several of them in Hudson Valley lighting manufacturing cluster have specifically utilized the goniophotometer and thermal cycle chambers. Two of these manufacturers are now planning expansions: Hudson Valley Lighting and SELUX. Both companies expect their expansions to be completed in 2014 with nearly 100 new jobs.
- ❖ CGAM has also established the region's first "3D Printing and Design Center" at SUNY Rockland, which will have its grand opening on October 4, 2013 as well. This center will support the region's manufacturers with the ability to prototype parts at the Village of



Haverstraw location. The center contains space for manufacturers to co-locate, professional Computer Aided Design staff with expertise in Solidworks (a popular design tool used by manufacturers) and student interns who will optimize the company's designs to assure the best outcome from the 3D printers. A combination of the latest technology 3D printers, professional and intern staff, and a wonderfully updated facility in an old manufacturing town adds up to an investment of nearly \$1 million. This investment was made possible by leveraging the Council's CGAM initiative funding (\$1 million in CFA funding) with other monies from Rockland Community College and private industry. Further plans include making this center more accessible through use of Marist College's cloud computing technology (another MHREDC funded priority project), in 2014.

- ❖ On the same day, CGAM will also announce the opening of an Automated Equipment and Machining Training Center, as well as a remote SUNY Institute of Technology modern classroom, at the Armory in the City of

Newburgh, Orange County. Repurposing the Armory, providing training opportunities for the region's growing needs of machinists and those who can run automated equipment, in a city whose roots were manufacturing and whose citizens crave those jobs should be a winning combination. This program will be run by SUNY IT. This project was made possible by leveraging the CFA award with an additional \$750,000 from the Orange County IDA and donations of equipment from IBM. Graduates of the machining program will be able to find jobs in the growing food processing industry, medical device manufacturing, or machining. The SUNY IT classroom will bring needed specialty technical training in the fields of engineering technologies allowing local workers to take evening courses for skill upgrades. SUNY Orange will also administer some specialty programs, such as ESL, Job Preparation, and Mathematics for Manufacturing as part of this program.

❖ Continuing to leverage regional council resources, CGAM, with its academic partner SUNY IT, applied for and won a SUNY 2020 grant of \$15 million to continue support for manufacturing in both this region and the Mohawk Valley region. The proposal establishes nine SMARTT (SUNY Manufacturing Alliance for Research and Technology Transfer) labs from Westchester to Morrisville utilizing each community college location as a destination whereby a specific manufacturing technology lab is hosted with equipment specific to industry needs. At these sites, students can learn and members of industry can utilize technology to more quickly test or commercialize products and goods. Every field of manufacturing is addressed by each SMARTT lab to represent the diversity of manufacturing in the Mid-Hudson and Mohawk Valley regions.

**These labs are:**

- 1) Characterization Testing at SUNY Ulster
- 2) Metallurgical and Materials at SUNY Dutchess
- 3) Machining and Automation at SUNY Orange and SUNY IT (Armory, Newburgh)
- 4) Brewery Institute and Hops Processing at SUNY Morrisville
- 5) Advanced CNC Machining at SUNY Westchester and SUNY Mohawk Valley
- 6) Manufacturing Quality Assurance and Analytics at SUNY Herkimer
- 7) 3D Printing and Design Center at SUNY Rockland



Finally, CGAM began an initiative to create “commerce” between manufacturing companies in the MHV and Mohawk Valley, as a pilot. CGAM enlisted the aid of NYSTAR and the MEP (Manufacturing Extension Partnership) centers in both regions. Manufactures that were outsourcing some of their work to other states or countries were matched with potential in state suppliers. The pilot proved positive as companies like AEI (Automation Experts Inc.) and Metal Solutions of Utica worked with FALA Technologies of Kingston and others, bringing over \$200,000 of commerce back to the state. The pilot is now extended to the Rochester NY area as we establish relationships between the machining cluster there to manufacturers in the Mohawk Valley. We expect this additional workload and commerce that will return to our state to turn into long term jobs. This will continue in 2014.

In other endeavors in the Hudson Valley, continuing the Council's support of manufacturing, in May 2013, Hudson Valley Economic Development Corporation launched its "Hudson Valley 3D Printing" initiative, which brought \$1 million dollar, over several years, of private investment to the campus of SUNY New Paltz to launch the Center for Advanced Manufacturing at SUNY New Paltz. With state-of-the-art 3D printing equipment, and a newly launched curriculum at the college, this center is already receiving national attention for its

forward-thinking development of a center for fusing the arts and science together in the area of additive manufacturing. The Center will ensure that the northern portions of our region have a hub for 3D printing, while the southern areas of the region draw on the resources of the 3D Printing and Design Center at SUNY Rockland. The Center at SUNY New Paltz launch also included the establishment of a \$500,000 private venture capital fund to help companies in the Mid-Hudson that will deploy 3D printing technology.

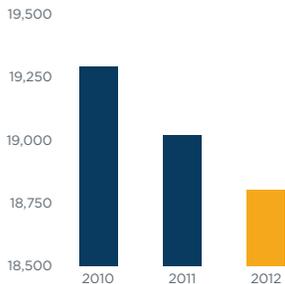
### Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Offset the relative high costs of real estate and other cost disadvantages by investing in shovel-ready development sites to mitigate the time and expense typically associated with construction projects in the region, and collaborate with county IDAs and local development corporations to provide low-cost building loans and tax abatement plans to improve affordability.	CGAM is leading the charge to make the region a thought leader in how to ready space and provide economic incentives to keep our manufacturers competitive. It has now partnered with numerous entities, including Mohawk Valley REDC, and hosted 9 CC and SUNY IT presidents in drafting a comprehensive, multi-regional outreach support plan (7/25/2013).  Annual Manufacturers Conference on Nat'l Manufacturers Day in Newburgh & Utica. Keynote by Mike Molnar, Chief Manufacturing Officer for US (10/4/2013).	CGAM and individual Council Members will continue advocacy efforts (09/2013 and ongoing).  CGAM will also further discussions with Marist College about how to leverage cloud computing in order to create a manufacturing cloud, resulting in cost savings (01/2014 and ongoing).
Create a regional center to provide base studies, applied science and engineering, business systems support, business process support, and a facility to help foster shared research or collaborations between companies. This would be the applied manufacturing equivalent of the CNSE (Center for Nanoscale Engineering) in Albany.	The Center for Global Advanced Manufacturing (CGAM) was funded through the 2012 CFA round, and signed an ESD incentive proposal 7/2013.  Its characterization lab opened on schedule (12/2012).  CGAM partnered with SUNY IT on a \$15 million SUNY grant that will add \$3 million Mid-Hudson based community college laboratory programs to support the manufacturing cluster (7/2013).	Monitor progress to ensure that milestones are met (machining program operational by 1/2014, and eight "fabrication labs" created - one at each of HV & Mohawk Valley community colleges - to supplement characterization labs).  Support HVEDC's "Hudson Valley 3D Printing" initiative by naming it a Priority Project in 2013 (9/2013 and ongoing).

## INFORMATION TECHNOLOGY

### Progress Overview

Information Technology  
Average Annual Employment



Although average annual employment dipped slightly in 2012 (down 1.2 percent from the same time last year), the Mid-Hudson's information technology cluster continues to be the region's best paid, with average annual wages rising to \$140,053 this year (a 4.7 percent increase over last year).

And while IBM recently shed 697 jobs in Dutchess County and furloughed employees in its Systems and Technology Group, the company also debuted a new line of mainframes - the zEnterprise BC12 - which will be manufactured in Poughkeepsie. IBM's five sites located within the region (including its world headquarters in Armonk, Westchester County) continue to anchor the region's identity as not only a producer of hardware and software, but as a thought leader in the field of large scale computing, cloud computing, OpenFlow, and analytics.

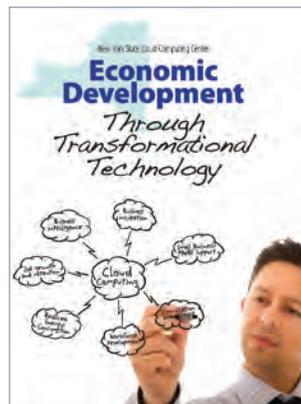
One example of this thought leadership is this month's announcement by German-based ADVA Optical Networking that - in collaboration with IBM and Marist College - it had successfully demonstrated a virtualized optical transmission network using Software-Defined Networking (SDN) and OpenFlow-based control (an industry

first). While virtualization within data center walls is standard practice, extending the virtualization to the physical network that interconnects data centers has not been possible until now. This is especially important to the Mid-Hudson as a data center hub, and demonstrations like this one firmly establish the region and the state as innovators in data center virtualization.

Marist College hosted its 5th annual Enterprise Computing Community Conference (ECCC) in June of this year, bringing 150 industry leaders and technologists to the region to present on topics including Enterprise systems, software defined networking, and massively open online education, and showcasing the intellectual capital present in the Mid-Hudson. The College also recently launched several courses and certificates through the New York State Center for Cloud Computing and Analytics (NYS CCAC - see below) that contributed to marketable skill enhancement, allowing the unemployed or underemployed to secure and retain sustainable employment in the region's best paid industry. One of these was the College's first massive open online course (MOOC), which it offered at no cost, in enterprise computing. The

course attracted 1,069 students, twenty percent of whom were employed in New York State companies. It also served to promote the NYS CCAC as a resource available to those wishing to start or grow IT businesses in New York.

In the Mid-Hudson's 2011 Plan and 2012 Progress Report, the Council noted the opportunity for several counties in the region (specifically Orange and Rockland) to become better known for their high concentration of data centers. In May, financial giant Bloomberg L.P. announced that it would locate its new mission critical data center in Orangeburg, Rockland County. Bloomberg conducted an extensive search of over 100 sites before choosing the site at 155



Corporate Drive. The new 131,000 square foot turnkey data center is being developed by a joint venture partnership of Russo Development and Sentinel Data Centers, which will retain ownership of the property. Russo Development projects that it will spend more than \$135 million

on construction, land acquisition, and soft costs during the construction phase, while Bloomberg's investment will total more than \$710 million in the region over the next 15 years.

### Spotlight on Regional Council Priority Projects:

The Council spent 2012 advocating for investment in the region that would help establish it as a world leader in cloud computing and analytics. As a result, the Council had a cloud computing priority project funded through the Regional Council Capital fund, and members, working with Empire State Development, have been closely monitoring its progress.

❖ The New York State Center for Cloud Computing and Analytics (NYS CCAC) received \$3 million through the 2012 round of CFA funding in order to provide IT services at Marist College, including hardware, software, workforce training, incubation, and consulting, to companies in early-stage product development and testing. Nearly all of the Center's equipment has now been purchased

and installed - including an IBM PureFlex Foundation System - with very successful MWBE vendor participation. The Center has hired eight full-time employees to support projects for companies including IBM, Verizon, ADVA, Alcatel-Lucent, NEC, Lighttower, and Ciena, and employed two full-time faculty/researchers with expertise in security and software development

### Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Establish the region as a world leader in cloud computing and analytics by developing a regional public Cloud Center to foster development projects and new application of cloud and analytics technology.	<p>The NYS CCSC was funded through the 2012 CFA round. Its IBM equipment purchase and installation is nearly complete, and the Center has already begun its hiring and launched several workforce development initiatives.</p> <p>Through the Center, Marist College continues to deploy a suite of cloud-based services to corporations, 14 local school districts, and other non-profits throughout the region.</p>	<p>The Council will continue to monitor the NYS CCAC's progress and ensure that milestones are met (09/2013 and ongoing).</p> <p>The Council will continue to advocate for further deployment of cloud-based technologies to local businesses (ongoing).</p>

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Promote collaboration between university computer science and information technology faculty, government officials, and research companies in the region and throughout the state.</p>	<p>The NYS CCAC is working in close collaboration with SUNY New Paltz, and has plans to partner with other colleges, universities, and associations, including NYSERNET, Columbia, NYU, and CUNY.</p> <p>Marist College belongs to the New York State High Performance Computing (HPC) Consortium, and represents the region in the area of cloud computing. The consortium met twice this past year; Marist is an active participant and has several proposals pending.</p>	<p>The Council will continue to promote collaboration through the NYS CCAC, and research through the HPC2's member institutions: Rensselaer, Stony Brook National Labs, the University at Buffalo, and Marist College (9/2013 and ongoing).</p>
<p>Provide workforce development through existing technology training programs at regional community colleges and the NSF-funded Institute for Data Center Professionals (IDCP).</p>	<p>The NYS CCAC ran its first massive open online course (MOOC) in enterprise computing, attracting 1069 students. The Workforce Development Cloud introduced two new programs, including a course in Cloud Mobile Application Development, and a graduate level certificate program in business analytics.</p> <p>The IDCP's cloud-based virtual computing laboratory offers analytics tools to people in the U.S. and 21 different countries, and the z/OS Knowledge Center, another cloud-based initiative, allows students around the world to access the z/OS operating system for research and lab work.</p>	<p>The Council will continue to work through its educational partners to ensure that training in the region is responsive to emerging needs (09/2013 and ongoing).</p>
<p>Offer incubation and support for early-stage development and innovation projects, especially SMBs, start-ups, veteran-owned, minority-owned and women-owned businesses.</p>	<p>The NYS CCAC incubates a number of innovative projects, including a new education and business innovation enterprise that offers a cloud-based collaboration, learning analytics, and content delivery ecosystem. This company already has five customers and two major contracts pending.</p>	<p>The Council will continue to support projects in the region that are consistent with this goal (9/2013 and ongoing).</p>

## Core Strategy

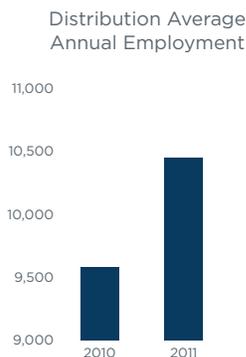
# ATTRACT & RETAIN Mature Industries



Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, and corporate food and beverage, as these sectors represent large, vital anchor employers in the Mid-Hudson economy.

## DISTRIBUTION

### Progress Overview



The Mid-Hudson's distribution sector remained relatively stable in terms of job growth this past year. Average annual employment stood at 10,285 in 2012, down 1.6 percent from 2011 numbers, but still up 7.3 percent over 2010's.

The region's location in the epicenter of the Boston-Washington Corridor (within a six-hour drive of 68 million U.S. and Canadian customers) and its proximity to six international airports, extensive rail system, and highway system, continues to make it a desirable place to site a distribution facility.

While the Council will reinforce its efforts and focus on this industry sector in 2014, there were many projects which advanced the MHREDC Strategic Plan throughout 2013 and created jobs. These projects included:

Raymour & Flanigan, a furniture retailer founded in Syracuse, NY, established a new regional distribution center in the Village of Montebello, Rockland County, creating 300 new jobs that will result in more than \$135 million in wages for local employees over the next ten years. \$2.325 million in Excelsior tax credits from Empire State Development and a package of financial assistance incentives from the Rockland IDA were instrumental in securing the company's \$46 million investment to purchase and renovate an existing 839,000-square-foot facility. The renovated facility will serve as the regional warehouse and distribution hub for the company's retail stores in the New York Metro Region, as well as portions of New Jersey and Connecticut.

FedEx purchased more than 20 acres of land on Route 303 in Blauvelt, Rockland County, in order to build a 131,000 square-foot ground distribution facility for use by FedEx Ground Package System, Inc. FedEx Ground specializes in cost-effective, small-package shipping, offering dependable business-to-business delivery and convenient service through FedEx home delivery and FedEx SmartPost®. The company invested more than \$40 million in the purchase of the land as well as site construction and machinery, and added 80 new full-time jobs.



Preferred Fragrance Inc., a perfume company leased a 105,000 square foot vacant building for use as distribution center creating 50 new jobs, in Harriman, Orange County.

W.B. Mason, an office product distributor, leased 25,000 square feet and added 25 jobs, in Newburgh, Orange County.

United Auto Supply, an auto parts distributor, opened a 17,900 square foot facility and added 15 jobs, in Newburgh, Orange County.

The Mid-Hudson's superior infrastructure and vast inventory of commercial land and real estate are marketed regularly at Trade Shows, and through an insert in the Wall Street Journal. The pursuit and development of "shovel ready programs" and "market ready listings" within the region will continue to help foster this growth. Additionally, as part of the MHREDC Marketing Campaign Plan, attached as Appendix 4, the MHREDC will focus on business to business marketing, highlighting the region's transportation fare ways as regional assets, including Stewart Airport, I-84 and the New York State Thruway.

### Spotlight on Regional Council Priority Projects:

The Council had one priority project related to the distribution industry funded through the Regional Council Capital Fund, and Council members continue to work closely with Empire State Development's Mid-Hudson Regional office in order to monitor its progress.

❖ Matrix Development Group received \$500,000 through the 2012 CFA round in order to develop a 69 acre tract of land in the Town of Newburgh, Orange County, into a

large warehouse/distribution facility, with the intention of attracting a Fortune 500-caliber company to the site.

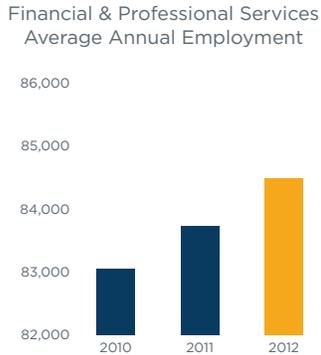
## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Initiate a marketing campaign to raise awareness of the inventory of distribution sites in the Mid-Hudson, highlighting the proximity of the Mid-Hudson to the major economic centers of the northeastern United States, including Boston, New York, Washington DC, and Philadelphia.</p>	<p>In 2012 the Regional Council submitted a CFA for a marketing grant to further promote the region, which was awarded.</p> <p>In June 2013 the Council’s Marketing Committee selected the Byne Group as its strategic partner, and initiated a first meeting.</p>	<p>Continue to work with the Byne group on the development of materials to promote the Mid-Hudson Region, with specific attention to ways to highlight available distribution sites, which are shovel ready. (9/2013 and ongoing).</p>
<p>Advocate for the creation of a program similar to the former Build Now NY Program, which shared the costs with property owners for developing a site to shovel-ready status. This would be an incentive for companies to invest in modifications to existing structures while receiving government assistance that is necessary to share in the costs.</p>	<p>NYS has not released a program that compares to the powerful Build-Now NY programs of the past. However, Ulster County has launched a “Ready2Go Program” that targets development in priority growth areas, assists property owners with technical assistance, reduces the cost of approvals through shared consultants and fee waivers, and ultimately reduces time for the approval process. The Program assumes a mortgage on the property (50%) which is reimbursed at the time the property is developed or sold and matches up to 50% of funding for site plan approvals. The first project successfully completed the permit and planning process and is currently being marketed. The program was presented to all Ulster County municipal planning and zoning board members and applications are accepted on a rolling basis.</p>	<p>The Council will monitor the success of the Ulster County initiative and promote it and other similar initiatives to other counties, where feasible (09/2013 and ongoing). Ulster is working with another county in the Mid-Hudson Region has expressed interest in duplicating this program.</p>

---

## FINANCIAL AND PROFESSIONAL SERVICES

### Progress Overview



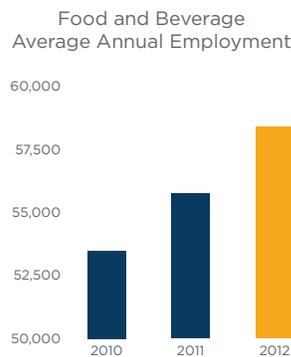
The financial and professional services cluster remains one of the largest and best paid industries in the region, with average annual employment in 2012 standing at 84,488, a one percent increase over 2011's employment

numbers. The region's close proximity to the New York City market (but its relative affordability, compared to downstate) makes it an attractive place to locate front office/business services and corporate headquarters.

As stated in Part I, this industry will be the focus of the MHREDC in 2014. The Council will revive its Financial and Professional Services Workgroup to review the Strategic Plan's identified Goals and Strategies. Additionally, the Council will undertake an effort to identify and encourage the submission of potential retention and expansion projects through the region, which will continue to foster the growth of this important industry section.

## CORPORATE FOOD AND BEVERAGE

### Progress Overview



Food and beverage distinguished itself as the Mid-Hudson Region's fastest growing industry this past year, adding 2,468 new jobs in 2012. The corporate portion of the food and beverage industry continues to be anchored by the presence of several prominent corporate headquarters in the Mid-Hudson, among them PepsiCo (which includes Pepsi Bottling), Heineken USA, Dannon (U.S.), Kraft Foods, Pernod Ricard (U.S.) and Sabra Dipping.

The region is also home to some smaller, but fast-growing food and beverage companies, including Rockhedge Herb Farm located in Pleasant Valley, Dutchess County. *Inc. Magazine* recently named Rockhedge the fastest growing privately owned food and beverage company in New York State, the 7th fastest growing privately owned food and beverage company in all of America, and the 524th fastest growing privately owned company in the U.S.

As a result, the Council will pay renewed attention to this industry sector in 2014. Similar to its efforts in other areas such as infrastructure and natural resources, the Council will gather a robust group of individuals to review the 2011 Strategic Plan and provide the Council guidance on the goals and strategies set. The Council will also seek to do further outreach to identify and encourage retention and attraction applications through the next round of CFAs. Additionally, the Council will continue to work with the Governor's Office to promote initiatives that

further the growth of this industry in the Mid-Hudson Region.

For example, the Governor and Lieutenant Governor Robert Duffy highlighted the region as part of the Taste NY and I Love NY initiatives. Participating in the Hudson Valley Wine and Food Festival in September, the Lieutenant Governor focused on the best the region had to offer both in wines and spirits and many members of the MHREDC attended to show their support. Earlier in the summer, the Governor's Cup in the Finger Lakes featured many Hudson Valley wineries, including:

- ❖ Baldwin Vineyards | Orange County
- ❖ Benmarl Winery at Slate Hill Vineyards | Ulster County
- ❖ Robibero Family Vineyards | Ulster County
- ❖ Stoutridge Vineyards | Ulster County
- ❖ Whitecliff Vineyard | Ulster County

New York is home to nearly 500 wineries, breweries, distilleries, and cideries. Producers account for more than \$22 billion in annual total economic impact in the state and support tens of thousands of jobs statewide. In July 2012, the Governor signed legislation designed to support New York's breweries and wineries, as well as increase demand for locally-grown farm products, and expand industry-related economic development and tourism

Finally, HVEDC's Hudson Valley Food & Beverage Alliance, which was founded in February 2012 at the Culinary Institute of America, continues to act as a central hub for this industry cluster's business and educational activities. The initiative announced the addition of six new members in 2013. Poppy's Burgers & Fries, Hudson Valley Harvest, Hudson Chocolates, Prohibition Distillery, Culinary Depot, and Pennings Orchard & Farm Market joined the ranks of founding members, which already include the Culinary Institute of America, the New York Restaurant Association, Heineken, PepsiCo, and Dannon.

## Spotlight on Regional Council Priority Projects:

In its 2011 Plan and 2012 Progress Report, the Council advocated for funding to assist existing businesses in food and beverage distribution, bottling, food processing, corporate headquarters, and R&D. As a result the Council had one priority project funded in this industry, and Council Members continue to partner with Empire State Development in tracking its progress.

- ❖ Madava Farms LLC received \$500,000 through the 2012 CFA round in order to expand its agricultural operations, increase maple syrup production, and create a tourism destination at its Crown Maple visitor center. Madava Farms' has continued the planned expansion of its manufacturing facilities and partially opened the visitors' center. In its first year, it welcomed nearly 4,000 visitors from throughout the metropolitan region to its farm.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Assist existing businesses in food and beverage distribution, bottling, food processing, siting (and maintaining) corporate headquarters and R&D facilities.	In February of 2012, several Council Members co-founded the Hudson Valley Food & Beverage Alliance in close partnership with a major regional economic organization (HVEDC), and the Alliance has continued to grow, adding six new members this past year.	Continue to expand the membership and influence of the Hudson Valley Food & Beverage Alliance, with special attention on the inclusion of more regional firms, educational institutions, small-to-mid size businesses, government entities, and non-profits (ongoing).
Stimulate growth of these firms through education on topics critical to the industry, as well as educate current (and future) employees for the purposes of workforce development.	Hudson Valley Food & Beverage Alliance has already conducted the first of its major educational forums known as the <b>Food for Thought Series</b> at Heineken USA HQ on protecting intellectual property rights taught by Leason Ellis, one of the nation's top IP firms. Over 100 food & beverage business executives and owners attended.	The Alliance is planning several educational forums for the fall 2013, including a follow-up to the Governor's Beer, Wine & Spirits Summit, which will be conducted at the Culinary Institute of America (ongoing).  The Hudson Valley Food & Beverage Alliance continues working to open its own Alliance training facility in 2014 in order to train current (and future) food and beverage employees similar to the recently federally funded NY BioHud Valley Training Center expected to open in 2014 on the campus of NY Medical College (ongoing).
Encourage local sourcing of products from the Hudson Valley region.	HV Food & Beverage Alliance continues to educate the general public, elected officials, and media about the importance of locally sourced products (produce, wine, etc.)	HV Food & Beverage Alliance is planning to launch in 2014 a web portal for food and beverage business owners so they can source locally produced products (ongoing).

---

## Core Strategy

### **GROW** Natural Resource-Related Sectors

---



Leverage the region's outstanding natural resources, including its unique location between the Hudson River, Delaware River, and Long Island Sound, to sustain and promote waterfront community development and industries including agriculture, tourism, artisanal food and beverage, and recreation that preserve the region's excellent quality of life.

---

## **NATURAL RESOURCES AND THE ENVIRONMENT**

### Progress Overview

The Mid-Hudson's scenery remains one of its most important assets for attracting visitors, fueling the recreational economy. Its water supplies also serve the 8 million residents of the region and New York City, making another important argument for conservation. An increase in the state's Environmental Protection Fund in 2013 further enabled the conservation of open space, and nearly 1,600 new acres were protected in the region and along the Hudson River this year.

Approximately 435 acres were secured in Orange County by the Orange County Land Trust, Open Space Institute, and the New York-New Jersey Trail Conference, protecting a critical connection between the Shawangunk Mountains and the New Jersey Highlands. Orange County also confirmed its plans to purchase the Sparrowbush Preserve in 2013. The Dutchess Land Conservancy conserved 160 acres of farmland in Dutchess County, and Scenic Hudson closed on a total of 767 acres of fee and conservation easements in the Mid-Hudson Region and Capital District, including lands adjacent to Vosburgh Swamp; Fort Montgomery Marina, Orange County; and a 76-acre farm on the river in New Baltimore, Greene County.

The state's Conservation Partnership Program supported the Hudson Highlands Land Trust in protecting the 50-acre Jaycox Park, the Wallkill

Valley Land Trust in developing a management plan for the 118-acre Joppenbergh Mountain parcel, the Westchester Land Trust in protecting the 42-acre Maryknoll Sisters property, and the Delaware Highlands Conservancy in protecting 36 acres adjacent to the Neversink Unique Area.

In addition, 12 miles of trails and carriage roads used by over 50,000 visitors annually were restored on the Shawangunk Ridge, and the Monhonk Preserve invested \$1.7 million in renovations to its visitors' center, positioning the site to increase visitation by 20 percent. Modeled on a successful partnership at Sterling Forest, the New York-New Jersey Trail Conference developed a concept in conjunction with OPRHP to develop a corps of volunteers to repair backcountry trails in Clarence Fahnestock State Park and Hudson Highlands State Park Preserve. Throughout the region, Scenic Hudson volunteers monitored, maintained, and enhanced 65 miles of trails.

*Evaluating and Conserving Green Infrastructure Across the Landscape: A Practitioner's Guide*, was completed for New York State by the NYS Department of Environmental Conservation and the Green Infrastructure Center Inc. The report may be downloaded at <http://www.dec.ny.gov/press/91940.html>. The guide included a case study of Ulster County's landscapes, forests, water resources, agricultural

soils, and open space. Ulster County was among a number of applicants for this federally supported project and was selected based on a strong regional collaborative initiative. The case study involved creating a landscape-scale green infra-structure plan for the county, which helps prioritize important ecological and cultural areas (including habitat, water resources, agriculture/working lands, historic areas, and recreation) for conservation, and was supported with federal funding through the USEPA, and data and technical assistance from the state's DEC. The Wallkill Valley Land Trust and Open Space Institute completed their work to open the Rosendale railroad trestle to hikers and cyclists, and conservation partners in Sullivan

County compiled access points to its public trails on a new website, [www.trailkeeper.org](http://www.trailkeeper.org), which has had more than 50,000 hits in its first year.

Over the past twelve months the region also researched, completed, and gained endorsements for a new Mid-Hudson Regional Sustainability Plan. Prepared by a Consortium of governmental and non-governmental partners lead by Orange County and the Town of Greenburgh, and accepted by NYSERDA, this Plan sets a baseline of research as well as priority implementation actions that fully complement our Regional Economic Development Strategy.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Create and maintain landscape scale natural recreation areas consistent with the NYS Open Space Plan to ensure water quality, recreation-based tourism, and to attract business to the region.</p>	<p>Multiple park and conservation projects linking city/town centers and multi-modal transportation centers with open space, cultural and heritage sites were advanced. See above for further detail.</p>	<p>Inventory potential capital investment opportunities in underutilized buildings on conserved land to enhance overnight stays in the Hudson Highland's region (09/2013 and ongoing).</p>
	<p>The Ulster Railtrail project was funding for \$2mm in the 2013 Executive Budget, allowing for the walking trail to be established from the City of Kingston to the Ashokan Reservoir. The project will someday culminate with a connecting trail which will bring visitors the to Walkway Over the Hudson.</p>	<p>Prioritize and support park and conservation projects that link city/town centers and multi-modal transportation centers with open space, cultural and heritage sites (09/2013 and ongoing).</p>
	<p>In its efforts to incorporate the Mid-Hudson Sustainability Plan, the two lead planners on the project have been incorporated as members of the MHREDC green circle working group. David Church, Planning Commissioner in Orange County and Thomas Madden, Planning Commissioner in the Town of Greenburgh (Westchester) are active and contribute their experience on the sustainability needs of the region.</p>	<p>Prioritize and support creation and enhancement of public parks on waterfronts as a component of waterfront development (09/2013 and ongoing).</p> <p>Ensure synergy with Mid-Hudson Consortium's Sustainability Plan to bolster economic development and achieve water quality and smart growth goals (ongoing).</p>

---

## WATERFRONT DEVELOPMENT

### Progress Overview

Shoreline revitalization and restoration projects attract outside investment and leverage tourism economy. This year has proven that supporting the region's waterfronts and fisheries has demonstrated great potential to generate tens of millions of dollars in sales activity and attract outside investments.

The Saw Mill River "daylighting" project in Yonkers, Westchester County is an excellent example of this principle. Boosted by investments by the City of Yonkers and a \$921,000 CFA grant through the NYS Environmental Facilities Corporation, the city unveiled the first 600-foot stretch of the formerly paved-over river at a new riverwalk park in Larkin Plaza in 2011, creating a new downtown attraction that generated 200 construction jobs. Scenic Hudson and the Hudson Valley Economic Development Corporation featured the daylighting project in their successful effort to attract a \$9-million investment by the Zongyi Group of China a biopharmaceutical company - Contrafact Corporation - that has located near the park. The city now is launching Phase II. By September it plans to select a contractor for the \$5-million Mill Street Courtyard project that will create a new 75-by-30-foot section of this urban waterfront. Rising Development and Fidelco Realty Group have complementary plans to renovate properties for commercial and residential use adjacent to the new courtyard. The Yonkers Rising Development project was a priority for the MHREDC in 2012.

Westchester County and the Village of Sleepy Hollow advanced plans to refurbish a pedestrian crossing over the railroad to the Kathryn W. Davis Riverwalk Center, while other Hudson River communities like Kingston, Poughkeepsie, Beacon, Newburgh, and Peekskill have



implemented stream corridor restoration and public-access projects to create jobs and recreational opportunities.

The City of Kingston, Ulster County, began efforts to install a floating pier/fishing dock on Rondout Creek adjacent to TR Gallo Park in collaboration with the Federated Sportsmen's Club of Ulster County, with funding through the CFA from the Hudson River Estuary Program. Watershed planning to protect and conserve land and water resources also is underway.

In Poughkeepsie, Dutchess County, the Fall Kill Watershed Committee/Hudson River Sloop Clearwater created the "Fall Kill Plan" in 2011 with designs to create green space along the creek (funding through the CFA).

In Orange County, the Port Jervis Whitewater Kayak Park is in its design phase and expected to serve as a premier destination to attract paddlers who currently drive through Port Jervis to reach other access points on the Delaware River. This project, funded through the CFA by the NYS Department of State (DOS), represents the only planned whitewater kayak park in the Hudson Valley. It is one of only a few that exist in New York State, and represents important links

with the other Regional Economic Development Councils working along the Upper and Middle Delaware segments of the Wild and Scenic River System, as well as the Upper Delaware Local Waterfront Revitalization Plan. Elsewhere in the county, the Orange County Planning Department, with a grant from the DOS, is developing a management plan for Quassaick Creek, which will be completed in fall 2013.

Local efforts like these will be bolstered by the state's habitat-restoration plan for the Hudson River and the Long Island Sound, as well as a new partnership to create a federally approved restoration plan for the Hudson River Estuary.

Sound waterfront development principles were integrated into local planning efforts through the Revitalizing Hudson Riverfronts Forums—organized by state agencies, Historic Hudson River Towns, and Scenic Hudson—which drew 170 planners, engineers, and developers to two separate forums, and the Kingston Waterfront Flooding Task Force. These initiatives led to reconsideration of waterfront development proposals in light of future flood predictions. Three new forums are scheduled for 2013 in Piermont, Stony Point, and Catskill.

As indicated earlier, the Governor's NY Rising Community Reconstruction initiative is underway and anticipates bringing approximately \$50

million to the region for flood mitigation projects. Communities in Ulster and Rockland County will plan for projects identified by community residents, business owners, and local officials. The projects identified in these plans will be eligible for funding through the NY Rising program, but may also be of interest to the MHREDC as we move into the 2014 CFA.

Sullivan County is completing a Local Waterfront Revitalization Plan for the Upper Delaware River. As part of the plan, the county has secured an \$80,000 grant through the CFA to develop six public access sites for the Delaware River. In addition, the hamlet of Narrowsburg has developed a master plan to create the "Big Eddy Esplanade," which will create connections between the waterfront and Main Street businesses.

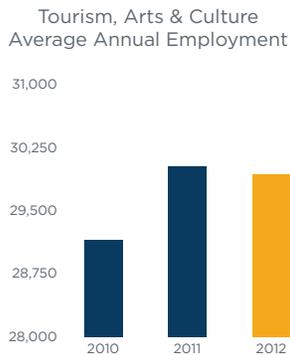
On Long Island Sound, the Playland dune restoration project in Rye, which was wiped out in Super Storm Sandy, prevented inland wetlands from devastation by bearing the brunt of the storm. Revised flood-mitigation plans have taken a paramount role along the Hudson and Long Island Sound (Town of Mamaroneck and Village of Larchmont) as communities seek ways to reduce potential storm damage and keep their homes and businesses safe and functioning.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Support waterfront development projects, and shoreline restoration projects located along the Hudson River, Delaware River, Long Island Sound and within the Catskill watershed, that are generally consistent with environmental and coastal planning principles to make our waterfronts national models for destination tourism.</p>	<p>Not-for-profit advocates engaged with the NYS congressional delegation and federal agencies regarding measures to support sound waterfront development and conservation on the Hudson River and Long Island Sound.</p> <p>House and Senate members rallied to ensure that federal Super Storm Sandy funds would be directed toward all affected communities in the watershed.</p> <p>A new state-federal/public-private partnership was convened to create a federally-approved restoration plan for the Hudson River that will identify and prioritize future federal actions on the estuary.</p> <p>Governor Cuomo created the NY Rising Community Planning Committees to begin identifying projects and actions throughout the affected areas, which will mitigate future flooding. Committees were established in Stony Point (Rockland) and Ulster County communities, including Shandaken and Hardenburgh.</p>	<p>Continue to communicate to federal agencies active on the Hudson River that a coordinated approach by these agencies is required to fully realize waterfront development and restoration objectives essential for economic growth (12/2013).</p> <p>Prioritize projects that link urban centers and their waterfronts via greenway trails, parking lots, ferries, parks and transit-oriented development (09/2013 and ongoing).</p> <p>Work with NY Rising Hudson Valley Coordinator as projects are identified for both federal aid and CFA funding.</p>

## TOURISM, ARTS & CULTURE

### Progress Overview



This year, tourism initiatives have taken center stage in New York State. Under the leadership of Governor Cuomo, the state has created or expanded several tourism programs to foster growth in this important economic sector. They include:

- ❖ Launching New York's largest tourism campaign in decades, including a television ad campaign which featured the Hudson Valley and the Catskills;
- ❖ Launching Taste NY to promote New York made food and beverage products, including participating in the Hudson Valley Wine and Food Festival in Dutchess County;
- ❖ Making it easier for the state's beverage industry to thrive and grow, by streamlining regulations and procedures and creating a one-stop shop web-site to provide New York's wine, beer, and spirits producers with a single point of government contact for assistance regarding regulations, licensing, state incentives or any other questions.
- ❖ Launching and funding Market NY, which will help to bolster tourism growth by promoting tourism destinations, attractions, and special events. Additionally, Market NY will support capital grant funding for tourism facilities in New York.

- ❖ Promoting the Path Through History initiative, which will showcase new signs that will be placed along the New York State Thruway and other major arteries to direct travelers to historic sites in the area.

Each one of these initiatives is producing increased visitorship in the Hudson Valley. Indeed, this year, the Hudson Valley was named a 2013 Best Place to Visit by National Geographic Traveler and was featured with other beautiful and exotic places throughout the world.

This important focus underscores the impact this industry has both in the State and region. Average annual employment in the tourism, arts, and culture industry declined very slightly in 2012 (from 30,030 in 2011 to 29,933 in 2012) but remained well above 2010's average (29,151). The region made major strides this past year in the areas of brand recognition and annual visits, also enhanced its historic, aesthetic, and recreational fabric (making downtowns more appealing to workers, specifically those with an interest in walking and cycling).

Tourism visits increased 3.1 percent from 2011 to 2012 (part of a 9.6-percent increase from 2010 to 2012), and were accompanied by \$3.8 billion in spending. A large part of this increase is due to the region's concerted efforts to brand itself effectively. In early 2013, Hudson Valley Tourism hired Co-communications of Westchester County with CFA funds to advance the comprehensive branding and public relations strategy of the Follow the River/Discover the Hudson Valley campaign.

Traffic continues to grow on the [www.hudsonriver.com](http://www.hudsonriver.com) website maintained by Historic Hudson River Towns. Visitation has grown to approximately 4,000 visits per week (April 2013 experienced a 16-percent increase in visitation as compared to April 2012), and a new

site will be launched in September in conjunction with an insert in Metro NY, building on the impact of articles over the past year that reached five million readers of The New York Times, Boston Globe, Newsday, USA Today, and the Albany Times Union.

A number of special events attracted a large number of visitors to the area. The combined effort of Hudson Rising and River Days attracted 2,000 people to Kingston, Ulster County, in July, and is expected to attract over 10,000 people by fall 2013 at events in Yonkers (Westchester County), Beacon (Dutchess County), and Ossining (Westchester County). The events are led by not-for-profit partners in collaboration with the Hudson River Valley Greenway and the Hudson River Estuary Program. In addition, more than 16,500 people (including 10,510 students) participated in the educational programs of the Hudson River Estuary Program and Hudson River National Estuarine Research Reserve, and the 2012 Hudson River Valley Ramble—a joint project of the Hudson River Valley Greenway and National Heritage Area— attracted 132,000 participants.

#### Several key projects also moved forward this past year:

- ❖ Hudson River Sloop Clearwater completed its home port project at the Maritime Museum in Kingston using 2011 CFA funds, helping to transform the Rondout waterfront into a site for job development and tourism.
- ❖ The Walkway Over The Hudson and related Walkway Loop Trail continue to be a strong model for success. The Walkway broke ground on its elevator to the waterfront (with CFA funds), and a partnership involving dozens of not-for-profits, local citizens, and local/county government was formed to develop and implement a comprehensive zoning and branding project to connect visitors with nearby businesses and attractions.
- ❖ Putnam County is working with Scenic Hudson and the NYS DOS to complete trail



improvements to one of the region's premier historical attractions, currently undergoing major educational and site improvements—the West Point Foundry Preserve. This upgraded half-mile trail (supported by the CFA) will link the preserve to the nearby Metro-North train station, downtown Cold Spring, and the Hudson River. The park's reopening as a world-class industrial heritage destination is scheduled for the fall of 2013.

- ❖ A multi-county, multi-municipality public-private, local-state-federal partnership to create the Hudson Fjord biking and walking trail along the Hudson River and State Route 9D between Beacon and Cold Spring was advanced. A citizen coalition was created, design plans were completed, and the Hudson Highlands Land Trust received a pledge from a private donor for \$450,000 in matching funds to support the project.
- ❖ In Dutchess County, the City of Beacon is expected to complete its connector trail between Denning's Point and the Klara Sauer Trail by September with funding from the DOS through the CFA. An integral link in the city's Hudson River Greenway Trail system, this new trail will allow access to the Main Street business district and is bordered on the west by the Metro-North railroad tracks and on the east by Scenic Hudson's Madam Brett Park. Also in Dutchess County, the FDR Library and Museum underwent a \$35-million green renovation using federal funds and experienced a 30-percent increase in visitation.

❖ New opportunities for recreation destinations like the Maurice D. Hinchey Catskill Welcome Center in Ulster County, Sing Sing Prison Historic Site in Ossining and Hastings-on-

Hudson brownfield remediation (both in Westchester County), and the Fishkill Supply Depot and Mount Beacon Incline Railway in Dutchess County also were advanced.

### Spotlight on Regional Council Priority Projects:

The Regional Council had three funded priority projects in the area of tourism, arts, and culture. Council members work in close collaboration with Empire State Development's Mid-Hudson office to track the projects' progress, receiving a status report at each meeting. The following are of note:

❖ Hyde Park Hotel Ventures received \$250,000 through the 2012 CFA round to construct a 138-room, 110,000 square-foot full-service hotel and conference center located on or near the CIA campus in Hyde Park, Dutchess County. The hotel will be located along the scenic and historic Hudson River and will be a "Renaissance by Marriott" branded hotel. The project has a signed incentive proposal, permitting is complete, site planning has commenced, and construction will start in the second quarter of 2014.

❖ The City of Kingston, Ulster County, received \$1.2 million through the 2012 CFA round (in partnership with the Town of Ulster) in order to design and construct a mile-long promenade along the Hudson River at a former industrial site. Current plans call for this public walkway to be completed in phases, as build-out of the proposed mixed use Hudson Landing development occurs at the site. The project is in the process of receiving final site plan approvals from the City of Kingston and Town of Ulster with the building agreement being finalized and construction to start in 2014.

### Implementation Agenda & Timeline

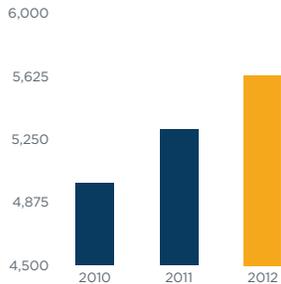
Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Encourage the creation of destination hotels to capitalize on and enhance existing attractions and support more overnight stays that would lead to greater and longer tourist visitation from outside of the region and greater local expenditure. Where appropriate, the viability of casino gambling should also be considered.</p>	<p>Governor Andrew M. Cuomo signed the Upstate NY Gaming Economic Development Act, a comprehensive new law that, pending approval of a referendum this fall, will establish four destination gaming resorts in Upstate New York and boost tourism and economic development in communities across the region. Destination gaming resorts are authorized in three regions of the state, including the Hudson Valley-Catskill area.</p>	<p>The Council will continue to monitor the status of several hotels seeking to locate in the region, including the EPT/Concord Resort in Sullivan County and the Nevele in Ulster County (09/2013 and ongoing).</p>

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Promote the Mid-Hudson as a tourist destination.</p>	<p>The Hudson Valley Tourism Group applied for and was awarded a 2012 CFA grant in order to market the region.</p> <p>The Council has received updates from the Path Through History working group at its meetings.</p> <p>The MHREDC has created a tourism workgroup, which is made up of the regions TPAs and various tourism industry leaders.</p>	<p>The Follow the River Marketing campaign, sponsored by the Hudson River Tourism group has selected Co-Communications as its marketing group and will continue to work on promoting the regions tourism assets. They are working with the MHREDC to enhance its own marketing plan.</p> <p>The Council has endorsed the Path Through History Vision Plans.</p>
<p>Promote overnight accommodations, restaurants and recreation that appeal to diverse populations.</p>	<p>During CFA Round II, Hudson Valley Tourism received a \$300,000 CFA grant through the Capitol region. HV Tourism has developed a marketing plan for “Follow the River,” and “Discover the Hudson Valley.”</p>	<p>Hudson Valley Tourism plans to expand this marketing through CFA Round III funding, with “A Tale of Two Rivers.”</p>

## AGRICULTURE

### Progress Overview

Agriculture Average Annual Employment



Farming continues to flourish in the Mid-Hudson, with average annual employment growing from 5,311 in 2011 to 5,634 in 2012, an increase of 6.1 percent (and a 12.8 percent increase over 2010's average annual employment of 4,991). The sector continues to represent an opportunity for the region, with a \$600-million unmet annual demand for local fresh food in New York City.

Food hubs have been identified by the Council as one way to capitalize on regional agriculture as well as promote interregional cooperation. The Hudson Valley Food Hubs Regional Study was completed with leadership by Hudson Valley Pattern for Progress and The New World Foundation. In addition, two regional businesses, Farm to Table CoPackers and Hudson Valley Harvest—which are providing food-hubs services—have been developed and expanded with CFA funding matched by private investment.

The Hudson Valley AgriBusiness Development Corporation expanded its membership to seven counties representing both the Mid-Hudson Region and Capital District. The Hudson Valley Bounty Brand, with more than 275 farms and 360 restaurant members (through Pride of NY), now links both regions. The Sullivan County Industrial Development Agency developed its Rural Economic Area Partnership Zone (one of only five designated regions in the country) to begin to address the strong demand for LTL (less than trailer load) transactions between farmers and wholesale buyers.

New York State also made significant strides in further reducing the backlog of farmland protection projects in the Environmental Protection Fund, clearing the way for future activity in this area, while the Hudson Valley's Congressional delegation was active in promoting key amendments that would strengthen New York's hand in accessing federal conservation programs through the Farm Bill. Land trusts secured new conservation easements on nearly 2,000 acres of farmland and leveraged more than \$2.5 million from the federal Farm Bill.

Scenic Hudson completed a study of the region's foodshed, entitled "Securing Fresh, Local Food for New York City and the Hudson Valley: A Foodshed Conservation Plan for the Region." It identifies farmland already protected and the most important lands to conserve to ensure our future food supply and allow new and young farmers to start up or expand operations. The report was funded by the Doris Duke Charitable Foundation

The Hudson Valley Agribusiness Development Corporation has been assisting Boice Brothers Dairy with expansion and transition plans for its facility in Kingston. Additionally, Hudson Valley Agribusiness has engaged the services of several technical service providers with dairy expertise to assist with the Incubator Without Walls program.

The Local Economies Project of the New World Foundation and Hudson Valley Agribusiness Development Corporation launched a new partnership to bring technical business assistance to new and existing agribusiness ventures through the Local Economies Project Farm Hub initiative. The project has been established to help new and existing agribusiness ventures and services provided through the program include business coaching, professional services, and referrals to local, regional, and national business resources.

American Farmland Trust, in partnership with Hudson Valley Agribusiness Development Corporation, launched its statewide partnership of agricultural, public health and economic development partners who have come together to strengthen New York’s regional food economy and improve the health of its citizens. The goal of Farm to Institution New York State (FINYS) is to tackle systemic barriers to increasing the volume of food produced in New York that is served in public and private institutions, including colleges, schools, hospitals, emergency food providers and senior centers.



### Spotlight on Regional Council Priority Projects:

The Regional Council had one funded priority project in the agricultural sector, and Council Members work with Empire State Development in order to closely monitor its progress.

❖ The Hudson Valley Agribusiness Development Corporation received \$300,000 from ESD and an additional \$475,000 from Ag and Markets through the 2012 CFA round in order to expand food processing and distribution capacity for Farm to Table Co-packers and Hudson Valley Harvest. With additional processing equipment, cold-freezer storage and distribution depots, the businesses will have expanded capacity to meet the growing demand for local food from customers in NYC and throughout the Northeast. The project’s ESD incentive proposal has been accepted

and signed. The project’s Ag & Markets contract has also been executed and the first drawdown of funds completed. A walk-in cooler for receiving local Hudson Valley farmers’ crops has been installed and some of the new equipment for handling local product has been purchased. In 2012, more than 2,000,000 pounds of New York grown product passed through the Kingston facility. Farm To Table and Hudson Valley Harvest are on track to see more than a 60% percent increase this year, and have worked with more than 75 New York farms.

### Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Protect agricultural lands and enhance the efficiency of farms and related industries to meet the Hudson Valley’s and New York City’s estimated \$600 million / year demand for local food.	Scenic Hudson completed a study of the region’s foodshed, entitled “Securing Fresh, Local Food for New York City and the Hudson Valley: A Foodshed Conservation Plan for the Region.”	Given the inter-regional nature of the agricultural economy, the Council will reach out to the Capital District Council and seek to establish an inter-Council Agricultural Workgroup to coordinate farmland preservation efforts in the two regions (12/2013).

---

## ARTISANAL FOOD AND BEVERAGE

### Progress Overview



The Mid-Hudson continues to be home to a vibrant artisanal food and beverage economy. Many new and established wineries and distilleries invested in expansions in 2012-2013. Dutch Spirits in Pine Plains, Dutchess announced plans to restore the famous prohibition-era massive underground distillery, creating a tourist destination, manufacturing facility, and self-sustaining farm operation. In Sullivan County, Bashakill Vineyards and Eminence Road Winery continue to produce New York State wines, and joining the original Catskill Distillery, Prohibition Distillery has opened its doors in Roscoe. Callicoon Brewery, Roscoe Brewery, and the newly opened Catskill Brewery are all using local product and local labor. This boom to beer brewing is stimulating hops growing and experimentation by Sullivan County Community College and several local farmers. Heirloom Farm/Westtown Brew Works in Orange County has been successfully growing hops in anticipation of opening a farm brewery in 2013-2014.

Sullivan County has had a number of other artisanal food and beverage companies with success stories this past year. Java Love Coffee

Roasting Co. of Bethel has been highly publicized for its business success, received on-the-job training dollars through CWD, as well as a Microenterprise Assistance Program (MAP) grant. The company has recently moved to a larger, more accessible location and opened a second store in New Jersey (although the New York location remains the flagship). Samba Eats of Jeffersonville, which produces a gluten free cheesebread and Verde & Co of Mountaintale, which makes a homemade Sofrito Verde sauce, also received MAP grants.

Sofregit, a startup company based in Highland, Ulster County, is producing fresh herb and vegetable cooking bases. Sofregit is successfully selling product in several grocery stores and is developing a plan for expansion.

Rogowski Farm in Pine Island, Orange County, is beginning to develop a line of fresh frozen vegetables and expects to expand the number of products they offer in 2014.

In 2013, the County of Sullivan IDA applied for and received two USDA grants to develop a small-scale food hub. Working with Hudson Valley Agribusiness Development Corporation, the IDA is currently seeking CFA funding to build out the facility in Sullivan County. This is part of an interregional effort between the Mid-Hudson and Catskill regions, to establish a series of local nodes in a larger food aggregation and distribution network. By the end of year five, the County anticipates that the food hub will create or retain 48 jobs, at the hub and at local farms and food processing businesses.

## Spotlight on Regional Council Priority Projects:

The Regional Council had one funded priority project in the artisanal food and beverage industry, and Council Members work with Empire State Development in order to closely monitor its progress.

- ❖ Bread Alone received \$500,000 through ESD in order to expand its artisan bakery, attracting tourists, entrepreneurs, and talent to the region through retail and wholesale expansion, and increased consumption of locally-produced foods

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Assist existing businesses including, but not limited to, agriculture, distilleries, distribution, manufacturing, bottling, food processing, corporate headquarters, research and development, and world-class academic institutions.	<p>Formation of the Hudson Valley Food and Beverage Alliance.</p> <p>Events such as the Hudson Valley Wine and Food Festival and the Governor’s Cup showcased Hudson Valley businesses.</p> <p>Creation of dozens of new businesses in the value added production sector (see narrative above).</p>	The Council, in conjunction with Empire State Development, will continue to advocate for the expansion of key producers through the CFA round III awards (09/2013 and ongoing).
Provide business counseling, business planning assistance, technical assistance, and market research assistance. Leverage existing and natural leaders in the food related industry such as Culinary Institute of America, Hudson Valley Agribusiness Development Corporation, and Hudson Valley Economic Development Corporation, and Hudson Valley Pattern for Progress.	<p>Formation of the Hudson Valley Food and Beverage Alliance.</p> <p>The HVADC “Incubator Without Walls” provides a wide range of services to accelerate the growth and increase the chances for long-term success for qualified ag-related and ag-dependent businesses. The HVADC IWW program includes a comprehensive business assistance program, a value-added services package, financing, and client networking.</p>	The Council will continue to partner with appropriate organizations and industry leaders in order to provide business assistance to artisanal food and beverage companies (ongoing).
Create a regional Hudson Valley brand of food products for marketing in the metro-NYC market and beyond through the creation of a logo, marketing, public relations and packaging. Also, create Farm-to-Market Programs to explore partnerships in key downstream markets (e.g., NYC metro area) that can assist with marketing and promotion of Hudson Valley brand. For example, explore relationships with food distributors, commercial food providers, restaurant groups, and organizations such as GrowNYC.	The Council advocated for the expanded infrastructure of the Hudson Valley Food Hub at Farm to Table Co-Packers facility in Kingston	The project was awarded grants through ESD and Ag & Markets, and the Council will continue to monitor this project’s progress (ongoing).

---

## Core Strategy

# REVITALIZE the Region's Infrastructure

---



Support building projects that improve key regional infrastructure to make the region more business-ready; foster housing investment to create construction jobs and more housing supply; and support the revitalization of our urban centers as engines of regional prosperity.

---

## INFRASTRUCTURE

### Progress Overview

In 2012, members of the MHREDC worked with NY Works staff, county planners and other local officials, to begin identifying needs and projects throughout the region that will address the infrastructure of local communities.

This year, Governor Cuomo's NY Works Task Force today released New York State's first-ever 10-year Statewide Capital Plan, a strategic, forward-looking plan designed to break down the old "silo-based" approach to capital investment, better leverage existing investment dollars and grow the State's economy. The "State of New York Statewide Capital Plan" coordinates, for the first time ever, \$174 billion in existing capital investment dollars across 47 State agencies and authorities. In the Hudson Valley, multiple projects are underway to support the Council's focus on infrastructure, including<sup>2</sup>:

- ❖ \$15 million Newburgh-Beacon Bridge north span lead abatement and repainting project, final phase (2013).
- ❖ \$81 million Newburgh-Beacon Bridge south span deck replacement (2013-15)
- ❖ \$75 million Newburgh-Beacon Bridge north span deck replacement (2019-21)
- ❖ \$18 million Bear Mountain Bridge deck replacement (2021-22)

- ❖ \$9 million Mid-Hudson Bridge main cable evaluation and suspender cable replacement (2022).

Additionally, REDC members are working with the Pace Law School Hudson Valley Mayor's Roundtable, which represents all of the Hudson Valley cities, and is part of the school's Land Use Law Center, to not only identify infrastructure needs, but also understand the interplay between those needs and zoning and sustainability planning. The Land Use Law Center is working with various municipalities in developing zoning studies and comprehensive plans that will align, and conceptually advance, both the MHREDC Strategic Plan and the Mid-Hudson Sustainability Plan, developed this year.

Support by the Council of infrastructure works was evident in 2012 as many projects were deemed significant and ultimately were funded. This included:

- ❖ Castagna Realty (Dutchess), Pawling Wastewater Improvements: Castagna Realty will undertake an upgrade of the sewage treatment plant and extend the sewer main as part of an almost \$5 million infrastructure project to support a mixed use development project. (\$500,000)

---

<sup>2</sup> See <http://www.nyworkstaskforce.ny.gov/Statewide-Capital-Plan.pdf>

- ❖ Town of Bethel (Sullivan), Town of Bethel Wastewater Treatment Plant Engineering Study: The Town of Bethel will complete an engineering report assessing upgrades to the Kauneonga Lake Wastewater Treatment Plan. (\$24,000)
- ❖ Village of Liberty (Sullivan), Wastewater Treatment Plant Improvements: The Village of Liberty will undertake improvements to its Waste Water Treatment Plant (WWTP). The project will address needed upgrades at the WWTP allowing the Village to remain in compliance with State environmental regulations. (\$600,000).

Moreover, the Council has been a staunch advocate of the largest infrastructure project in the region, and the state – the New York Bridge project.

After more than a decade of delay, a New NY Bridge to replace the Tappan Zee is becoming a reality. The first span of the new twin-span bridge is scheduled to open in 2016, and the new bridge should be complete in 2018. The new bridge will be designed and constructed to last 100 years without major structural maintenance.

MHREDC members have been active in many aspects of the project to replace the Tappan Zee Bridge. Members Marsha Gordon, Business Council of Westchester, and Jonathan Drapkin, Hudson Valley Pattern for Progress, are members of the project's Mass Transit Task Force. The MTTF is a 31-member committee tasked with developing a fiscally-viable set of short-, mid- and long-term recommendations for improving mass transit in the 30-mile I-287 corridor between Suffern and Port Chester. To date, the MTTF has been meeting monthly to establish goals and objectives, understand existing conditions, discuss potential financing mechanisms, and – most recently – review and vet short-, mid- and long-term transit proposals.

One of the longer-term concepts currently being considered by the MTTF is the introduction of



transit service to Stewart Airport in New Windsor, NY (Orange County). Such service would provide a connection to a developing regional gateway, however, many uncertainties exist – demand, feasibility, mode, cost, operator, etc. If this concept moves forward as a mid- or long-term recommendation, these items would have to be studied in greater detail to understand how the service may look in the future. Both the focus of MTTF and its interest in Stewart Airport reflect the goals of the MHREDC.

Additionally, most recently, the Governor announced the NY Rising Community Reconstruction initiative. Located in 102 communities across the state, New York Rising Community Reconstruction Planning Committees are comprised of community leaders, experts, and officials who incorporate their communities unique needs into their redevelopment strategies, to ensure communities hit hard by storms Irene, Lee and Sandy, build back better communities. In the Mid-Hudson, several communities in Ulster, the Town of Shandaken/Hardenburgh and the Town of Stony Point all established Planning Committees. The Committees will work with the MHREDC in the coming months and into 2014 as they identify flood mitigation projects to alleviate impacts on residents.

Under the program, New York State will allocate federal planning grants approved by HUD to localities to develop comprehensive, innovative

rebuilding plans – from the bottom up – that consider current damage, future threats, and the community’s economic opportunities. In the Hudson Valley, the following monies were allocated:

Shandaken	\$ 3,000,000
Stony Point	\$ 3,000,000
Ulster County communities	\$ 3,000,000
Washingtonville	\$ 3,000,000

The planning documents created by the Committees must be consistent with regional objectives to serve the community’s long-term objectives.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Develop a program that utilizes state, federal, and union pension funds to finance infrastructure projects that will create jobs, maintain and rebuild our infrastructure and stimulate economic growth.	4/24/2012 - Met with NYS Comptroller Office to discuss using the NYS Pension Fund as a revolving loan fund for regional infrastructure projects.	The Council will set a working group to advance a program.
Prioritize anchor projects. These include rebuilding the Tappan Zee Bridge in the southern part of the Mid-Hudson Region and strengthening the capacity of the area surrounding Stewart Airport to support ancillary businesses in the middle part of the region. The federal government recently announced that the Tappan Zee is one of the 14 projects nationwide to receive expedited approvals through the advocacy of the Governor, and the Council supports the preservation of mass transit options for the future.	After more than a decade of delay, a New NY Bridge to replace the Tappan Zee is becoming a reality. The first span of the new twin-span bridge is scheduled to open in 2016, and the new bridge should be complete in 2018. The new bridge will be designed and constructed to last 100 years without major structural maintenance.	Continue to advocate for the expedited review and construction of the TZB (09/2013 and ongoing).
Encourage counties to consolidate infrastructure planning and management. Advocate for public private investment in infrastructure maintenance, expansion and development to retain and expand business, as well as shovel ready sites to attract new business.	Pattern for Progress and ESD have been meeting with the Hudson Valley Mayor’s Roundtable to discuss infrastructure needs in various counties and municipalities.	Hudson Valley Pattern for Progress and ESD met with the Mayor’s Redevelopment Roundtable several times during 2013 to discuss the infrastructure and other municipal needs. These communications will continue through 2014.

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Promote infrastructure investments in priority growth areas and established city or village centers to take advantage of our region's existing infrastructure.</p>	<p>The Infrastructure Workgroup of the regional Council was created, and the Council has supported mixed use and TOD projects that proposed the utilization, maintenance and or expansion of existing infrastructure through its Priority Project designation.</p>	<p>The Council will continue to advocate for strategic investments in priority growth areas and established village/city centers through the CFA process (09/2013 and ongoing).</p>
<p>Advocate for broadband service to underserved rural areas.</p>		<p>Set a working group to identify areas of needs and prioritize projects that establish or expand service in those areas (12/2013).</p>
<p>Develop a program similar to the former Build Now NY Program.</p>	<p>4/24/2012 - Met with NYS Comptroller to discuss using the NYS Pension Fund as a revolving loan fund for shovel-ready projects.</p>	<p>Set a working group to advance a program (11/2013).</p>

---

## HOUSING

### Progress Overview

In the Council's 2012 Progress Report, it noted that Hudson Valley Pattern for Progress (led by Councilmember Jonathan Drapkin) would be launching the Center for Housing Solutions, a special initiative that would help set the regional housing agenda through objective research, strategic collaboration and steadfast advocacy. Successfully launched in late September 2012 at the Annual Housing Luncheon in Newburgh, Orange County, the Center has dedicated itself to distributing relevant and critical information promoting affordable housing, community development and the revitalization of our urbanized centers. The Center has recently added two new investors, and its accomplishments over the past year include:

- ❖ Holding a roundtable discussion with NYS Homes and Community Renewal (HCR) Commissioner Darryl C. Towns, hosting an HCR training on the Unified Funding Round, and exploring best practices with three senior HCR staff members.
- ❖ Responding to and assisting with more than 50 requests for statistics, demographics, and narrative reviews from municipalities, not for profit housing agencies, and for profit developers in support of developing affordable and market rate housing.
- ❖ Distributing more than 140 emails containing federal, state, and local updates on housing programs, updates on regulations, articles and reports on housing policy and trends, funding notices, grant opportunities, statistics, demographics, and market data.
- ❖ Conducting five presentations on "The State of Housing in the Hudson Valley" for municipal zoning and planning board members, neighborhood preservation corporations, rural preservation corporations, mortgage brokers, and realtors.

The largest single award made to the Mid-Hudson Region in the 2011 round of CFAs was to a community renewal housing project. This project, located at 33 Ashburton Avenue in the City of Yonkers, Westchester County, will include the demolition of a vacant former school structure and the redevelopment of the Brownfield designated site into two mid-rise residential structures. When finished, the project will construct 70 units of family housing and 50 units of senior housing. 100% of the housing will be restricted to those earning less than 60% of the Area Median Income (AMI), and 27 units of the family housing will be restricted to households earning less than 30% of the AMI. The project's ground-breaking was held September 16, 2013 and construction is expected to be completed at the end of 2014.

Other housing projects continue to move forward in the region. PathStone Corporation received a combination of grants and loan financing from NYS Housing Trust Fund and USDA Rural Development for acquisition and complete renovation of West Broadway Villas, a 32-unit garden apartment complex in the Village of Monticello, Sullivan County. The cost of the project is \$6.5 million, of which approximately \$5 million will go towards capital improvements. The project will have full rental-assistance available for low- and moderate-income tenants. The redevelopment also includes construction of a new community building, with meeting room and computer lab. The Village granted site plan approval for a future phase of construction to include more than 20 new senior apartments within the same complex.

Other projects that have received allocations from the Low Income Housing Tax Credits, Housing Trust Fund, Urban Initiatives, HOME and RARP programs include Highridge Gardens (Dutchess), The Mill at Middletown (Orange), Ulster Gardens (Ulster), Grace Terrace (Westchester), and Heritage Homes

(Westchester). In an earlier round of funding Oak Ridge Apartments (Orange) was allocated support from the Housing Trust Fund and Low Income Housing Tax Credits as well.

Additionally the Hudson Valley successfully received awards under the RESTORE, HOME, CDBG and Access to Home Programs in excess of \$1.5 million.

In fact in the 2013 Unified Funding Round, the Hudson Valley received 27.1% of the total state awards. These are critical dollars that will be used to construct and preserve affordable housing.

**SPOTLIGHT ON REGIONAL COUNCIL PRIORITY PROJECTS:**

The Regional Council had one funded housing priority project, and Council Members work with Empire State Development in order to closely monitor its progress.

❖ The City of Yonkers has demolished a City- owned school building located on a brownfield site. This project includes brownfield remediation and the new construction of 121 rental units in two diverse, sustainable LEED-certified residential buildings for seniors and families. The

project's neighborhood has been specifically targeted for investment by the City. The project will include underground parking garages to accommodate the needs of the residents. The groundbreaking for the project occurred on September 16, 2013. The project is expected to be complete by Fall 2014.

**Implementation Agenda & Timeline**

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Annual regional housing update	Pattern's Center presented their 2012 update at their annual event for the Housing Center on September 27.	This year's annual update will be presented at Pattern's annual event on September 24th. The assessments are available on Pattern's website.
Conduct housing assessments by county	The first one will be undertaken by Pattern's Center this fall in Putnam County.	The assessment will be undertaken from September to December 2013. Actions are to be determined.

---

## URBAN CENTER REVITALIZATION

### Progress Overview

The revitalization of the Mid-Hudson's urban centers continues to be a Council Priority, as strong urban centers provide educational, housing, transit, cultural, medical, and other essential services that support region-wide economic development. As noted in the 2012 Progress Report, ten cities in the region have acted to form the Mayors' Redevelopment Roundtable, with each of the mayors signing identical memoranda of understanding pledging to improve their cities as engines of economic development. The Council first engaged the Mayors' Redevelopment Roundtable, which is staffed by the Land Use Law Center at Pace Law School, in an October 2011 meeting, as it was drafting its Strategic Plan. Since that time, the Council has continued to engage the Roundtable, meeting with them twice this past year (and one additional meeting as guests at Pace Law School) to discuss the sustainability and land use planning needs of municipalities, and consulting with the mayors as Pattern for Progress began to develop the Request for Expressions of Interest for the Region's Opportunity Areas.

Sullivan County, the most rural of all the region's counties, is currently working to improve the County Seat, the Village of Monticello, by coordinating with Village officials and other agencies to attract more business and to expand

efforts already done there, the NYSDOT Broadway project and smaller Renaissance initiatives.

The Council recognizes that partnerships with private industry will be important to the revitalization of the region's urban centers, and Central Hudson has recently created a Main Street Revitalization Economic Development Program to help stimulate the redevelopment of downtown commercial corridors.

At the time that the Council was 2012 Progress Report, the Newburgh Community Land Bank (NCLB) had recently incorporated, making it the only land bank in New York State authorized to a city exclusively. Since that time it has also earned the distinction of being the first to dispose of property and to undertake a development project. All told, the NCLB has acquired 15 properties and has already returned the two largest to the tax rolls (representing \$20,000 in revenue for the city on an annual basis). In the 2012 CFA round, the land bank successfully applied for urban initiatives funding from HCR. It has undertaken an extensive market analysis to guide its future acquisition and redevelopment strategy, will seek allocation from the state Attorney General's office, which has set up a land bank funding opportunity.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Target regional growth in urban centers, whose compact, mixed-use development pattern creates an opportunity for growth that is sustainable, cost-effective, energy- and natural resource-conserving, climate-friendly, affordable, and attractive to young workers.</p>	<p>Ten cities in the region acted to form the Mayors' Redevelopment Roundtable, with each of the mayors signing identical memoranda of understanding pledging to improve their cities as engines of economic development for the region. The Council has engaged the Roundtable in the drafting of its Opportunity Agenda.</p>	<p>The Council will continue to collaborate with the Mayors' Redevelopment Roundtable in order to gather input and feedback on Opportunity Area implementation (ongoing).</p>
<p>Support Transit Oriented Developments (TODs) to provide more sustainable, mixed-used development around transportation hubs. TODs can improve public transportation, generate jobs, expand the tax base, and establish a base of retail establishments and housing options.</p>	<p>The Council has endorsed the Mid-Hudson Sustainability Plan, which emphasizes Transit Oriented Developments, along with land efficient development, and upgraded mass transit as initiatives for implementation.</p>	<p>The Council will continue to support (through CFA scoring and Priority Project designation criteria) projects that meet this criteria (09/2013 and ongoing).</p>
<p>Promote land banks as a means to redeveloping vacant and distressed properties.</p>	<p>The Newburgh Community Land Bank (NCLB) incorporated last year, and has already returned two large properties to the tax rolls (see narrative above for additional detail on accomplishments to-date).</p>	<p>The Council will continue to monitor the success of the NCLB, and work to promote other successes in distressed property remediation, such as those programs recently established in Newburgh and Poughkeepsie (see above) (09/2013 and ongoing).</p>
<p>Provide strategic implementation workshops and training programs in urban centers involving land use board members and economic development staff to build understanding of new standards, programs, and processes, and to enhance collaborative decision-making skills to facilitate an expedited development process.</p>	<p>The Council has continued to engage the Mayors' Redevelopment Roundtable, meeting with them several times in 2012-2013.</p> <p>On December 7, 2012 Pace's Land Use Law Center held its 11th Annual Land Use and Sustainable Development Conference, "Places for People: Strategies and Funding for Sustainable Communities," where ESD's Regional Director presented on the funding opportunities available to support land use and sustainability studies and the nexus of this work to the that of the MHREDC.</p>	<p>The Council will continue to partner with the Mayors' Redevelopment Roundtable and municipalities on future workshops and training programs (12/2013).</p>

---

## SECTION 2

### Supporting Strategy Progress Overview and Implementation Agenda

#### Supporting Strategy

#### **ENHANCE** the Region's Workforce

---



Enhance the region's workforce development initiatives through its colleges and universities, One-Stop Career Centers, WIBs, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs.

---

### **WORKFORCE DEVELOPMENT**

#### Progress Overview

Workforce development is an essential component of the Council's job creation strategies, as identified in the 2011 Strategic Plan and 2012 Progress Report. The Council's work has raised awareness of the need, and numerous workforce skills development efforts are underway within the region, both for retraining of experienced workers and skill building of young people entering the work force for the first time. Through the region's WIBs, and its network of 2- and 4-year educational institutions, a tremendous amount of progress has been made.

The Westchester-Putnam WIB has now established seven business sectors that are led by local business leaders. These include; green, hospitality, healthcare, bio-tech, advance manufacturing, professional services and a new not for profit business partnerships. These partnerships have or are conducting workforce surveys of their respective sectors and are developing solutions for some of the workforce challenges. Business in these sectors have benefited from the WIB's business sector and customized training program which offer up to 50% subsidy to train new and eligible incumbent

workers. Business customized training requires groups of businesses rather than individual business, as a consortium, thus cutting the cost of training for all.

The Yonkers WIB (YWIB) is building a relationship with the Yonkers Public Schools (YPS) and the current internship program the YPS has with local businesses. The YWIB is trying to extend the internships through the summer using the summer TANF funds, allowing students to continue on their career paths through the summer, retain and use what they learned through the school year, and receive monies for their hard work and dedication, providing them with a "real world" experience.

The Ulster Works One Stop and Ulster County WIB continue to work closely with the Nevele Corporation, a major gaming entity seeking approval to build a facility that hopes to provide 1,600 jobs for Ulster County and its surrounding region. SUNY Ulster, in collaboration with regional community colleges, is developing a training program to meet their businesses training needs.

SUNY Ulster continues to garner annual grants through SUNY's Workforce Development Training Program. Through these grants they continue to coordinate the five county (Dutchess, Orange, Rockland, Westchester, and Ulster) consortium partnering with the Council of Industry to provide employer specific training programs for the manufacturing industry. During 2012-13, 28 businesses received training funds through SUNY Ulster.

The region's other community colleges have also undertaken a number of initiatives. SUNY Westchester Community College (SUNY Westchester) used a SUNY Workforce Development grant and a contract through the Hudson Valley Economic Development Corp. (HVEDC) for a mini MBA program for biotech companies. Three local biotech firms, Regeneron, ContraFect, and Philips Corp., sent a total of 37 employees to the program. SUNY Westchester, SUNY Rockland and BOCES, in their respective counties, have submitted a proposal to NYS to establish a regional STEM-focused (P-TECH) High School in the Mid-Hudson with locations in Rockland and Westchester. In addition, the Opportunity Agenda established by the MHREDC focuses on workforce development initiatives, which will be undertaken by SUNY Westchester to ensure workforce training on areas like English as a Second Language. A copy of the Opportunity Agenda is included herein as Part 4.

SUNY Rockland is in the process of establishing a three-dimensional printing Proof of Concept Center linked to the SUNY Rockland Business Resource Center in Haverstraw, scheduled to open in October 2013. The Center will have \$160,000 of 3-D printing equipment and SolidWorks software that manufacturers will be able to train with, and use in a "sandbox" environment supported by SUNY Rockland CAD faculty and student interns. The school is working in conjunction with the Center for Global Advanced Manufacturing to provide access to on-line training and simulation



programs designed to provide workforce training in advanced manufacturing. It is expected that at least 30 people will be identified, trained and placed in manufacturing jobs. The school is also partnering with International Brotherhood of Electrical Workers (IBEW) to form a dual enrollment program so that participants in the IBEW Journeyman program will be able to receive an associate's degree upon completion of their training.

Several of the region's private colleges and universities broke ground on capital projects that bring short term construction jobs to the region, as well as equipping the institutions to meet future programming needs. Vassar College in Poughkeepsie, Dutchess County, broke ground on its 80,000 square foot Integrated Science Center. The Culinary Institute in Hyde Park, Dutchess County, broke ground on a 31,000 square foot facility designed to advance culinary education, innovation and the arts. Marist College in Poughkeepsie, Dutchess County, completed the construction of a 23,000 square foot academic building to house its music program, and simultaneously completed a 99,000 square foot renovation of its Student Center.

In 2010, Marist College partnered with the National Science Foundation (NSF) to bring a diverse and talented cohort of 12 students from eight states to study technology at the college with full, four-year scholarships. These students

from groups typically underrepresented in the STEM fields (women and minorities), now in their senior year, benefited from an extensive support network of advisors and mentors and access to internship opportunities with many of the College's Fortune 500 corporate partners. As a result, two have already received offers of

employment from Goldman Sachs in New York. The program has been so successful that the NSF recently renewed its funding for a new round of scholarships. In addition, the college received a significant gift from Goldman Sachs Gives to fund three similar scholarships.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
------------------------------	------------------	--

Invest in the region's capacity for innovation, entrepreneurship and business expansion by establishing a network of Innovation Centers in the region's public and private colleges that provide access to national, state, and regional resources for new business development, similar to exemplary best practice models in NC, GA, and MA.

Many groups throughout the Mid-Hudson are working to reinforce the region's capacity for innovation, entrepreneurship, and business expansion. These include the Hudson Valley Economic Development Corporation and its BioHud Valley initiative; Hudson Valley Patterns for Progress; Gateway to Entrepreneurial Tomorrows; WCC's Gateway to Entrepreneurship and Network for Teaching Entrepreneurship Programs; HVCFI; County Economic Development Offices; and Small Business Development Centers, among others.

The Council is supported a number of priority projects that were funded through the 2012 round of CFAs, all of which build the region's capacity for innovation. These include the New York State Cloud Computing partnership between Marist and IBM; Center for Global Advanced Manufacturing; iBio Incubator; and Hudson Valley Food Hub. The Council will monitor the implementation of these projects and will continue to support new initiatives where appropriate (ongoing).

Increase the responsiveness of the workforce training system to emerging business needs by investing in the region's One Stop Centers to provide enhanced business outreach and design customized workforce training solutions, refocusing existing resources more directly on existing business needs.

The Mid-Hudson WIBs, collectively, have continued to expand industry cluster centered training initiatives in the areas of hospitality, manufacturing, bio-tech, food and beverage, and healthcare. They have aligned with the newly created Hudson Valley food and Beverage Alliance to assist in their vision for the region.

The Council will continue to monitor the progress of the region's One Stop Centers and identify other available resources in the 2014 Progress Report (09/2013 and ongoing).

Please see above for more detail on initiatives related to the Tappan Zee Bridge and 3D printing/manufacturing.

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
------------------------------	------------------	--

Improve the flexibility of the workforce development system to respond to emerging middle skill jobs requiring short-term retooling of an individual's skill set by evaluating incremental additions of coursework and on-the-job experiences to existing programs at the associate, bachelors and masters levels.

NICE Pak, a Rockland County manufacturer received a \$100,000 workforce grant in partnership with RCC to provide safety, English Language, advanced Excel, and Six Sigma training.

SUNY Rockland and the IBEW are formulating a dual enrollment program so that participants in the IBEW Journeyman program will be able to receive an associate's degree upon completion of their training.

The Council will continue to encourage the region's education and training partners to improve the workforce development system in middle skill jobs (09/2013 and ongoing).

Build the long-term talent pipeline and capacity for economic growth by ensuring that the region's K-12 students develop 21st century skills aligned with specific industry clusters.

Rockland BOCES, in partnership with the Rockland WIB and other agencies, has applied for a grant to enhance the middle skills talent pipeline for high school students.

The Ulster WIB and Ulster Works OneStop are partnering with Ulster BOCES to enhance the training for manufacturing skills and CNA/nursing skills. Ulster BOCES received a CFA grant in 2012 to fund these training sessions.

SUNY Westchester, SUNY Rockland, and BOCES, in their respective counties, have submitted a proposal to NYS to establish a regional STEM-focused (P-TECH) High School in the Mid-Hudson with locations in Rockland and Westchester.

SUNY Rockland will hold a conference on October 12, 2012 and include participants from SUNY, the Council, NSF, and other nationally prominent individuals, and produce a report on specific steps the region can take to strengthen its K-16 STEM pipeline by January 31, 2013. MHREDC will support the dissemination of their findings.

## YOUTH RETENTION

### Progress Overview

In its 2012 Progress Report, the Regional Council noted that the Business Council of Westchester’s Coalition for Business Development had conducted a study to address the flight of younger workers from Westchester County. Since that time, the Village of Ossining and the Business Council of Westchester have announced the completion of a joint partnership study focusing on how to attract young professionals to the historic village, an initiative, led by the Business Council’s Rising Stars Alumni Network. A series of action items have been established to enhance Ossining’s positive assets including further development of the waterfront and parkland with the goal of cultivating a “work, live, play” atmosphere. The creation of a Restaurant Row would promote nightlife and attract visitors to eat, relax and enjoy themselves.

At the time of the Council’s last report, it also noted that an “Internship Clearinghouse” was being created and launched by the Westchester WIB to connect students from numerous local

colleges and universities with internship and job opportunities at Westchester businesses. Since that time, the Connex program has been developed and will be launched on October 3, 2013. Nearly 100 businesses have already expressed interest in hiring an intern through that system, fulfilling the Council’s goal of creating meaningful linkages between higher education, businesses, and young professionals, in order to retain region’s young talent upon graduation.

As previously reported, The Business Council of Westchester is partnering with Westchester County Dept. of Parks & Rec and The Friends of Westchester County Parks to develop more youth focused attractive parkland and to raise awareness among young professionals about the 18,000 acres of Westchester park land. On September 12, 2013 Friends of Westchester County Parks launched its Mobile Park App for iPhone & Android (with Fuji as its lead sponsor) in order to reach the internet generation and get them involved in parks.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Identify an ideal community for young professionals, and create a pilot community.	The Village of Ossining – an ethnically and financially diverse waterfront community with an exquisite historical downtown in Westchester – has been chosen as a pilot community for this study with the goal of attracting young professionals by learning best practices of other youth-oriented communities and establishing a task force comprised of young adults to provide input.	The developments and progress of this pilot community will be tracked and made available to other communities through the Mid-Hudson region (10/2013 and ongoing).

.....

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Focus on parks attraction.</p>	<p>The Friends of Westchester County Parks developed a program and iPhone/Android app to raise awareness among young professionals about Westchester park land.</p>	<p>The Council will analyze the results of the Westchester initiative, and apply the findings to future actions (09/2013 and ongoing).</p>
<p>Emphasize entertainment and recreation through downtown development.</p>	<p>Westchester Coalition for Business Development Mixed-Use Development Subcommittee launched an campaign in May 2012 to educate the public on the benefits of creating downtown hubs that incorporate retail office space and residential around already existing transportation hubs.</p>	<p>The Council will analyze the results of the Westchester initiative, and apply the findings to future actions (09/2012 and ongoing).</p> <p>EchoBay Waterfront Community in New Rochelle plans to develop an otherwise distressed community generating a projected \$307 M in economic benefits (3/2013).</p>
<p>Establish meaningful linkages between the region's institutions of higher education, businesses, and young professionals so that more graduates will settle where they studied.</p>	<p>An Internship Clearinghouse has been created and launched by the Workforce Investment Board to connect students with internship and job opportunities at local businesses.</p> <p>The Council has established the creation of an internship as a requirement for priority project endorsement in 2013.</p> <p>SUNY Rockland is planning to create a STEM or P-TECH high school in Rockland County.</p>	<p>The Council will monitor the outcomes of these initiatives, and apply the findings to future actions and recommendations (09/2013 and ongoing).</p>

---

Supporting Strategy

**PROMOTE** Entrepreneurship, Start-ups, Small Businesses, & MWBEs

---



Promote entrepreneurship, start-ups, small businesses, and MWBEs through a variety of measures that will make it easier to access public- and private-sector resources for capital; workforce training; and business and technical consulting.

---

**SMALL BUSINESS**

Progress Overview

Of critical importance to the Council and to start-ups throughout the Mid-Hudson is the attraction of more venture capital to both the region and the State of New York. As explained in the section devoted to Core Strategy #1 earlier in this report, the Council identified as a goal in 2012 the hosting of a meeting with regional venture capitalists. In March of 2013, Regeneron Pharmaceuticals and Alexandria Equities Real Estate convened leading NY-based venture

capitalists and administrators from NY academic research universities at a Life Science Capital Summit with the Office of the State Comptroller. The discussion explored challenges and opportunities for funding life science businesses in New York, and raised awareness of the Comptroller's In-State Private Equity Investment Program, which provides investment capital to early-stage and growing companies.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Meet with private equity and venture capital organizations to better learn what their industries require to locate and/or expand regionally to boost access to capital.</p>	<p>Regeneron Pharmaceuticals and Alexandria Equities Real Estate convened leading NY-based venture capitalists and administrators from NY academic research universities at a Life Science Capital Summit in March 2013 with the Office of the State Comptroller. See narrative above for more detail.</p>	<p>Council members will continue to attend Angel and venture funding events in surrounding regions to create awareness and encourage events to be held in the Mid-Hudson Region (9/2013 and ongoing).</p>
<p>Build a "pipeline" of funding opportunities for different clusters in the region to identify enough company deal flow to increasingly attract the resources of venture capital firms. Implement events inviting private equity/venture capital firms to see presentations by local companies seeking funding.</p>	<p>Hudson Valley Economic Development Corporation has identified, organized and promoted biotech, pharmaceutical, and life science companies in the Mid-Hudson through Bio-Hud Valley, and has done the same for the food and beverage industry through its Hudson Valley Food &amp; Beverage Alliance.</p>	<p>The Council will work to ensure continued awareness and participation of Mid-Hudson companies in regional events and networking for all levels of business and different industries 9/2013 and ongoing).</p>
<p>Create an outreach support program for peer-to-peer mentoring and networking for all levels of business and different industries.</p>	<p>Women's Enterprise Development Center Inc. (WEDC) offers one-on-one business counseling, monthly workshops, and webinars to new and established business owners in both English and Spanish (see next section for further detail).</p>	<p>The Council will continue to promote the WEDC's opportunities, and seek other partners in the region who can deliver peer-to-peer mentoring and networking (9/2013 and ongoing).</p>

## MWBEs

### Progress Overview

Governor Cuomo has made increased MWBE utilization a priority of his administration, and the Mid-Hudson is committed to ensuring that projects moving forward in the region have made a similar commitment. But aside from monitoring CFA funded projects to ensure that they meet their MWBE participation goals, the Council is also seeking to reach out more proactively to MWBEs within the region to ensure that qualified businesses receive certification.

This year, the African American Chamber of Commerce of Westchester and Rockland Counties, led by Councilmember Robin Douglas, either hosted or participated in 17 meetings with more than 150 participants. These meetings provided information to MWBEs on both procurement and certification processes and as a result, a number of businesses have applications pending. One, Coker Electric (located in Mount Vernon, Westchester County) received certification as a DBE in April of 2012.

DBE certification has been both the Council and the Chamber's priority this year, due in large part to the fact that the Tappan Zee Bridge

construction is a federal project, requiring firms to be certified as DBEs to receive contracts. In October, the Westchester Hispanic Chamber of Commerce (WHCC) hosted a special meeting at NYPA in White Plains at which members of Governor Cuomo's senior administration updated the group about the Tappan Zee Bridge Project. The WHCC plans to host another similar event this coming fall. The African American Chamber of Commerce is meeting with DBE's who wish to work on the Tappan Zee Bridge.

The Women's Enterprise Development Center Inc. (WEDC) leveraged federal Economic Development Administration (EDA) disaster relief funds in order to help the Mid-Hudson economy in the wake of Hurricane Irene and Tropical Storm Lee. The WEDC opened a new satellite office (located in the Hancock Center at Marist College) to give residents in Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester counties access to high quality, low cost business training programs and providing residents with the skills, tools, and resources necessary to achieve economic self-sufficiency through business ownership.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Streamline the paperwork involved in the MWBE certification and other processes in order to ease the burden on small business men and women, and conduct ongoing outreach for those businesses that have already received certification.	African American Chamber of Commerce of Westchester and Rockland Counties and the Hispanic Chamber of Commerce both hosted seminars on "getting your MWBE certification" (see above).	The Council will continue to work through partner organizations to promote MWBE certification, with particular attention on opportunities for MWBE participation on the Tappan Zee Bridge project (02/2014).
Monitor the process to ensure Prime Contractors (awardees) are complying with state requirement to use NYS Certified MWBE's.	The Council encourages ESD to actively monitor CFA awardees to ensure compliance with State policy regarding the use of certified MWBEs.	ESD will continue to monitor CFA awardees, in partnership with other agencies (09/2013 and ongoing).

---

## Supporting Strategy

### **MAKE** — Legislative Agenda

---



Make the region and NY State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.

---

## **STATEWIDE REFORMS**

### Progress Overview

In its 2011 Plan, the Council also recommended a review of state limits on casino gaming. On July 30, 2013, Governor Cuomo signed the Upstate NY Gaming Economic Development Act, a comprehensive new law that, pending approval of a referendum this fall, will establish four destination gaming resorts in Upstate New York and boost tourism and economic development in communities across the region. Destination gaming resorts are authorized in three regions of the state, including the Hudson Valley-Catskill area, which benefits Sullivan County.

One of the major inhibitors identified by the Council in its 2011 Strategic Plan was the MTA Payroll Tax, which adversely affects businesses in

a majority of the Mid-Hudson's counties: Westchester, Rockland, Putnam, and Dutchess. As reported in last year's Progress Report, Governor Cuomo signed legislation that partially repealed the tax a little over a year ago. 39,400 businesses in Mid-Hudson benefited from this roll-back; about 25,000 businesses in Westchester no longer have to pay the tax, as well as 6,895 in Rockland, 5,320 in Dutchess and 2,167 in Putnam. In August 2012, a Long Island Supreme Court justice ruled that the tax was unconstitutional, but in late June 2013, New York's Appellate Division in the Second Department overturned that ruling.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Seek to lessen the overall tax burden and consider the impact of the MTA tax in the areas outside of New York City.</p>	<p>MTA Tax partially repealed by Legislature in December 2011.</p>	<p>As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.</p>
<p>Advocate for reform of the State Environmental Quality Review Act (SEQRA).</p>		<p>As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.</p>
<p>Seek the review of State constitutional limits to casino gambling.</p>	<p>July 30, 2013, Governor Cuomo signed the Upstate NY Gaming Economic Development Act</p>	<p>The Council encourages the passage of the NY Gaming referendum.</p>
<p>Advocate for the inclusion of targeted industries in Excelsior program.</p>	<p>Reforms to Excelsior Program allows for expansion of the program to business attraction and retention cases. This year the Governor proposed and the Legislature passed reforms decreasing the job creation requirements, thus allowing for expanded use of the program and benefits to regional companies.</p>	<p>As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.</p>
<p>Seek reforms to the Department of Environmental Conservation permitting process.</p>		<p>As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.</p>

## LOCAL REFORMS

### Progress Overview

As discussed in the 2012 Progress Report, the Council has also focused on ways to address business inhibitors at the local level, by championing innovative county-based efforts to streamline processes and incentivize business creation. As the Council reported last year, Ulster County has developed and implemented a new shovel ready site development incentive program called Ready2Go. The program uses funding from the Industrial Development Agency and Central Hudson to match private property owner funds to seek site plan approval on speculative buildings 80,000 square feet and larger in industrially zoned areas with water and sewer infrastructure. Since the writing of the 2012 Progress Report, The first project to go through the program has successfully completed the permit and planning process and is currently being marketed. The program was presented to all Ulster County municipal planning and zoning board members and applications are accepted

on a rolling basis. Another county in the Mid-Hudson Region has expressed interest in duplicating this program.

Dutchess County has also undertaken a number of initiatives in order to make itself more streamlined, efficient, and “business friendly.” The County has instituted an expedited and consolidated permitting and review process for projects that have community support and provide a positive economic development, in the hopes that this will become a model for municipalities within the county as well as other governments throughout the region. It’s also in the process of creating a county-wide economic development strategy, has formed the Dutchess County Economic Development Alliance (DCEDA), and has created a \$2 million program to reward municipalities that consolidate and move towards shared services.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Consider local policy initiatives that ensure businesses locate and stay in the area	See above	The Council will continue to monitor local initiatives and recommend successes and best practices be shared throughout the region (09/2013 and ongoing).



---

## Supporting Strategy

### **ENSURE** — Public/Private Support

---



Align public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional Plan and consideration of new opportunities.

---

## **MARKETING**

### Progress Overview

The Council submitted a CFA in the 2012 funding round in order to fund a marketing and branding plan that would establish the MHREDC as an authority to guide the economic future of the region. Following the awarding of a \$195,000 grant, the MHREDC's Marketing Committee developed and issued an RFQ for marketing services, ultimately selecting the Byne Group to launch the initiative. In consultation with the Byne Group, the Council will create a brand along with an overall marketing campaign that will advance the strategic plan and promote an enticing business environment. The campaign will be far reaching in order to promote the MHREDC innovative approach to transforming

the region. The campaign will be flexible enough to highlight all geographic areas within the region while speaking to businesses both large and small across multiple industries (see "Marketing Plan" in Appendix 4 for more information).

The initial step in branding the region was to establish a logo. The design chosen by the Council contains a graphic element symbolizing forward movement and the advancement of the Council. The flow of the graphic alludes to the two rivers critical to the region. The language in conjunction with the NY Works logo provides a comprehensive distinction for the region.



## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Initiate a marketing campaign to raise awareness of Mid-Hudson Regional economic opportunities. Specifically raise awareness of regions inventory of distribution sites, professional service and cluster industry prominence. Highlight the proximity of the Mid-Hudson to the major economic centers of Northeastern United States, including Boston, New York, Washington DC, and Philadelphia.</p>	<p>The Council submitted a CFA in the 2012 funding round to support this marketing and branding initiative.</p> <p>Following the \$195,000 grant, the Marketing Committee developed &amp; issued an RFQ for marketing services. Received 17 proposals, conducted 6 in-person presentations, &amp; selected 1 firm (certified MWBE credentials) to launch the initiative.</p>	<p>The Council is finalizing and implementing a detailed marketing plan with the Byne Group.</p> <p>Implementation of branding and marketing to begin 01/2014.</p>
<p>Develop a brand identity and integrated marketing and communication strategy to promote the region both to individuals and organizations.</p>	<p>Council members have developed comprehensive marketing plan, which has been reviewed at a working meeting of the full Council.</p>	<p>The Council is finalizing and implementing a detailed marketing plan with the Byne Group.</p> <p>Implementation of branding and marketing to begin 01/2014.</p>

## INTER-REGIONAL PARTNERSHIPS

### Progress Overview

The Council understands that its regional economy is meaningfully connected to those that surround it. The region is bordered by three other New York regions (the Southern Tier and Capital Region to its north, and New York City to its south) as well as two other states (Pennsylvania to its west and Connecticut to its east). Therefore, the Council rightly identified in its 2011 Plan the need to “embrace inter-regional partnerships that leverage cross-region resources.”

This past year, the Regional Council collaborated with the Mohawk Valley Regional Council by

including SUNY IT as a partner institution in its Center for Global Advanced Manufacturing (CGAM) project. Additionally, the Council has endorsed the Mid-Hudson/Capital Region LTL Local Food Distribution Hub Network in Sullivan County. The project is seeking to develop a network of “hyper local distribution nodes” that supplement the well-established regional food transportation and distribution infrastructure in the area. Facilities will function as distribution nodes will be located in Hudson, Columbia County and Glen Wild, Sullivan County in close proximity to key transportation hubs. See page 90 for more information on this priority project.

## Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Deepen relationships with major research universities and other institutions of higher education that offer specific programs unavailable in the region.	Thanks to Council-led efforts, the New York State High Performance Computing (HPC) Consortium invited Marist College to join the consortium in the area of cloud computing. HPC is a statewide effort to keep NYS in a leading technological position with respect to high performance computing both nationally and internationally.	The Council will continue to promote collaboration and research through the HPC2's member institutions: Rensselaer, Stony Brook National Labs, the University at Buffalo, and Marist College (9/2013 and ongoing).
Pursue periodic meetings between representatives from the Mid-Hudson Regional Council and other adjacent or nearby Councils to discuss new opportunities for collaboration.	This past year, the Regional Council collaborated with the Mohawk Valley Regional Council by including SUNY IT as a partner institution in its Center for Global Advanced Manufacturing (CGAM) project.	The Council will continue to pursue opportunities for meetings and collaborations with other Council's especially the NYC Council, as it represents a large market for the Mid-Hudson, directly to its south (12/2013 and ongoing).

---

## NEW STRATEGIES

The Council will continue to pursue its four core strategies and four supporting strategies as articulated in the 2012 Progress Report and reviewed in the Executive Summary (Part 1). In choosing to focus on three of those strategies in 2013 (INVEST, GROW, and REVITALIZE) the Council identified an opportunity to revisit those strategies and look for ways to fine tune them and propose specific goals and initiatives to pursue in the coming year. What follows are not, then, entirely new strategies, but new directions identified by the Council related to its previously identified areas of focus.

### New Goals and Initiatives Related to **INVEST in Technology**

The Council is pursuing two new initiatives related to the “**INVEST**” strategy. They are:

**1) Engage regional healthcare providers.**

Throughout the last two rounds of funding, the Council has received many proposals from the region’s hospitals and private healthcare providers. Keenly aware of the fact that the impact of changes to federal healthcare requirements upon regional hospitals will not be fully understood for several years, the Council will convene a forum of regional healthcare providers to discuss the future of healthcare, and their capital and programming needs. Executives from the region’s life science companies would also be invited to the forum to join in a discussion of potential opportunities for providers and developers of new health care products to collaborate in ways that support the business

goals of each group and better leverage the rich healthcare ecosystem in the region, which spans the continuum from innovative research and product development to patient care.

**2) Pursue emerging sub-clusters within the “Advanced Manufacturing” industry.**

As described in Part II, the region’s manufacturing base is a diverse one. The Council has identified several industry clusters within the larger manufacturing industry (such as cosmetics manufacturing and lighting manufacturing) and recognizes that targeting some of these sub-clusters for strategic investment will be important for success.

### New Goals and Initiatives Related to **GROW Natural Resource-Related Sectors**

The Council is adding two new goals to complement the five established last year. In the 2012 Progress Report included: Natural Resources; Waterfront Development; Tourism, Arts, and Culture; Agriculture, and Artisanal Food and Beverage. To those, the Council will add:

**1) Advancing the region’s Sustainability Plan**

**2) Beginning a more robust strategic investment in our water and wastewater infrastructure**

The addition of these two new goals is in response to significant natural resource-related

challenges ahead that must be addressed in order to build on the momentum of previous successes and realize a truly sustainable economic system. Super Storm Sandy reminded us of the deep connection between the economy and environment, just as Hurricane Irene and Tropical Storm Lee did before. Our core objectives and these new themes must be

addressed at multiple levels to enhance our economy and natural resources, including restoring a once economically viable multimillion-dollar fishery industry, remediation of contaminated brownfields on underutilized waterfronts, and protection of the region's world famous scenic vistas and habitats.

Fortunately, the region is already developing the momentum to build on previous investments and tackle new challenges. The MHREDC's green circle "GROW" strategy presents a path for the region to create green jobs and build a critical mass of projects and initiatives to ensure future success. Our strategy builds on new strategic efforts that recognize the value and importance of neighboring Regional Economic Development Councils (New York City to the south, the Capital District to the north, and the Southern Tier to the northwest); the Mid-Hudson Regional Sustainability Plan, prepared for NYSERDA by a Regional Consortium, Scenic Hudson's study of the region's foodshed, a nascent proposal for a local-state-federal collaborative public-private restoration plan for the Hudson River; the Upper Delaware Local Waterfront Revitalization Plan; and the advancement of dozens of Consolidated Funding Application (CFA) projects.

In consideration of the progress made in 2012, the Council has identified three cross-cutting themes to help focus the Council's "GROW" strategies and their implementation. These themes are:

- ❖ **Support for the state's Environmental Protection Fund (EPF).** The EPF has proven its ability to help create and retain jobs while improving the environment, safeguarding critical natural resources, managing fisheries, aiding local government in achieving its goals, and promoting our tourism, agricultural, and recreational economies. In 2013, the EPF was increased in the Governor's Executive Budget, and passed by the Legislature.
- ❖ **Focus on downtown infrastructure,** including water, wastewater, waterfronts, green spaces and farm markets, transportation hubs, and sustainable technologies. A particular focus should be remediating and fast-tracking redevelopment of contaminated brownfield sites, particularly on waterfronts and in urban centers.
- ❖ **Further enable growth in our agricultural sector,** employing holistic strategies that develop partnerships and enhance the viability of working farms through effective marketing, providing access to healthy food, creating efficient distribution networks and processing facilities, securing the land base, and leveraging private investment.

These goals and cross-cutting themes may be further enabled by a sustained commitment to the following legislative policy initiatives on the state and federal level:

- ❖ **Continue incentives for local government to realize co-benefits of farmland protection, water quality and downtown business infrastructure.** Continue incentives for counties and municipalities to access low interest loans and grants from the Environmental Facilities Corporation to protect working farms and open space, which contribute toward water quality in important watersheds, aquifers and riparian areas. Create incentives and opportunities to fund business district/commercial corridor infrastructure.
- ❖ **Support waterfront revitalization and brownfields redevelopment.** Recommit to brownfields development incentives and reform the program to direct tax credits where they will achieve meaningful cleanup, unleash economic opportunity and buffer infrastructure from impacts of climate change. Fast-track implementation of the Brownfield Cleanup Program tax credits to achieve tangible results before they sunset at the end of 2015. In addition, the Brownfield Opportunity Areas (BOA) program has provided important support for Hudson Valley communities working to overcome the legacy of industrial and other pollution.

## New Goals and Initiatives Related to REVITALIZE the Region's Infrastructure

Engage NY Rising Community Reconstruction Committees. The Mid-Hudson Region was allocated almost \$50 million to plan flood mitigation projects in the region to avoid the challenges communities face in the aftermath of Storms Irene, Lee, and Sandy.

The Hudson Valley/Catskill Region has seven NY Rising Communities distributed over 5 counties – Delaware, Greene, Ulster, Rockland and Orange, and include:

- ❖ Town of Prattsville
- ❖ Town of Shandaken and Town of Hardenburgh
- ❖ Town of Stony Point
- ❖ Ulster County Communities (Includes the Town and Village of New Paltz, Town and Village of Saugerties, Town of Wawarsing, Village of Ellenville, Town of Rochester, Town of Olive, Town of Woodstock, and Town of Rosendale)
- ❖ Village of Margaretville

- ❖ Village of Sidney
- ❖ Village of Washingtonville

As the planning process gets underway in late 2013, the Council, through ESD, will continue to monitor the needs of our communities and support the Governor's response in the first critical days.

Continue engaging the Hudson Valley Mayor's roundtable at Pace Law School. The Council has made a commitment to continue its discussion about infrastructure and municipal needs throughout the year. Indeed the Council would like continued

# PART 3

THE MID-HUDSON REGION'S  
PRIORITY PROJECTS FOR 2013

# SECTION 1. ESD Regional Council Capital Fund Priority Projects:

## TRANSFORMING OUR REGION ONE JOB AT A TIME

The Council has identified 18 ESD Regional Council Capital Fund priority projects, each of which aligns with one of the Council's three areas of focus for 2013. The projects impact each of the region's seven counties, and have the potential to generate more than \$572 million in economic activity, and have the ability to create and retain more than 5,061 full-time jobs, as well as create 6,268 construction jobs.



### Projects Related to Core Strategy: **INVEST in Technology**

CFA	Project Name	Description
27880	3D Printing Initiative at SUNY New Paltz	page 82
28204	NDH Medical Pavilion	page 83
28719	Nyack Hospital Emergency Department Expansion	page 84
27942	Kolmar Laboratories Inc. Skin Care 2013	page 85
29942	Clear Solution Labs	page 86
29966	Warwick Valley Local Development Corp.	page 87
27622	Putnam Hospital Center's Surgical Suites	page 88



### Projects Related to Core Strategy: **GROW Natural-Resource Related Sectors**

CFA	Project Name	Description
31787	EPT Concord Resort	page 89
30713	M-H Capital Region Local Food Distribution Hub	page 90
30007	Yonkers Downtown	page 91
27186	Harbor Square Waterfront Redevelopment	page 92



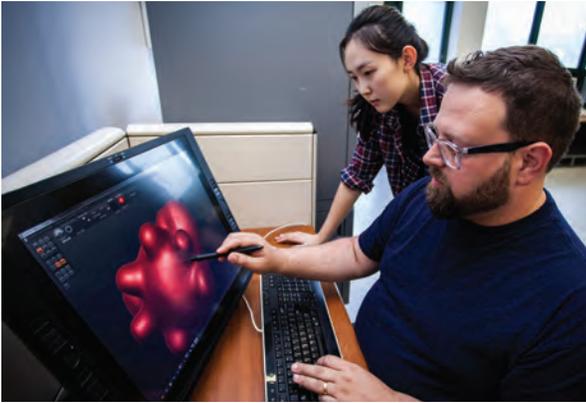
### Projects Related to Core Strategy: **REVITALIZE Regional Infrastructure**

CFA	Project Name	Description
32278	TBE Montgomery, LLC	page 93
32298	5 Scobie Partners, LLC Stormwater Infrastructure	page 94
30425	Scobie Drive Industrial Park Infrastructure	page 94
30408	White Plains Multimodal Transportation Ctr.	page 95
32206	Extension of Water Services to Dutchess Airport	page 96
31371	Echo Lake Corporate Park	page 97
31877	Teutonia Buena Vista	page 98

PRIORITY PROJECT:

**3D Printing Initiative at SUNY New Paltz – Ulster County**

INVEST



SUNY New Paltz has embarked on an ambitious 3-D Printing initiative, which enhances technology and regional infrastructure; leverages private venture capital and a network of collaborations; and partners with other economic development initiatives and programs. 3-D printing is an additive manufacturing process of layer-by-layer printing that produces three-dimensional objects using computer-aided design software. Using a number of different technologies, 3D printers can form objects out of a wide variety of plastics, metals, and ceramics, transforming many industries.

The organizational home of this effort is the Hudson Valley Advanced Manufacturing Center at SUNY New Paltz. The Center integrates New Paltz strengths in engineering, technology, and the innovation and creativity of work in the arts. Key elements of this initiative include:

- ❖ A unique curriculum in Digital Design and Fabrication, aimed at advanced-level workforce development;
- ❖ A core facility of state-of-the-art equipment made available to businesses and industry, including start-ups, businesses relocating from elsewhere, and those wishing to explore new innovations; technical expertise and student interns will support that use;
- ❖ Active recruitment of 3D printing enterprises, with access to venture capital funds;
- ❖ A network of equipment access and collaborative educational programming at Hudson Valley community colleges and selected high schools to expand 3D printing capability in the region;
- ❖ Collaborations with other organizations to build a distinctive regional identity in 3D printing and related research, design, and development;
- ❖ Joining the START-UP New York tax-free initiative with a focus on 3D.

<b>Funding Source:</b>	Regional Council Capital Fund and ESD Technical Assistance and Training Grants
<b>Total Cost:</b>	\$14,255,604
<b>Requested Allocation:</b>	\$4,253,211 Regional Council Capital Funds \$100,000 ESD Technical Assistance and Training Grants
<b>Total Jobs:</b>	88 (9 new, 6 part time, 73 indirect)
<b>Construction Jobs:</b>	50

PRIORITY PROJECT:

**Northern Dutchess Hospital Medical Pavilion – Dutchess County**

INVEST



Northern Dutchess Hospital’s current 40-bed, 25-room medical-surgical unit was built in 1929 to the specifications of a completely different era of healthcare. Indeed, 4 of the Hospital’s 6 current operating suites were built almost 60 years ago. Technology, design, layout, and equipment have all undergone dramatic changes between then and now with enormous impact on patient safety and comfort, and physician and staff efficiency.

NDH plans to deal with the challenges of these aging facilities with a transformative, \$44,995,000 construction of an attached, 81,000 square-foot, state-of-the-art Medical Pavilion, featuring 6 new operating rooms, a new patient wing featuring 40 single-bed rooms to replace the existing, obsolete medical/surgical unit, and accessible medical offices. Patients will

also have access to a spacious 8-bay Post-Anesthesia Care Unit, an isolation room, and 13 prep/Stage-2 recovery bays which, together, will allow the Hospital both to offer a broader range of complex surgical procedures and to house the specialized equipment required for today’s sophisticated surgeries.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$44,995,000
<b>Requested Allocation:</b>	\$8,999,000
<b>Total Jobs:</b>	16
<b>Total Construction:</b>	100

PRIORITY PROJECT:

## Nyack Hospital Emergency Department Expansion and Modernization - Rockland County

INVEST



Nyack Hospital is a 375 licensed bed community hospital whose mission is to provide competent, innovative, and accessible emergency and acute care services for the residents of Rockland County and the Mid-Hudson Region. With over 60,000 visits annually, the Emergency Department is the most critical component of Nyack Hospital’s ability to fulfill its mission.

The project will expand and comprehensively modernize the Nyack Hospital Emergency Department, providing it with the capacity to serve the 80,000 patients annually by 2018. The Emergency Department, which was constructed in 1985 with a maximum capacity of 35,000 patients per year, now cares for approximately 60,000 patients per year in space that is undersized relative to the number of patients treated there; this is the combined result of an aging, growing service area population and success of the Emergency Department’s innovative 30-minute service standard. This project will first, increase the Emergency Department’s square footage through

construction of an addition; and second, renovate the existing Emergency Department space, resulting in optimal adjacencies and improved patient flow for effective care. The project will incorporate contemporary design, clinical technology, and health information systems that promote the delivery of high-quality care and caring. Once complete, the expanded Emergency Department will have adequate capacity to handle the approximately 80,000 visits projected by 2018 and will also facilitate access to ambulatory emergency services, particularly in “surge” situations such as epidemics or disasters.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$11,769,420
<b>Requested Allocation:</b>	\$2,353,880
<b>Total Jobs:</b>	404 (143 new and 261 indirect)
<b>Construction Jobs:</b>	150

PRIORITY PROJECT:

**Kolmar Laboratories, Inc. Skin Care Project – Orange County**

INVEST



Kolmar Laboratories is an industry leader in custom manufacturing of cosmetic, skin care and personal care products. Located in Port Jervis since 1943, the company plans to make a significant capital investment to expand within its 264,000 square foot facility, constructing a dedicated manufacturing area for high end skin care products, including dermatological treatments, anti-aging products and protecting creams. The new space will house state of the art vacuum emulsifying vessels in discrete manufacturing suites as well as expansions to supporting services and R&D labs.

This expansion further solidifies Kolmar’s commitment to bring the highest level of quality assurance, service and product innovation to its large customer base. The project will position Kolmar appropriately to proactively serve one of the fastest growing segments of the personal

care market and transition the business focus to higher value products. Further supported by an investment in R&D and Product Development resources, Kolmar will be focused on innovating new and effective products for the skin care brands.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$1,650,000
<b>Requested Allocation:</b>	\$330,000
<b>Total Jobs:</b>	54 (36 new, 18 part time)

PRIORITY PROJECT:

## Clear Solution Labs – Putnam County

INVEST



Clear Solution Labs will be a newly commissioned, multi-faceted, turn-key contract manufacturer in New York State that produces health & beauty cosmetic products, OTC/Drug products, pressed powders, high-alcohol processed products and medical devices. The company will retro-fit a 93,000 square foot facility from office and warehouse to office, R&D, testing labs, manufacturing & warehousing; which will be a \$2.5-\$3.0 million renovation, using local contractors. In addition CSL also intends on creating an incubator program for new or struggling R&D companies and chemists, which will bring new operations and technologies to the state. The success of these new companies & chemists will most likely result in their operation set-up within New York as well.

<b>Funding Source:</b>	Regional Council Capital Fund, Excelsior Tax Credits, Industrial Bond Cap, Department of Labor
<b>Total Cost:</b>	\$26,000,000
<b>Requested Allocation:</b>	\$7,000,000 Regional Council Capital Fund \$10,000,000 Industrial Bond Cap \$3,600,000 Excelsior \$300,000 Department of Labor
<b>Total Jobs:</b>	225 (150 new, 25 indirect, 50 retain)
<b>Total Construction:</b>	25

PRIORITY PROJECT:

**Warwick Valley Local Development Corporation  
Business Park Redevelopment Plan – Orange County**



The Town of Warwick, in partnership with private investors, has acquired the closed Mid-Orange Correctional Facility to redevelop approximately 130 acres for creation of a business & technology campus housing incubators, research facilities and light manufacturing sites on preapproved parcels that will allow immediate occupancy. In addition, the remaining 500+ acres will provide both active and passive recreation locations for residents as well as educational & scientific opportunities for area students which will help preserve the regions quality of life and its resources.

State funding will allow for generic site approval and detailed infrastructure improvement designs which will then be constructed using private and public investment. An aggressive regional marketing program will also be implemented to connect and develop inter regional partnerships

with universities and industries in the Hudson Valley. The redevelopment of this site will create 100-150 construction trade jobs and when completed will create 350+ full time jobs with an initial investment of \$5-7 million.

<b>Funding Source:</b>	Regional Council Capital Fund and ESD Strategic Planning and Technical Assistance Grants
<b>Total Cost:</b>	\$400,000
<b>Requested Allocation:</b>	\$50,000 Regional Council Capital Fund \$50,000 ESD Strategic Planning and Technical Assistance Grants
<b>Total Jobs:</b>	350 (indirect)
<b>Total Construction:</b>	100

PRIORITY PROJECT:

## Putnam Hospital Center Surgical Suites – Putnam County

INVEST



Putnam Hospital Center is experiencing increasingly higher surgical volumes. Hospital physicians are asking for additional accessibility to operating suites. Some of this demand comes from, but is not limited to, bariatrics, urology, general surgery, podiatry, ophthalmology, oncology, neurosurgery and orthopedics. Additionally, other physicians need greater access to introduce new services like those performed using our new daVinci Robotic Surgical System. Still others want to expand practices but first need a commitment of reasonable access to operating rooms. After considerable study, hospital officials concluded that the best way to meet these demands was to construct and equip an additional Operating Suite.

Incremental surgical volume that will be generated by the ability of our surgeons to have access to a new operating suite is conservatively projected at 65 inpatient surgeries and 100 outpatient surgeries in the first year alone.

This new surgical suite allows us to keep pace with emerging technologies, giving us the ability to continue to target job creation

investments and eliminate the need for residents to seek medical care outside the Hudson Valley. The climate created by these advancements, coupled with our commitment to excellence, positions PHC to attract young and highly educated physicians and support staff while retaining knowledge and expertise of our existing physicians.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$1,540,000
<b>Requested Allocation:</b>	\$309,000
<b>Total Jobs:</b>	14
<b>Total Construction:</b>	15

PRIORITY PROJECT:

**EPT Concord Resort – Sullivan County**



EPT Concord II, LLC proposes to develop a master planned destination resort community on approximately 1,583 acres of land located in the Town of Thompson, Sullivan County, New York. When complete, the EPT Concord Resort will include an 18-hole golf course, Casino Resort, harness horse racetrack, grandstand/showroom, simulcast facility, hotels, an RV park, and an entertainment village with a cinema and supporting retail. In addition, there will be a residential village with a mix of unit types including condos, apartments, townhouses and detached single family homes, a civic center, and an active adult residential community. This mix of uses will be connected, via a multi-use trail system, to abundant open space.

The Initial components of the EPT Concord Resort are scheduled to come on line in 2014. These include the development of a casino resort, a hotel, a harness horse racetrack, a grandstand/theatre, a simulcast facility, banquet

event facilities, restaurants, retail, a movie theater, and a golf course. The balance of the development program is anticipated to be built out over the next ten years.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$50,000,000
<b>Requested Allocation:</b>	\$5,000,000
<b>Total Jobs:</b>	2,704 (1,475 new, 1,229 indirect)
<b>Construction Jobs:</b>	3,049

PRIORITY PROJECT:

## Capital Region LTL Local Food Distribution Hub Network – Sullivan County



A major factor that now limits New York farmers from taking advantage of growing opportunities to supply consumers that are demanding local food is a distribution system that is unable to efficiently distribute smaller volume shipments from local producers. Ginsberg’s Foods, Sullivan County Industrial Development Agency (IDA) and Hudson Valley AgriBusiness Development Corp. (HVADC) are seeking to develop a network of “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 New York City, Hudson Valley and Northeastern markets. Facilities that will function as distribution nodes will be located in Hudson, Columbia County and Glen Wild, Sullivan County in close proximity to key transportation hubs.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$2,809,353
<b>Requested Allocation:</b>	\$554,800
<b>Total Jobs:</b>	96 (16 new, 80 indirect)
<b>Construction Jobs:</b>	25

PRIORITY PROJECT:

## Yonkers Downtown – Westchester County

GROW



This is the final phase of development in the implementation of the Yonkers Downtown Waterfront Master Plan. This grant request from SFC Yonkers, the designated Urban Renewal developer, seeks help funding the public realm component of a \$100,000,000 project that will provide new waterfront streets, utility mains, sidewalks, lighting and public waterfront access to the southern terminus of the Downtown Waterfront Urban Renewal Area.

A public waterfront esplanade along the Hudson River would consist of wooden boardwalks, a Hudson River overlook, a great lawn, landscaped areas and shoreline preservation. The surrounding development project of 325 new transit-friendly smart growth walk-able new

waterfront housing units is essential for advancing the need to achieve a critical population mass to support downtown businesses and to provide workforce housing.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$6,800,000
<b>Requested Allocation:</b>	\$2,500,000
<b>Total Jobs:</b>	114 (14 new 100 indirect)
<b>Construction Jobs:</b>	75

PRIORITY PROJECT:

## Harbor Square Waterfront Redevelopment – Westchester County

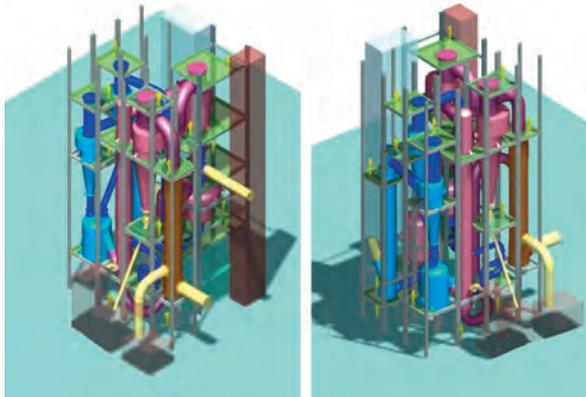


Harbor Square is a mixed-use waterfront redevelopment project located in the downtown of the Village of Ossining at a transit friendly location adjacent to both the Metro-North Train Station and New York Waterway’s Haverstraw-to-Ossining Ferry Pier. The project by Ginsburg Development Companies (GDC) represents a \$65 million private investment on the reclaimed brownfield site and will include 188 units of new rental housing (including 10% affordable), a destination-location waterfront restaurant and a new waterfront park and promenade. The restaurant, together with the Village’s plans to expand the ferry dock to include slips for pleasure boaters and visiting excursion vessels, will create a new tourism destination to be accessed from the river as well as the land. Funding Source: Regional Council Capital Fund.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$3,412,328
<b>Requested Allocation:</b>	\$682,465
<b>Total Jobs:</b>	50 (30 new, 20 part time)
<b>Construction Jobs:</b>	25

PRIORITY PROJECT:

**Taylor Biomass Energy – Orange County**



TBE-Montgomery, L.L.C. proposes to build a large-scale waste-to-energy facility in Montgomery, New York. The facility will utilize a heated sand media to sublime the organic fraction of waste materials in an oxygen-starved environment. This sublimation process will allow TBE-Montgomery to generate clean energy, using a renewable and unlimited feedstock, with minimal emissions. The facility will generate 24 Mw (21Mw net) of clean electric power, create more than 380 jobs and generate millions of tax dollars for the Town of Montgomery and the State of New York. The technology is scalable, and can be replicated statewide to greatly reduce the amount of waste (65% in the Northeast) that consumes limited landfill space and contributes to greenhouse gas emissions.

TBE-M will be a high-tech manufacturing facility that employs engineers and scientists, administrative and management staff, as well as entry-level laborers. Union labor contracts ensure that workers will be local and paid a wage congruent with cost-of-living, thus increasing the average median salary for the region. This facility will be a catalyst for other like-facilities in NYS. However, with research and modification, other facilities will produce hydrogen, Fischer-Tropsch chemicals or other chemicals. An RD&D facility will be established at TBE-M, offering top-performing science and engineering students a place to practice, reducing “brain-drain” in the region. The facility

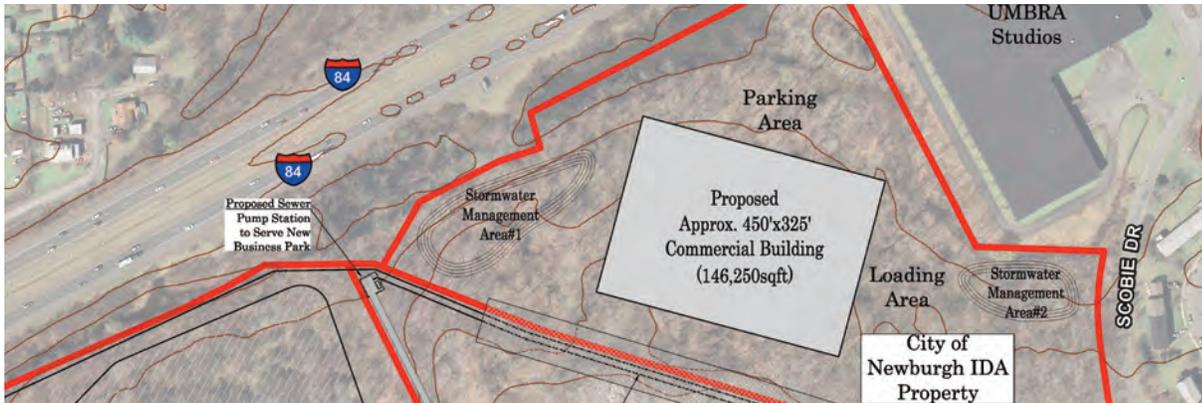
will enhance infrastructure for businesses in the region. TBE-M will provide sound waste management, at a conservative price, increasing efficient use of tax dollars allocated to the disposal of waste. The facility will reduce greenhouse gas emissions attributed to vehicle travel, by reducing the necessity to transport material to landfills in other parts of the state. It will also reduce those emissions produced when organic material decomposes. In short, the facility enhances the attractiveness of the region, by creating high-tech, green jobs, supporting sustainable and efficient waste management and making the regional a cleaner, more environmentally-sound place to live and work.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$236,050,473
<b>Requested Allocation:</b>	\$15,000,000
<b>Total Jobs:</b>	192 (82 new FTE, 75 indirect, 35 retained)
<b>Total Construction:</b>	384

PRIORITY PROJECT:

**5 Scobie Partners, LLC BCP Stormwater Infrastructure Project and the City of Newburgh Infrastructure Project - Orange County**

REVITALIZE



Hudson Valley Lighting (HVL), a family-owned manufacturer of high tech (LED) and high end lighting fixtures, through its developer subsidiary 5 Scobie Partners, LLC, is seeking to undertake state-of-the-art storm water improvements to serve the remediation and redevelopment of a vacant, contaminated City owned property on 5 Scobie Drive. These improvements will provide additional capacity to promote and assist in the development of surrounding properties in the industrial/manufactured zoned area of the City of Newburgh.

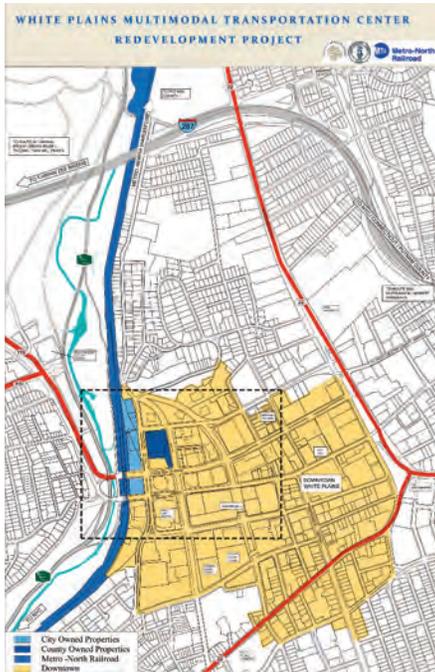
The 5 Scobie Drive property will be remediated and redeveloped to include a one hundred forty thousand (140,000) plus square foot research and development, design, assembly and distribution facility for HVL.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$12,800,000
<b>Requested Allocation:</b>	\$1,400,000
<b>Total Jobs:</b>	230 (180 retained and 50 new)
<b>Total Construction:</b>	80

PRIORITY PROJECT:

**White Plains Multimodal Transportation Center  
Redevelopment Project - Westchester County**

.....  
**REVITALIZE**  
.....



The City of White Plains is committed to leading the redevelopment of the area in and around the White Plains TransCenter, a major transportation hub for the City, the County, and the region. As part of this effort, the City will engage and work cooperatively with agency partners, including Metro-North Railroad and the County of Westchester, as well as the State of New York and a host of other interested parties to develop a vision for the TransCenter and its environs. The White Plains Multimodal Transportation Center Redevelopment Project will provide an enhanced multi-modal transportation center that serves all modes of travel and maximizes the economic development potential of the area. The Project will also create a welcoming and attractive new “place” that will transform the station area and provide an attractive and functional gateway that contributes to a vibrant downtown core.

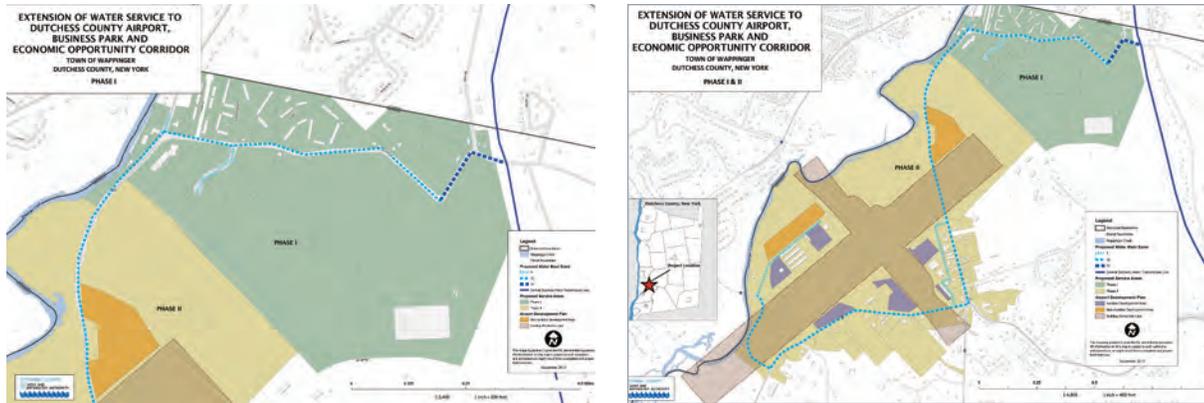
The City’s vision for the Project has four major components:

- ❖ Improve the quality and variety of public transportation service options for White Plains and the region
- ❖ Create a great new place of the use and enjoyment of residents and visitors alike; and
- ❖ Realize the economic development potential of the station and its environs;
- ❖ Do all of the above in a sustainable manner that protects the environment.

<b>Funding Source:</b>	Regional Council Capital Fund, ESD Strategic Planning and Feasibility Studies & Cleaner Greener Communities Technical Assistance and Training Grants
<b>Total Cost:</b>	\$1,710,821
<b>Requested Allocation:</b>	\$342,164 Regional Council Capital Fund \$100,000 Strategic Planning and Feasibility Studies \$815, 681 Cleaner Greener Communities
<b>Total Jobs:</b>	4
<b>Construction Jobs:</b>	1,000

PRIORITY PROJECT:

## Extension of Water Services to Dutchess County Airport & Business Park – Dutchess County



The project includes the extension of municipal water service to the Dutchess County Airport, Business Park and Economic Opportunity Corridor. Adjacent businesses will have the opportunity to abandon failing water systems by connecting to this water main extension. Water service to this area will allow job creators to fully utilize existing buildings as well as expand their operations to the maximum extent allowed by local codes.

Water service is proposed to be extended from the existing Central Dutchess Water Transmission Line located along the Dutchess County Rail Trail approximately 1 mile east of the airport. The proposed water service extension

project will include the required Airport improvements to facilitate installation of the waterline; including site grading, storm water pollution prevention, and site restoration.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	\$7,110,760
<b>Requested Allocation:</b>	\$1,422,152
<b>Total Jobs:</b>	238 indirect
<b>Construction Jobs:</b>	20

PRIORITY PROJECT:

## Echo Lake Corporate Park – Orange County

REVITALIZE



The Echo Lake Corporate Park is a 200 acre tract of land in the Town of Goshen, Orange County, NY. It is unique in that it is one of the only sites in the Hudson Valley capable of hosting a single building footprint up to 1,500,000 square feet. The site currently has access to substantial gas and electric capacity, making an ideal development location.

The rapid expansion of e-commerce logistics nationwide has resulted in a surge of construction for new warehouses to accommodate these users. The trend has been towards larger buildings and mega-warehouses. With no options available, the Echo Lake site is perfectly situated to attract and accommodate

these large employers. Phase 1 of the project involves the construction of new infrastructure providing access to the site, as well as a completion of the municipal approvals, creating a shovel ready prepared site in anticipation of the ultimate employer.

<b>Funding Source:</b>	Regional Council Capital Fund
<b>Total Cost:</b>	Phase 1 \$1,656,000
<b>Requested Allocation:</b>	\$828,0000
<b>Total Jobs:</b>	500
<b>Total Construction:</b>	110

PRIORITY PROJECT:

**Teutonia Buena Vista – Westchester County**



Teutonia Buena Vista is a 361-unit, fully-approved, shovel-ready multifamily development located in the heart of the Waterfront District of Yonkers, the largest city in the Hudson Valley. The Perkins-Eastman designed 24-story tower is approved for 361 units, and will include a clean-tech automated parking garage to accommodate over 360 cars, a green/sedum (living) roof designed to lower the building’s carbon footprint, a rainwater retention/management system and will feature an adaptive re-use of the famous Teutonia Hall façade on the completed building.

The Developer has agreed to work with the Yonkers Public Schools in coordination with Yonkers Partners in Education to put in place internships, apprenticeships and field projects for students from the Saunders Trade and Technical High School. Additionally, during the

first two years of operations, Lincoln High School Academy of Finance students will have an opportunity to work in programs related to the project that focus on property and business operations.

<b>Funding Source:</b>	Regional Council Capital Fund and Federal Industrial Development Bonds
<b>Total Cost:</b>	\$148,697,364
<b>Requested Allocation:</b>	\$4,000,000 Regional Council Capital Funds \$30,000,000 Federal Industrial Development Bonds
<b>Total Jobs:</b>	20
<b>Construction Jobs:</b>	1,020

## SECTION 2: Priority Projects in Other Funding Programs

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	30876	Unemployed Worker Training	YWCA Yonkers	The project will train unemployed and underemployed low income, minority Yonkers residents to give them full employment in the fast growing technician and distribution trades.	DOL
HV	27966	CFA Unemployed Worker	Board of Cooperative Educational Services of Ulster County	Ulster BOCES proposes to provide health profession training for unemployed workers that leads to entrance into the fastest growing occupation in the healthcare industry.	DOL
HV	31986	SonoTek Training	Sono-Tek Corp	Provide sales training for sales employees and machine training for machine shop staff, as well as sustainability training for all employees.	DOL
HV	28589	Fleischmanns Pier Reconstruction Design	City of Peekskill	The project will include engineering studies to determine the low tide draft depths around the existing pier, soil bearing testing and evaluation for pile design, and an above water structural condition study of the existing Fleischmann's Pier infrastructure.	DOS
HV	28192	Village Dock Extension	Village of Ossining	The project is the extension of the existing public dock utilized by the successful New York Waterways/MTA cross-river commuter ferry.	DOS
HV	30803	Holt Drive Industrial Park Safe Vehicular Access	Town of Stony Point	Repairs and improvements to the existing CSX railroad at-grade crossing in order to make possible future industrial reuse of former EPA Superfund brownfield.	DOS
HV	28586	Building Our Future	Hispanic Resource Center of Larchmont & Mamaroneck, Inc.	The Hispanic Resource Center (HRC) will to continue to provide comprehensive workforce development programs through Building Our Future. This grant would allow the organization to serve 400 low-income individuals.	DOS

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	28032	NFTEFC YES Project	Network for Teaching Entrepreneurship	Project YES Yonkers - (Youth Entrepreneurs Succeed), bridges the opportunity gap for lower-income youth in the City of Yonkers	DOS
HV	31660	Railroad Square	Town of Delaware	Upgrade of the crossing between the two streets through the following: removing asphalt and installing six sections of concrete pre-cast crossing panels, removing the abandoned rail track to increase the size of the municipal parking lot which serves the business district.	DOS
HV	31881	The Modern Mount Vernon	Macquesten Development, LLC	Construction of a mixed use project units of affordable housing plus 9,400 square feet of commercial, retail, and community facility space with parking.	ESD
HV	27973	Foodway Corridor Project	Lower Hudson Long Island Resource Conservation & Development Council	The Foodway Corridor project will introduce new transportation, aggregation, and distribution infrastructure so as to better connect, regionally, producers to consumers.	ESD, Canals, NYSERDA
HV	26985	Holt Drive Industrial Park Safe Vehicular Access	Gateway to Entrepreneurial Tomorrow's, Inc.	Sustainable Green Enterprises is an initiative to provide training in Building Performance Certification and Solar Installation, along with entrepreneurial and financial education and on-the job training.	ESD, DOL, NYSERDA
HV	30258	Newburgh Broadway Design Guidelines Project	City of Newburgh	Newburgh seeks to develop of design guidelines for the Broadway corridor to help create a walkable neighborhood and a predictable, clear, fair and cost effective development process for property owners.	HCR
HV	30240	Port Jervis Main Street Revitalization	City of Port Jervis	Creation of new affordable rental housing units in two mixed-use commercial buildings and the renovation of eight new commercial storefronts to contribute to the city's ongoing downtown renaissance and redevelopment.	HCR

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	29936	Kingston Connectivity Project	City of Kingston	A multi-modal infrastructure will be designed and constructed that will provide safe, universally accessible alternatives for moving about by bicycle, on foot and other non-motorized means while smoothing the flow of motorized vehicles into the heart of the City in Midtown.	NYSERDA, Parks, DOS
HV	31244	CHCANYS Community HealthCorps	Community Health Care Association of NYS	CHCANYS Community HealthCorps will recruit 27 economically disadvantaged and unemployed individuals to serve as AmeriCorps members in community health centers located in their communities.	ONCS
HV	28896	Community Parks EPF	Village of New Square	Conversion of two undeveloped lots into a neighborhood park and a community park. To provide recreation, exercise and community development opportunities.	Parks
HV	29800	Quarry Park and Trail Project	Village Hastings on Hudson	Hastings-on-Hudson seeks funding for the Quarry Park Final Design & Contract Documents, and also for the completion of the lower half of Quarry Trail.	Parks
HV	31425	Rev Sykes Park Improvements	Village of Sleepy Hollow	The project is the design and construction of a comfort station in the Reverend John Sykes Park, jointly owned by Sleepy Hollow and Tarrytown.	Parks
HV	32443	Mid-Hudson Incubator Innovation Hot Spot	Dutchess County IDA	Attract new companies and start up businesses to New York State's Hudson Valley Region by offering the high tech resources, shared services, small business services and incentives, and academic resources of CGAM, IBM, Marist College, SUNY, and members of the Dutchess County Economic Development Alliance.	Incubator & Hot Spot
HV	30986	City of Peekskill & Village of Brewster	MHREDC Opportunity Area Former White Plains Linen Feasibility Study in Peekskill	This is a joint application to prepare Strategic Plans/Feasibility Studies to re-purpose obsolete buildings in Peekskill's Opportunity Area and to define a path forward for redevelopment of Brewster's Main Street Corridor.	ESD Opportunity Agenda Strategic Plan & Feasibility Study

# PART 4

## MID-HUDSON INNOVATION HOT SPOT PLAN

---

## Priority Proposal for Innovation Hot Spot

This Priority Project meets several major strategic goals of the Mid-Hudson Regional Economic Development Council (REDC), most importantly, the redevelopment of excess capacity at the former IBM East Fishkill site, also known as the Hudson Valley Research Park (HVRP). This Priority Project, a true regional project, collaborates with two previously designated Priority Projects in the region -- Marist Cloud Computing and the Center for Global Advanced Manufacturing (CGAM).

An Incubator/Hot Spot designation would align with the region's clustering strategy of three major industries: biotechnology, high technical manufacturing, and information technology. The HVRP has the unique ability to incubate all three types of start-ups with its diverse infrastructure and unique services, as well as available manufacturing and distribution space on site for commercialization. The campus, highly industrial in nature offers utilities to satisfy the most demanding semiconductor clean room conditions. Having this highly technical infrastructure in place allows the HVRP to match the requirements of any manufacturing or research startup company.

HVRP has been operating as an "incubator" to start-up companies for more than 10 years, and has seen significant success. Support from IBM as the HVRP landlord has been consistently top notch and consistent with industry best practices.

The strategic plan of the incubator at HVRP is to attract new companies and startup businesses to New York State's Hudson Valley Region by offering the high tech resources, shared services, small business services and incentives, and academic resources of CGAM, IBM, Marist College, SUNY, and members of the Dutchess County Economic Development Alliance, which include the Dutchess County Regional Chamber of Commerce, Dutchess County Economic

Development Corporation, Dutchess County Workforce Investment Board and the Mid-Hudson Small Business Development Center.

If designated an Incubator/Hot Spot, HVRP tenants would expand services through its partnership with the Dutchess County Economic Alliance, which will provide business plan and marketing plan assistance, incorporation assistance, permitting assistance, access to capital, financial incentives, business counseling, job training assistance, and networking and small business programs and seminars. Tenants would also enjoy the benefits of the Center for Global Advanced Manufacturing's SUNY Smartt Labs for the development of their prototypes and products, and access to space at vacant IBM facilities in Poughkeepsie and East Fishkill where incubator tenants could manufacture and distribute their products.

If the Mid-Hudson Innovation Hot Spot is funded by the State, the Council intends to recruit an Advisory Council of NY State-based venture capitalists (drawing in part from firms in the In-State Private Equity Investment Program) to review business plans and provide other advice to businesses that locate in the Hot Spot. This will provide entrepreneurs who open operations in the Hot Spot with additional access to business expertise and, potentially, investment capital.

PRIORITY PROJECT:

**Mid-Hudson Incubator Hot Spot – Dutchess County**

INNOVATION HOT SPOT



The strategic plan of the incubator at Hudson Valley Research Park (“HVRP”) is to attract new companies and startup businesses to New York State’s Hudson Valley Region by offering the high tech resources, shared services, small business services and incentives, and academic resources of Center for Global Advanced Manufacturing (“CGAM”), IBM, Marist College, SUNY, and members of the Dutchess County Economic Development Alliance, which include the Dutchess County Regional Chamber of Commerce, Dutchess County Economic Development Corporation, Dutchess County Workforce Investment Board and the Mid-Hudson Small Business Development Center.

If designated an Incubator/Hot Spot, HVRP tenants would expand services through its partnership with the Dutchess County Economic Alliance, which will provide business plan and marketing plan assistance, incorporation assistance, permitting assistance, access to capital, financial incentives, business counseling, job training assistance, and networking and small

business programs and seminars. Tenants would also enjoy the benefits of the Center for Global Advanced Manufacturing’s SUNY Smart Labs for the development of their prototypes and products, and access to space at vacant IBM facilities in Poughkeepsie and East Fishkill where incubator tenants could manufacture and distribute their products.

<b>Funding Source:</b>	NYS Business Incubator and Innovation Hot Spot Support Program
<b>Total Cost:</b>	\$750,000
<b>Requested Allocation:</b>	\$250,000
<b>Total Jobs:</b>	N/A
<b>Construction Jobs:</b>	N/A

# PART 5

## THE MID-HUDSON'S OPPORTUNITY AGENDA

---

# OPPORTUNITY AGENDA

## Vision:

The Mid-Hudson Regional Council is incorporating into its five-year plan twin goals: (1) moving impoverished individuals throughout the region into jobs that can sustain them and their families; and (2) revitalizing distressed communities. Through a competitive process developed by Pattern for Progress with assistance from the Pace Land Use Law Center, a Request for Expressions of Interest was created to allow for a competitive process in the selection of the Opportunity Areas. Following a recommendation from a committee of the Council, the Council selected two Opportunity Areas as pilot communities. These are an 80 city block, 450 acre area (16% of the total land area) of the City of Peekskill, north of the city's downtown, in Northern Westchester County with an estimated population of 9,000, and the Village of Brewster (population 2,690) in Putnam County. The intent is to focus resources to discover what strategies may work and then export successful strategies to other distressed communities in the region. The number of communities will be expanded during future rounds of the CFA process, resources permitting.

## STATEMENT OF OPPORTUNITY: Challenges

To date, through a combination of factors ranging from the lack of education to poor job skills, some communities throughout the Hudson Valley have experienced high levels of poverty and unemployment. Communities such as these need assistance. The goal is to break the cycle of poverty so Hudson Valley residents in these communities can participate in the new regional economy.

The connection between education, poverty, recent immigration and unemployment is clear in these communities. In the City of Peekskill (Population 23,835), the unemployment rate of 10.2% exceeds the Region's rate by 25%. In Peekskill, 36.9% of residents are Hispanic or Latino, 23.6% are Black or African American, and 30.9% are foreign born. The poverty rate is 14.5% for the City as a whole and as high as 30.9% in the poorest census tract, with income less than 80% of the County median and the rate of home ownership at 54% and as low as 43% in the Opportunity Area. The subsidized school lunch rate (a measure of family poverty) is 76%. Only 27.3% have bachelors degrees, compared with 44.5% for Westchester County as a whole.

In the Village of Brewster, there is also tremendous need. The unemployment rate is 10.4%, 33% higher than the rate for Putnam County. Fifty-six percent of Brewster residents are Hispanic or Latino and 41.2% are foreign born. The poverty rate is 17.9%, significantly higher than the overall rate of 8.2% for Putnam County, and family income is significantly lower (63.5% of the county median income). The rate of home ownership is 22.5%, compared with 83/4% for Putnam. Educational attainment is hard to identify because of the way in which the US Census groups data for this area, but it is clear that English language and workforce readiness skills would significantly benefit the residents of both the City of Peekskill and Village of Brewster as these communities look to strengthen economic growth.

Further, demographic trends show that the education and skills deficits in these communities relative to the needs of the regional economy may become even more of a challenge over the coming decade. Providing training to those who are in poverty in a variety of employable skills may increase the labor pool available to growing sectors of the regional economy and simultaneously reduce the fiscal burden on government-sponsored programs as people move to economic independence.

Additionally, the Council also recognizes that jobs may not be where poor people live, therefore, either jobs must be created in areas of high poverty or transportation must be provided to help move individuals to where the jobs are located.

The Council believes that its selection of two municipalities – one a city, the other a village – has merit and may be novel. As the governance structures of the two are inherently different, the Council and New York State have an opportunity to learn more about creating strategies that would assist small and large communities throughout the Hudson Valley. Further the two municipalities chosen are less than 20 miles apart; so from both a transportation standpoint to the location of where jobs are, the two communities are working in tandem to address this issue. Lastly, both communities have sizeable populations of Latinos, the fastest growing ethnic group in the Hudson Valley.

We also believe the approach of funding two complementary CFAs, one for the municipalities and the other to Westchester Community College (WCC) for the workforce training programs it will administer in both area, also has merit and may be unusual. There are synergies in calling on WCC, which serves both areas, to provide workforce training customized to the needs of each locale.

Finally, it is the belief of the Council that this focused strategy is more likely to affect positive change than a region-wide approach, for which resources are too limited. At the same time, it is hoped that strategies that prove successful in these communities may be exportable to other disadvantaged communities in the region. In other words, for a variety of reasons, the Council believes that this incremental approach should have better results than trying to address poverty throughout the region all at once.

### Peekskill Opportunity Area

**Impediments:** Overcoming negative perceptions of the City, assembling land for redevelopment, addressing aging infrastructure and potential Brownfield issues, and setting the stage for

investment through planning and zoning updates are among the challenges that we face as we work to expand employment opportunities in Peekskill. Impediments in addition to those mentioned above include language barriers, immigration status, previous incarceration, and securing additional funding to stimulate private investment in downtown buildings and to further beautification efforts in public spaces.

#### **Opportunities:**

- ❖ The City of Peekskill has a demonstrated capacity to achieve results in meeting these challenges. In terms of successfully completed grants under the CFA process or through similar local, state, federal, or private grant sources within the past three years, the city has completed more than 9 grants worth \$3.7 million (see proposal for details), with several additional grant-funded projects ongoing.
- ❖ The City of Peekskill has made much progress over the last decade in revitalizing its downtown business district. An emphasis on arts and entertainment, the encouragement of artist lofts (live/work units) above retail, improved public safety, and beautification efforts have created momentum for further revitalization. There is still more work to be done. Extending these efforts into the mixed-use and residential neighborhoods immediately north of downtown (in the proposed Opportunity Area) is an additional challenge.
- ❖ Peekskill is a compact, walkable community with a complete network of sidewalks. The City also has a fairly robust public transportation system. Bus service (Westchester County's Bee-Line System) and train service (Metro-North) provide adequate movement to work sites either within or without the target area.
- ❖ Though there are no MHREDC designated Priority Projects in Peekskill, the City is well connected by bus, rail, and private automobile to many of the locations in the region where MHREDC Priority Projects have been

identified. The City of Peekskill is also home to several State (CFA) funded projects intended to revitalize the community and create jobs for residents of the city and the region.

- ❖ In the past two years, new businesses have opened in Peekskill to provide skills training and education: Empire State College has opened an on-site location at WCC, a Home Health Aid training and certification program opened in the downtown and GED mentoring /support programs have been launched by the Library and the Youth Bureau, both of which are in the downtown.

### Brewster Opportunity Area

Impediments: Low skilled workforce, poverty, a housing stock that is below standard throughout the business district with over 15% blighted properties along the Main Street corridor.

#### Opportunities:

- ❖ Capacity to manage projects: Since 2002, the Village has undertaken nearly \$50 million of capital projects, including a new sewer processing facility, repaved roads, Main Street cosmetic improvements, and renovation of the train station.
  - ❖ New and renovated business space and residential dwellings would advance employment prospects. The Village expects that new mixed-use buildings would reduce commercial vacancies, provide employment and promote homeownership. Additionally, construction jobs created with the renewal projects themselves would be a partial solution to the current job void.
  - ❖ Transportation to worksites within the region is facilitated by pedestrian friendly sidewalks and public transportation. New improved sidewalks are in the planning and design phase along the Route 6 (Main Street) corridor. As an adjunct to the sidewalk project we are including a revamped streetscape (trees, low-energy lamps, and underground conduit) to integrate with the new sidewalks changing the appearance of Main Street in a constructive way. Trains, buses, automobiles, even the Putnam County Bike Trail, offer proximity to several strategic employment markets to provide more access to better jobs.
  - ❖ Transportation to and from Brewster to urban business and manufacturing hubs is available by commuter railroad serving Grand Central Station (about 80 minutes) in the south to Wassaic in the north with major commercial stops along the way including; Mt. Kisco and White Plains. Putnam County's Putnam Area Rapid Transit (PART) provides bus service between Main Street and key employment and population centers across Putnam County. Housatonic Area Rapid Transit (HART) provides bus service to Danbury, CT another important employment market. Automobile and other vehicular traffic has accessibility from the intersection of Interstates 84 and 684, while transcontinental U.S. Route 6 runs through the Village as Main Street.
  - ❖ Priority Projects as designated by the MHREDC within 10 miles of the Village of Brewster:
    - SilaRx Pharmaceuticals was awarded nearly \$1 million in Excelsior Tax Credits and is moving forward with its relocation within the Hudson Valley after having secured a location in Putnam County. The Project will retain 40 jobs, while creating another 69.
    - Paladin Group is a professional training/education center for first responders. The project involves the purchase and renovation of a 130,000 square foot facility in Putnam County; the intended investment of approximately \$25 million; and the potential creation of 180 new jobs. The contract was executed on this project in February 2012. Since that time, the Company has continued to seek private financing and a partnership with an organization that could assist in moving the project forward. The construction phase of the renovation has begun.
- The City of Peekskill had previously targeted the Opportunity Area for rezoning and community renewal. It is in discussion with the Peekskill

branch of Westchester Community College (SUNY WCC) and with Northern Westchester BOCES the possibilities for expanded adult and workforce training. Both of these important institutions are located within the proposed Opportunity Area. It is also working with Peekskill's largest employer, Hudson River Health Care (HRHCare), on their plans to expand their health care offerings, their community outreach and education programs and their sustainability plan for enlarging their building and revitalizing the adjoining public space. It also has an agreement with White Plains Linen (the second largest employer in Peekskill), to redevelop the now empty industrial site they own in the Opportunity Area. The site will be partially repurposed and partially redeveloped for commercial and retail businesses and live/work loft spaces. This will also expand employment opportunities for residents in the Opportunity area and throughout our City.

The Village of Brewster is working with the Westchester Putnam Workforce Investment Board which includes Putnam Workforce Partnership to extend their services into our local community. Internship programs exist today and are used by a variety of businesses including the Village of Brewster. Public-Private partnerships are being sought to leverage existing resources to revitalize and lift up the least fortunate among us.

Initially the two communities will work on workforce training as the overriding requirement to move individuals from unemployment to jobs. Further, each community has already designated specific buildings that may prove suitable for the creation of jobs that can be filled by its unemployed and fit the goals of the Mid Hudson Valley's strategic plan.

If Peekskill and Brewster are selected as Opportunity Areas, Westchester County Community College will seek to devise a workforce training program known as FITT. FITT stands for "FITT to Grow New York: Flexible, Innovative Training and Technical Assistance Supporting Economic and Workforce Development in the City of Peekskill and the Village of Brewster."

### **Opportunity Agenda Strategies:**

The council is seeking the inclusion of strategies that will do the following:

- 1) **Transportation.** Where possible both through the existence of Metro North (rail) stations and local bus and walkable communities, there will be a variety of transportation modes by which job seekers who lack cars can get to the location of employment.
- 2) **Underutilized buildings.** The creation of strategies that enable the usage of existing buildings in parts of the opportunity areas that can result both in community revitalization and job opportunity will be focused upon.
- 3) **Academic institutions.** SUNY Westchester services both of the cachement areas for the two designated opportunity areas including from a satellite campus in the City of Peekskill. This should help with the provision of training and technical services to the target populations.
- 4) **Connection to the Council's Strategic Plan.** Where feasible based on jobs-skills matching and geography, workforce training should be developed to be aligned with the Mid Hudson Valley's strategic plan. For example, the health care and tourism industries employ many lower-skilled and semi-skilled workers. Northern Westchester County and southeastern Putnam have hospital expansion projects that have been funded by or proposed to the Council.

### **Performance Measures:**

The RFEI suggests six performance measures that will be used as a guide for determining whether improvement is being made within the region and in particular the Opportunity Areas. Additional metrics may also be considered.

- ❖ A reduction in the poverty rate in the opportunity areas;
- ❖ Evidence that the number of unemployed has been reduced;
- ❖ Improving home ownership rates;
- ❖ Reduction in school lunch rates;
- ❖ Reduction in the commercial vacancy rates;
- ❖ Improvement in the income level in the opportunity areas versus the county rate.

Region	CFA Number	Project Name	Organization Name	Project Description
HV	31855	Mid-Hudson Region Opportunity Area Workforce Development Program (FITT to Grow NY)	Westchester Community College Foundation	The Westchester Community College Foundation, the Village of Brewster, and the City of Peekskill have agreed to collaborate as the Mid-Hudson Regional Council's designated Opportunity Areas in providing workforce development trainings to the affected communities at local business incubators to be set up in each community. They have agreed to work with the Westchester Community Foundation to develop a curriculum for the training program and implement it in both communities.
HV	28589	City of Peekskill	Fleischmann's Pier Reconstruction Design	The project will include engineering studies to determine the low tide draft depths around the existing pier, soil bearing testing and evaluation for pile design, and an above water structural condition study of the existing Fleischmann's Pier infrastructure.
HV	27569	City of Peekskill	Peekskill Multi-Use Waterfront Trail Construction	The proposed Peekskill Multi-Use Waterfront Trail is a 2,000 linear foot, ten foot wide multi-use paved waterfront trail.
HV	29839	City of Peekskill	Louisa Street and Lower South Street Pump Stations	The modernization of the sanitary sewer lift stations located on Louisa Street at the intersection of Lower South Street and the Charles Point Stations A and B, located on John Walsh Boulevard, require complete replacement in order to meet the current loads placed on these systems.
HV	30986	City of Peekskill & Village of Brewster	MHREDC Opportunity Area Former White Plains Linen Feasibility Study in Peekskill	This is a joint application to prepare Strategic Plans/Feasibility Studies to re-purpose obsolete buildings in Peekskill's Opportunity Area and to define a path forward for redevelopment of Brewster's Main Street Corridor.

PRIORITY PROJECT:

**Opportunity Agenda Technical Assistance Project: FITT to Grow New York**  
**Opportunity Agenda Feasibility Study – Westchester & Putnam**

OPPORTUNITY AGENDA



FITT to Grow New York will provide flexible, innovative training and technical assistance in support of economic and workforce development in the City of Peekskill and Village of Brewster.

Working with the two communities, FITT will conduct an assessment of work readiness, workforce development, and business technical assistance needs; design a work plan; deliver training and consulting; monitor outcomes; and share results. The programs that we anticipate will be most useful to these communities include: workplace English language skill acquisition; work readiness skills (including soft-skills and customer service training); office skills training; financial literacy; entrepreneurship programs for business owners including Academy for Entrepreneurial Excellence (a program created jointly by the Business Council of Westchester and Westchester Community College); and referral to Westchester Community College non-credit workforce development training programs in health care, advanced/high

tech manufacturing, information technology, biotechnology, financial and professional services, and food and beverage. Westchester Community College's Professional Development Center team and our Peekskill and Brewster partners will jointly assess the needs in the two communities, and the design will be responsive to emerging economic and community needs and outcomes will have a positive impact on business and workforce development.

MHREDC Opportunity Area Feasibility Study is a joint application to prepare Strategic Plans/Feasibility Studies to re-purpose obsolete buildings in Peekskill's Opportunity Area and to define a path forward for the redevelopment of Brewster's Main Street Corridor.

<b>Funding Source:</b>	ESD Technical Assistance and Training Grants – Opportunity Agenda Projects and ESD Strategic Planning and Feasibility Studies
<b>Total Cost:</b>	\$110,000 ESD Technical Assistance and Training Grants \$200,000 ESD Strategic Planning and Feasibility Studies
<b>Requested Allocation:</b>	\$100,000 ESD Technical Assistance and Training Grants \$100,000 ESD Strategic Planning and Feasibility Studies
<b>Total Jobs:</b>	0

# PART 6

## THE COUNCIL'S 2013 PREFERRED PROJECTS BY AGENCY

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	27160	Second Stage	Shadowland Artists, Inc.	Shadowland Artists, Inc. plans to expand from a five-show season to year-round performances.	Arts
HV	27268	Moments in Memories	Little Village Playhouse	The goal of which is to bring together senior citizens in the Pleasantville community with students.	Arts
HV	28111	Weekends in the Country	Hudson Opera House	Weekends in the Country will offer seven widely marketed weekends of cultural events in a variety of venues in the Hudson Valley area.	Arts
HV	28123	Fisher Center Depreciable Capital Equipment	Bard College	The Richard B. Fisher Center for the Performing Arts at Bard College seeks \$40,085 in capital funds to purchase a high-definition video projector.	Arts
HV	31376	Art Institute Poughkeepsie Youth Challenge Year 2	Mill Street Loft, Inc.	Art Institute: Poughkeepsie Youth Challenge Year 2 is the second year of a college preparedness course for local underserved youth. With 12 students enrolled in 2013, the second year will add six additional students.	Arts
HV	32673	Arts Education Programming at DiaBeacon	DIA Center for the Arts	DIA Beacon is seeking support for an expanded arts education program that will offer teen-focused after school programs and college internships with a particular focus on targeting underserved communities.	Arts
HV	28991	Headworks WTP Study	Village of Kiryas Joel	The Village needs to conduct a headworks loading analysis for the Publicly Owned Treatment Works in accordance with NYSDEC TOGS 1.3.8 in order to assess the impacts of a proposed improved industrial discharge from KJ Poultry on the treatment plant and to assist DEC in determining need for possible SPDES permit modifications.	DEC

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	30061	Ellenville Wastwater Planning Engineering Project	Village of Ellenville	Village seeks to conduct an Inflow and Infiltration (I&I) study in the southwestern section of their collection system to prioritize locations to be improved and repaired.	DEC
HV	26438	People on the Move Training Program	Shoprite Supermarket, Inc.		DOL
HV	27569	Peekskill Multi-Use Waterfront Trail Construction	City of Peekskill	The proposed Peekskill Multi-use Waterfront Trail is a 2,000 linear foot, 10 foot wide multi-use paved waterfront trail.	DOS
HV	31233	Replacement of the Ichabod's Landing Bulkhead	Village of Sleepy Hollow	The project is the replacement of the bulkhead at Ichabod's Landing on the Hudson River. This bulkhead stabilizes the shoreline, controlling erosion. It also supports the RiverWalk, promenade, and a boat launch.	DOS, Parks
HV	27107	West Nyack Revitalization	Town of Clarkstown	Town of Clarkstown intends to install green storm water management infrastructure on vacant, degraded land.	EFC
HV	27521	Ulster County Community College Green Infrastructure Project	Ulster County	Relocates the SUNY Ulster Extension Center and other agencies to a vacant elementary school in an urban center, consolidating government services.	EFC
HV	28026	Lake Welch Parking Lot	The Palisades Parks Conservancy, Inc.	Proposal to pave 6.25 acres of the lot using a permeable GrassPave system, capture roof runoff from the bathhouse in cisterns, and build a rain garden.	EFC

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	29881	HRHCare Peekskill 1	Hudson River HealthCare, Inc.	Creation of new south entry plaza through use of landscaping and permeable paving to highlight the existing historic architecture of the site and serve as a transitional space for pedestrian traffic.	EFC
HV	27444	Hilltop Hanover Farm	Friends of Hilltop Hanover Farm and Environmental Center, Inc.	The proposed project is to expand an existing farm stand by constructing a new farm store/food hub and a processing and storage station, and conducting Agricultural Education & Promotional Outreach.	ESD
HV	27558	Green Chimneys School Expansion	Green Chimneys School	Green Chimneys School is proposing to expand its school at both its Brewster and Carmel campuses in Putnam County.	ESD
HV	27838	Greater Walkway Region Marketing Initiative	Poughkeepsie Highland Railroad Bridge Company, Inc.	The Greater Walkway Region Marketing Implementation Plan seeks to capitalize on and expand upon the Walkway's appeal to tourists from the New York City Metro Region and beyond.	ESD
HV	28137	A Tale of Two Rivers	Sullivan County Visitors Association on behalf of the Mid Hudson Region Tourism	A Tale of Two Rivers is a marketing project targeted to focus on the natural assets, events, and attractions located on and between the Hudson River and the Delaware River.	ESD
HV	28571	Construction of Water Reservoir	Village of Sleepy Hollow	A new water storage tank will be constructed to allow development of Lighthouse Landing on the former General Motors site. The Village's water supply is inadequate and needs to be expanded to meet current Health Dept standards.	ESD
HV	28688	Black Dirt Distillery Agri-Tourism	Black Dirt Distilling, LLC	Black Dirt Distillery will be providing tours of its distillery and production facility located in the heart of the Black Dirt region of New York. The project requires acquiring a tour bus to transport patrons between the two locations and the company will be constructing a facility in which to conduct tours and tastings.	ESD

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	28874	Medical Campus Development	Orange Regional Medical Center	Construction of a medical office/fitness center building to house physician office and medical treatment space, a medically-based fitness center, and a variety of healthcare-based retail services.	ESD
HV	29381	Water Improvement	Town of Goshen	The Village is proposing to connect wells they own to the public supply in order to provide existing residents and businesses a permanent solution, and provide the volumes needed to attract new businesses.	ESD
HV	29388	Davos Resorts America	Davos Resort America	The project consists of a modern age Healthy Living Resort Hotel with 200 rooms, a conference center, restaurants, and 18-hole golf course, and an organic greenhouse located at the 1,000 acre Davos District in Fallsburg.	ESD
HV	29681	Phoenicia Festival of the Voice	Phoenicia Festival of the Voice	The Phoenicia International Festival of the Voice seeks to purchase land to construct a Main Stage to allow the Festival to compete with other world renowned festivals such as Glimmerglass, Tanglewood and Bard's Summerscape.	ESD
HV	29714	Cleaner Greener Innovation Districts	Northern Westchester Energy Action Consortium	The Northern Westchester Energy Action Consortium seeks to establish CGID pilots in Peekskill and Bedford-Mt. Kisco to feature systems for energy efficiency and demand management.	ESD
HV	29839	Louisa Street and Lower South Street Pump Stations	City of Peekskill	The modernization of the sanitary sewer lift stations located on Louisa Street at the intersection of Lower South Street and of the Charles Point Stations A and B located on John Walsh Boulevard require complete replacement in order to meet the current loads placed on these systems.	ESD
HV	30067	Progress	Ramland Holdings, LLC	Re-purposing of a 232,000 square foot building into a co-location data center. The complete renovation is to include infrastructure and emergency generators to power the data center.	ESD

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	30174	The Orange County Incubator Expansion Project	Orange County Business Accelerator	OCBA will provide client-tenants with invaluable and personalized information in key business areas that are identified as vulnerabilities for small businesses: finance, human resources, legal, branding, marketing, sales, and distribution.	ESD
HV	30366	ArtsWestchester	Westchester Arts Council, Inc.	Westchester Arts Council seeks to upgrade its historic cultural destination site, the Arts Exchange, to historic and building code standards as the next step in its \$12 M, 15 year restoration and adaptive reuse capital program.	ESD
HV	30456	Dutch's Spirits	Dutch's Spirits, LLC	Dutch's Spirits is a New York State farm distillery seeking to open the facility to the public for tours, tastings, and onsite sales, as well as implement its marketing plan to support its sales strategy.	ESD
HV	30670	Phelps Memorial Hospital Center Inpatient Ambulatory Surgical Suite SurgiCenter	Phelps Memorial Hospital Association	Construction of a new state-of-the art Surgical Center with the purpose of providing the Hudson Valley region with a facility that provides the most effective and efficient environment in which to conduct a wide range of surgical procedures.	ESD
HV	30745	Chocolate	Fruition Chocolate, Inc.	Expansion of production facility at its current location via the acquisition of additional equipment.	ESD
HV	30823	Peak Trading Corp.	Peak Trading Corporation	Purchase and retrofit of 35,000 square foot building to expand the company's business activities.	ESD
HV	31121	Orange County Rail Corridor Reinvestment Project	Middletown & New Jersey Railroad, LLC	This project will strengthen and rehabilitate significant portions of the remaining freight rail infrastructure serving Orange County, which supports farmers and industries, and form an integral part of the rail network for NY State.	ESD

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	31426	Beekman Avenue Planning and Feasibility Study	Village of Sleepy Hollow	The project is a feasibility study and redevelopment plan for vacant parcels. Plan components include a blight study, survey, a financial/market analysis of the development potential, and a developer Request For Proposals to attract potential developers.	ESD
HV	31508	CLC	Challenger Learning Center of the Greater Capital Region, Inc.	The Challenger STEM program is designed to motivate students to participate in STEM studies which will enable them to qualify for high-tech employment in this area.	ESD
HV	31700	Youthbuild	Boys & Girls Club of Newburgh	YouthBuild of Newburgh will provide GED, college, and workforce readiness preparation, as well as construction skills training and leadership development services to 20 individuals each year.	ESD
HV	31729	CIA Edible Landscape Capital Project	The Culinary Institute of America	Completion of a four-stage Edible Landscape project: stage one - the Plaza Gardens; stage two - the Rooftop Berry Garden; stage three - the 4-Season Sustainable Garden; and, stage four - the Fungi Forest Mushroom Walkway.	ESD
HV	31933	KJ Processing Plant Grant	Kiryas Joel Poultry Processing Plant, Inc.	Purchase a new Linco Cut-Up system with poultry conveyance as well as a modular track and attachments to increase production and create 54 new jobs.	ESD
HV	32715	Crytstal Run Healthcare Newburgh Medical Office Building	Crystal Run Healthcare, LLP	Construction of a 65,000 square foot medical office building to house approximately 46 physicians and physician extender providers and 177 non-physician/provider employees on site.	ESD
HV	32222	RIJ Pharmaceutical Growth Plan	RIJ Pharmaceutical Corporation	Capital investment in new manufacturing lines and R&D investment to develop generic equivalents of prescription products.	ESD

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	30607	Greening JFK Marina and Trevor Parks	City of Yonkers	Construction of green infrastructure to improve stormwater management and public utility infrastructure within two City parks, JFK Marina Park and Trevor Park.	ESD, EFC
HV	32458	Pathway to Health	Middletown Community Health Center, Inc.	The Project will allow MCHC to offer a wide range of patient services currently provided in several disparate locations within the City of Middletown. Integrated services under one roof will allow MCHC to better serve its patients drawn from the Greater Middletown and Orange County community at large.	ESD, HCR, Parks, NYSERDA
HV	29771	Castagna Commerce Park	Jucca Company	Castagna Commerce Park is a planned mixed use multi-phased development with medical office and office space, retail, and senior housing/assisted living facilities. The sewer infrastructure will remove septic systems and other waste systems within the Croton Watershed.	ESD, NYSERDA
HV	31253	Crossfire Integration	The Monroe Cable Company, Inc.	The Monroe Cable Company, Inc. will add a 40,000 square foot expansion to house an electron beam irradiation unit at the Middletown New York facility, a faraday cage, and additional space to relieve existing congestion and facilitate visual manufacturing.	ESD, NYSERDA
HV	27460	Metcar	Metallized Carbon Corporation	Converting a proprietary metal impregnation (melting) process, reducing carbon footprint and energy consumption.	ESD, NYSERDA, NYPA
HV	31604	Kikkerfrosch	Kikkerfrosch, LLC	Construction of a 200,000 barrel per year brewery, yet designed for a final output capacity of 300,000 barrels. Kikkerfrosch will employ 80+ people at a production level of 200,000 barrels.	ESD, NYSERDA, NYPA
HV	27507	Poughkeepsie Underwear Factory	Hudson River Housing, Inc.	Hudson River Housing is undertaking a major restoration of the Poughkeepsie Underwear Factory, for the adaptive reuse of the building as mixed_use low_moderate income housing, and a commercial hub.	ESD, Parks

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	26998	Women's Studio Workshop Build Out	Women's Studio Workshop	WSW is requesting these funds for the building of a connector building which will house a new gallery/exhibition area and commercial-grade kitchen.	ESD, Parks NYSERDA2
HV	27285	Colony Farm Agri-Tourism Feasibility Plan	Town of Warwarsing, Ulster County, NY	Colony Farm and four related parcels will be in a study that comprises 500 acres of ecologically sensitive undeveloped and scenic open space.	ESD, Parks, NYSERDA
HV	27023	Completion of the Catskill Interpretive Center and Visitor Information Gateway	Catskill Center for Conservation and Development, Inc.	CCCD is seeking to complete the Catskill Interpretive Center and Visitor Information Gateway. CCCD will equip the building with interactive computer/multi-media equipment and to create a comprehensive online database of the region's resources to market to visitors.	ESD, Parks, NYSERDA2
HV	27716	Village of Wappingers Falls Main Street Redevelopment Program	County of Dutchess	The program will provide grants for the rehabilitation of commercial spaces and related residential spaces.	HCR
HV	28151	Village of Monticello Downtown Broadway Revitalization	Sullivan County	County of Sullivan, in cooperation with the Village of Monticello and Sullivan Renaissance, will plan for additional revitalization efforts along Broadway, Monticello's main street corridor.	HCR
HV	28689	Poultry Plant CDBG	Village of Kiryas Joel	KJ Poultry is a state-of-the-art USDA approved kosher poultry processing facility. KJ Poultry Plant will purchase a new Linco Cut-up system with poultry conveyance, as well as a modular track and attachments. The increase in production will allow KJ Poultry to meet the current and future need for its product and create 54 new jobs.	HCR
HV	30633	WWTP UV Disinfection Improvements	Village of Liberty	Retrofitting the post aeration basins with a new UV disinfection system to meet the DEC's mandated disinfection redundancy requirements and provide a modern, easily maintainable UV disinfection unit to replace the existing antiquated and failing UV system.	HCR

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	30827	Rehabilitation of 400-404 South Street, Peekskill, NY	Community Housing Innovations Inc	Renovation of a building that will preserve existing housing units as well as upgrade a commercial/retail space in the building.	HCR
HV	31648	Peekskill Health Initiative PHI	Hudson River HealthCare, Inc.	Construction of an open, accessible, new-entry access point to the expanded Health Center, which will provide moveable kiosks for enrollment in NY's Health Benefit Exchange, and community health/wellness programming.	HCR
HV	27893	Integrating Sustainability with Comprehensive Planning	Pace Law School	The Land Use Law Center at Pace Law School proposes to work with four pilot municipalities – the Cities of Kingston and Peekskill and the Towns of Mamaroneck and Somers which will work toward creating or updating their comprehensive plans.	NYSERDA
HV	28315	Sustainable Orange Empowering Sustainability in Local Communities and Implementing Action in Orange County and the MidHudson	Orange County	Implement the recently completed and accepted Mid Hudson Regional Sustainability Plan	NYSERDA
HV	28757	CEDS REDC MHRSP	Hudson Valley Regional Council	Hudson Valley Regional Council seeks to integrate the Mid-Hudson Regional Economic Development Council's Strategic Plan and the Mid-Hudson Regional Sustainability Plan into the Comprehensive Economic Development Strategy, to ensure that both are closely aligned with Federal EDA funding priorities.	NYSERDA
HV	30892	Newburgh Mid-Broadway Redevelopment Project	Mill Street Partners, Inc.	The Mid Broadway Redevelopment project is the mixed-use redevelopment of a vacant two-acre site and will feature the new construction of 91 units of housing and a 12,000 square foot full-service supermarket.	NYSERDA

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	31346	New Windsor Contitnetal Farm	Continental Organics, LLC	Continental Organics, LLC will construct enhanced sustainable agriculture equipment for a closed-loop aquaponics facility. The company supplies fish and vegetables grown without antibiotics, GMOs, or chemical fertilizers and pesticides. We manufacture compost from the fish and vegetable waste.	NYSERDA
HV	31911	Municipal Sustainability Certification Program	Pace Law School	Design and implement a comprehensive Municipal Sustainability Certification Program that integrates the certification program with the Cleaner Greener Communities Program. The end product will provide local governments clear guidance on the steps they can take to reduce energy consumption and emissions while stimulating sustainable economic growth.	NYSERDA
HV	29943	Workforce and Commmunity Development	CAREERS for People with Disabilities, Inc.	Expansion of the current Workforce Readiness, Placement and Training program, which not only teaches job readiness skills to disabled individuals but includes job placement, on-the-job training, and ongoing support services to veterans and unemployed individuals in our market area.	OTDA, DOS
HV	26852	JFK Trevor Park Rehabilitations	City of Yonkers	The project is a series of recreation-based improvements to two of the City of Yonkers' Hudson Riverfront parks: JFK Marina & Trevor Park	Parks
HV	27030	Foothills Trailhead	Mohonk Preserve	This proposal seeks funding toward the planning and design of a new trailhead at the Testimonial Gateway Trailhead, easily accessible from downtown New Paltz.	Parks
HV	28028	Ft. Montgomery Trails	The Palisades Parks Conservancy, Inc.	Proposal to improve Fort Montgomery State Historic Site's trails system. Fort Montgomery is the most visited historic site in the Palisades Region.	Parks

Region	CFA Number	Project Name	Organization Name	Project Description	Funding Program
HV	28150	Bannerman Island Arsenal Stabilization Project	The Bannerman Castle Trust, Inc.	To stabilize the Bannerman Arsenal #3 Building, by applying steel beams on the walls and steel support braces to the façade.	Parks
HV	29419	Sloop Clearwater Restoration Project	Hudson River Sloop Clearwater, Inc.	The goal of the project is to further repair the Sloop Clearwater Vessel, replacing the centerboard, the centerboard trunk, over 100 frame sections and over 60 planks in the middle third of the vessel.	Parks
HV	31845	Walkill Valley Rail Trail Improvements	Open Space Institute	Redevelopment of the Walkill Valley Rail Trail to ensure safety and full public accessibility by regrading, ditching and reshaling the surface, widening the shoulders of the rail trail, bridge repairs, road crossings, improvement of signage and kiosks, and parking area improvements.	Parks
HV	28402	Hudon Highlands Fjord Trail	Town of Phillipstown	A coalition of municipalities, state agencies, and organizations are working to develop the Hudson Highlands Fjord Trail, a separated multi-use nine mile trail linking Constitution Island in Cold Spring to the City of Beacon Train Station.	Parks, DOS

# APPENDIX 1

PROGRESS TO-DATE ON 2011  
AND 2012 CFA AWARDS

## 2011 CFA AWARDS

### DOL

CFA #	Project Name	Project Description	County	CFA Award	Status
3116	Sullivan County BOCES - Unemployed Worker	Sullivan County BOCES provided training for 30 unemployed workers for new hires at Shelburne Plastics located in Monticello, NY. The training provided the manufacturing skills needed by a Shelburne Plastics entry-level employee. The contract for this project was executed in March 2012 and was completed in October 2012.	Sullivan	\$50,000	Green
4780	YWCA of Yonkers - Unemployed Worker	The YWCA of Yonkers provided training for 20 unemployed workers in the New Way Workforce program. This program provided new methods of training unemployed and underemployed low-income minority women, to give them full employment in the fast-growing green industry. The contract for this project was executed in July 2012 and was completed in June 2013.	Westchester	\$40,000	Green
5175	Zeltsman Associates Inc. dba Community Markets - Worker Skills Upgrading	Zeltsman Associates, Inc. trained five Ossining employees in efficient, sustainable business practices. This diversified the staff, helping to develop a profitable local food system in the Hudson Valley. The contract for this project was executed in February 2012 and was completed in February 2013.	Westchester	\$15,000	Green
5746	Southern Westchester BOCES - Unemployed Worker	Southern Westchester BOCES provided 80 unemployed workers with training in Nurse Assistant and Pharmacy Technician programs offered under the Allied Health Career Training Program. The contract for this project was executed in June 2012 and was completed in July 2013.	Westchester	\$50,000	Green

DOL(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
5751	Catholic Healthcare Systems Worker Skills Upgrading	Catholic Health Care System dba ArchCare offered Electronic Medical Records Training to 35 members of its workforce as a part of a system-wide electronic medical records implementation at ArchCare's seven nursing homes in New York City and the Mid-Hudson Valley. The contract for this project was executed in February 2012 and was completed in August 2013.	New York	\$10,880	Green
7420	Dorsey Meterology International, Inc. - Worker Skills Upgrading	Four to six workers at Dorsey Meterology International, Inc. in Poughkeepsie were trained in computer-aided design and tool control technologies. The contract for this project was executed in April 2012 and was completed in January 2013.	Dutchess	\$12,000	Green
7462	Plastics Technologies of NY LLC - On-the-Job Training	This Monticello-based bottle manufacturing plant was planning to expand its workforce by ten machine operators and technicians through on-the-job training. In November 2012, the business decided not to proceed with the contract.	Sullivan	\$50,000	Black
7510	Illinois Tool Works, Inc. - Worker Skills Upgrading	Illinois Tool Works, Inc. in Orangeburg planned to train 12 current production employees to help improve the productivity of its overall operation. The contract for this project was executed in February 2012. The contract closed in May 2013.	Rockland	\$18,300	Black

## DOS

CFA #	Project Name	Project Description	County	CFA Award	Status
4761	Horsemans Pier	The Village of Sleepy Hollow will study the rehabilitation of the former industrial pier at the Castle Oil waterfront site for public recreational use and will prepare schematic designs and cost estimates. The contract for this project was executed in June 2012.	Westchester	\$37,000	Green
5057	Hutchinson River Revitalization Plan	The City of Mount Vernon will prepare a Hutchinson River Revitalization Plan to establish regional strategies for community and waterfront revitalization. The plan will include preliminary planning for watershed management and a water trail. The contract for this project was executed in August 2012.	Westchester	\$92,937	Green
5183	Waterfront Park Fishing Pier	The Village of Dobbs Ferry will design and construct a fishing pier at Waterfront Park, which will include features for small watercraft tie-up. The contract for this project was executed in August 2012.	Westchester	\$322,000	Green
7135	Harbor Square Promenade Park	The Village of Ossining will construct Harbor Square Promenade Park, a 1.6 acre park with 850 linear feet of Hudson River shoreline. The public park will be located adjacent to an approved \$100 million mixed-use waterfront redevelopment and will include walkways, benches, lighting, fencing, a kayak launch, public art, and beach and lawn areas. The contract was executed in August 2012.	Westchester	\$485,000	Green

## DOS(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
7254	Implementing the Upper Delaware River Local Waterfront Revitalization Program	Sullivan County will undertake installation of water trail signage on select bridges over the Delaware River Trail and the creation of an inventory of other potential river access locations along the Upper Delaware River corridor from Hancock in Delaware County to Port Jervis in Orange County.	Delaware	\$125,000	Green
7738	West Point Foundry Preserve Trail Improvements	Putnam County is partnering with Scenic Hudson Land Trust to create the West Point Foundry Preserve in Cold Spring, an industrial heritage park and tourism attraction. An upgraded half-mile trail will link the preserve to the nearby Metro-North train station, the downtown area, and the Hudson River. The contract was executed in July 2012.	Putnam	\$125,000	Green
8754	Cold Spring Local Waterfront Revitalization Program	The Village of Cold Spring will build on its recently completed Local Waterfront Revitalization Strategy and develop a comprehensive Local Waterfront Revitalization Program. The contract was signed in June 2012.	Putnam	\$27,000	Green

## DOT

CFA #	Project Name	Project Description	County	CFA Award	Status
6459	Orange County Track and Bridge Rehabilitation	The Middletown & New Jersey Railway will rehabilitate portions of the rail infrastructure that support Orange County industry, serve as an attraction to industrial development projects in the manufacturing, food and beverage, agricultural, and distribution sectors, and form an integral part of the rail network for New York State. The contract for this project was signed in May 2012.	Orange	\$1,656,000	Green

## EFC

CFA #	Project Name	Project Description	County	CFA Award	Status
4618	Green Roof	St. John's Riverside Hospital will transform seven standard flat asphalt roof areas to green roofs that will provide numerous valuable benefits to the environment as well as learning and health benefits to the hospital's patients, nursing school students, visitors, staff, and the neighboring community.	Westchester	\$990,000	Green

---

## ESD

CFA #	Project Name	Project Description	County	CFA Award	Status
2220	Contract Packaging Services Excelsior	The purchase and installation of new machinery and equipment, as well as a 15,000 square foot building expansion.	Orange	\$1,000,000	Green
2307	Paladin Group Holdings Capital	Paladin Group is a professional training and education center for first responders. The project involves the purchase and renovation of a 130,000 square foot facility, with the potential creation of 180 new jobs. The contract was executed for this project in February 2012. While the project as moved forward, it has not done so within the same scope as planned.	Putnam	\$1,000,000	Black
3341	Ceres Technologies Excelsior	The establishment of a facility for the production of renewable energy technologies in order to manufacture solar process disposition equipment. This project is a partnership with Albany CNSE. Ceres will potentially create 73 jobs in Ulster County. The contract was executed in May 2012 and is anticipated to be completed by completed by Summer 2016.	Ulster	\$764,000	Green

---

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
4395	SilaRx Pharmaceuticals Excelsior	This project will allow for the retention and expansion of a pharmaceutical manufacturer in the Hudson Valley. The project involves the purchase and improvement of a 111,450 square-foot facility and will retain 40 existing jobs, potentially creating 69 new jobs. The project sponsor closed on the Putnam County property, which it is currently undergoing renovations. The contract on this project was executed in January 2012.	Putnam	\$952,757	Green
5410	San-Mar Manufacturing Excelsior	San Mar anticipated relocating to a new facility which would have allowed the company to be upgraded and increased volume in cosmetic businesses. The company has, at this time, decided relocated out of the State.	Putnam	\$4,023,235	Black
5452	Hudson Valley Produce Farms Excelsior	The establishment of a hydroponic greenhouse to generate fresh produce for the local community and New York City market.	Putnam	\$150,000	Yellow
5867	New York Medical College Capital	NYMC will develop 110,000 square feet within its Westchester campus for a laboratory incubator and a workforce training center for use by startup biotechnology companies. The contract was signed in April 2012 and is expected to be completed in March 2014.	Westchester	\$4,000,000	Green
6717	Cafe Spice Excelsior	This project intended to retain and expand an Orange County-based food manufacturer, which involved the renovation of a 50,000 square foot facility. The company decided to rescind the award.	Orange	\$750,000	Black

## ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
8062	Global Fenestration Solutions/ Sound Solutions Excelsior	Global Fenestration Solutions is a start-up manufacturer of high-performance weatherized windows. The company will purchase 22 acres of land and construct a 70,000 square foot building. The project potentially creates 215 new manufacturing jobs. The contract was executed in April 2012. The company is continuing to complete financing for the project.	Putnam	\$1,000,000	Yellow

## HCR

CFA #	Project Name	Project Description	County	CFA Award	Status
2321	The Birches at Fishkill	Birchez Associates LLC will construct 72 new units of affordable housing for seniors in the Town of Fishkill. The project has been designed to meet the Green Building and Energy Efficiency Initiatives. Upon completion, the project will provide eight units for persons with mobility impairments and four units for persons with hearing and/or vision impairments. The project will include community, computer, exercise, and administrative rooms.	Dutchess	\$1,812,770	Yellow
4284	Kiryas Joel Microenterprise Program	The Village of Kiryas Joel will establish the Microenterprise Assistance Program in the Village. The contract was executed in February 2012 and construction is expected to be completed by the end of 2013.	Orange	\$200,000	Green
4318	Public School 6	The City of Yonkers will demolish a City-owned school building located on a brownfield site. This project includes brownfield remediation and the new construction of 121 rental units in two diverse, sustainable LEED-certified residential buildings for seniors and families. The project's neighborhood has been specifically targeted for investment by the City. The project will include underground parking garages to accommodate the needs of the residents. The project is expected to be complete by Fall 2014.	Westchester	\$29,600,000	Green

HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
8731	Sunrise Apts	Warwick Properties, Inc. will construct two new three-story buildings, providing 78 rental units in the Town of Wallkill. At least 24 units will be reserved for persons with mental, physical, or developmental disabilities. The project is in compliance with Green Building standards and will utilize Energy Star appliances and energy efficient central air conditioning. The project will provide eight accessible, move-in ready units. Project amenities consist of broadband internet service, outdoor patio space, and a computer lab.	Orange	\$1,366,673	Green
8799	Zion Court	Greater Centennial Community Development Corporation will rehabilitate four vacant buildings in the City of Mount Vernon into 28 family rental units with four store fronts. The project site is close to shopping, services, health care, schools, and a Metro North commuter rail station.	Westchester	\$570,507	Green
14027	Three Town Emergency Funds 2011	The Shandaken Revitalization Plan Committee, Inc. will conduct emergency housing repairs for senior homeowners and veterans in Ulster County. The contract on this project was executed May 2012.	Ulster	\$75,000	Green
14034	Home in Orange and Sullivan Counties	Independent Living, Inc. will assist persons with physical disabilities, persons who are developmentally disabled, and senior citizens in Orange and Sullivan Counties in making accessibility improvements to their homes. The contract was executed in May 2012.	Orange, Sullivan	\$300,000	Green

HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
14049	Thompson Home Improvement Program	The Town of Thompson will improve housing conditions throughout its town. Some units will be targeted to senior citizens, physically disabled citizens, and veterans. The Town of Thompson will rehabilitate 20 owner-occupied housing units. The contract was executed in August 2012 and is expected to be completed by the end of 2014.	Sullivan	\$278,400	Green
14060	Promoting Homeownership in Kingston	The City of Kingston will offer a homebuyer program that will provide homeownership assistance to 13 low- and moderate-income homebuyers. The contract was executed in August 2012 and the project is expected to be completed by the end of 2014.	Ulster	\$350,000	Green
14061	Healthy Homes in Ulster County	Rural Ulster Preservation Company, Inc. will offer a HOME Repair Program to address owner-occupied housing rehabilitation needs, providing up to \$25,760 in deferred payment loans to ten owner occupants. The contract was executed in July 2012 and is expected to be completed by the end of 2014.	Ulster	\$278,400	Green
14084	Hamaspik of Rockland County	Hamaspik of Rockland County, Inc. will make accessibility improvements, with grants of up to \$25,000, to ten homes for persons with physical disabilities and senior citizens in Rockland County. The contract was executed in April 2012 and is expected to be completed by the end of 2013.	Rockland	\$250,000	Green
14085	Hamaspik of Orange County	Hamaspik of Orange County, Inc. will make accessibility improvements, with grants of up to \$25,000, to ten homes for persons with physical disabilities and senior citizens in Orange County. The contract was executed in April 2012 and is expected to be completed by the end of 2013.	Orange	\$250,000	Green

HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
14106	Amenia Downtown Renewal	The Town of Amenia will use \$195,000 in NYMS funds to renovate eight residential units, three commercial units, and make streetscape improvements. The contract was executed in February 2012.	Dutchess	\$195,000	Green
14112	Walden Main Street	Walden Community Council, Inc. proposes to assist 17 buildings with approximately eight residential units and 23 commercial units. The contract was executed in February 2012 and is expected to be completed by the end of 2013.	Orange	\$337,338	Green
14120	New Rochelle BID Main Street	Downtown New Rochelle BID Managment Association, Inc. will help rehabilitate approximately 20 buildings with 54 commercial units. The contract was executed in March 2012 and is expected to be completed by the end of 2013.	Westchester	\$500,000	Green
14140	Glenerie Storm Drainage Project	The Town of Ulster will install 3,850 linear feet of storm water drainage in its Glenerie Neighborhood. The contract was executed in March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$599,492	Green
14141	Ulster County Housing Rehabilitation Program	Ulster County will renovate 22 homes of low-and moderate income residents of Ulster County. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$750,000	Green

HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
14148	Town of Wawarsing Improvements to Napanoch Water System	The Town of Wawarsing will make improvements to its water treatment facility. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$600,000	Green
14175	Town of Fallsburg Main-Lake Sanitary and Sewer Improvements	The Town of Fallsburg will execute a Sanitary and Storm Water Separation Project. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Sullivan	\$599,790	Green
14198	Healthy Homes in Ulster County	Rural Ulster Preservation Company, Inc. will make home improvements to ten single family homes in Ulster County. The contract was executed in July 2012.	Ulster	\$185,600	Green
14199	Thompson Home Improvement Program	The Town of Thompson will make home improvements to ten single family homes. The contract was executed in June 2012.	Sullivan	\$185,600	Green
14202	Town of Liberty Loomis Sewer District Improvements	The Town of Liberty will make improvements to its Loomis Sewer District. The contract was executed in February 2012 and the project is expected to be completed by the end of 2013.	Sullivan	\$539,858	Green

HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
14212	Village of New Paltz Water Storage Tank	The Village of New Paltz will replace its existing 2.0MG steel water storage tank with a 1.5MG pre-stressed concrete water tank. The contract was executed in February 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$600,000	Green
14213	Village of New Square Health Center	The Village of New Square will renovate the existing Refuah Health Center located in the Village of New Square. The contract was executed in February 2012 and the project is expected to be completed by the end of 2013.	Rockland	\$400,000	Green
14228	Townhomes at Cockren Commons	The Housing Action Council will construct ten townhouse units on Route 22 in Westchester County.	Westchester	\$400,000	Black
14229	445 North State Road	The Housing Action Council will construct 14 new condominium units on North State Road in the Village of Briarcliff Manor and the Town of Ossining in Westchester County. The contract was executed in August 2012.	Westchester	\$560,000	Green
14233	City of Port Jervis Beach Road Pump Station	The City of Port Jervis will replace its Beach Road Pump Station. The contract was executed in April 2012 and the project is expected to be completed by the end of 2013.	Orange	\$287,000	Green

## NYSERDA

CFA #	Project Name	Project Description	County	CFA Award	Status
7796	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	Orange County will develop a Regional Sustainability Plan for the Mid-Hudson region that will establish a sustainability baseline, including inventories of greenhouse gas emissions and energy use. The plan will address improving energy efficiency, promoting renewable energy, and reducing carbon emissions. The contract was executed in April 2012.	Orange	\$865,000	Green

## PARKS

CFA #	Project Name	Project Description	County	CFA Award	Status
2003	Bear Mountain Trails	Trails for People is a permanent public exhibition designed to introduce the millions of non-hikers who visit Bear Mountain each year to the Appalachian Trail. This interpretive plaza will engage visitors in an active learning experience by providing a family-friendly, interactive, and engaging walk-through demonstration area, and serving as a gateway to thousands of acres of backcountry habitat. The contract was executed in July 2012 and the project is expected to be completed by 2014.	Rockland	\$188,750	Green

2054	Bear Mountain Inn	Bear Mountain Inn will continue its renovations, which include constructing a new accessible vehicle entrance, modifying the parking area, designing and installing new interpretive and directional signs, beautifying the grounds, and designing and constructing a new green storm-water remediation system. The contract was executed in July 2012 and the project is expected to be completed by 2014.	Rockland	\$400,000	Green
------	-------------------	---	----------	-----------	-------

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
2096	Hoyt House Restoration	Calvert Vaux Preservation Alliance will plan for the adaptive reuse of the Hoyt House complex as a multi-functional facility for educational programs, arts performances and workshops, fine culinary services, events, and other activities. The grounds will be returned to their historic function as a farm for livestock and produce according to sustainable, organic agricultural principles. Programs will be held to benefit school aged children, adults, and seniors of the community. The construction began in March 2012 and completion is expected in Summer 2014.	Dutchess	\$320,000	Green
2225	Canopus Lake Beach Welcome Facilities Renovation	The Open Space Institute will renovate and upgrade the visitor welcome facilities in Canopus Lake Beach's recreational area within the Clarence Fahnestock Memorial State Park in the Town of Kent. Construction this project began in May 2012 and is expected to be completed by Summer 2014.	Putnam	\$400,000	Green
4243	Waterfront Elevator Gateway	Poughkeepsie-Highland Railroad Bridge Company, Inc. will improve access, safety, and visitor experience at the entranceway to the Walkway Over the Hudson's planned Waterfront Elevator. Construction of the 21-story elevator is planned to commence in 2012 and conclude in 2013. The project involves several features designed to improve visitor experience along the nearly 500-foot path that will lead to the base of the elevator. Construction is expected to be completed by the Summer of 2014.	Dutchess	\$400,000	Green

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
4474	Kingston Home Port and Education Center	Hudson River Sloop Clearwater, Inc. and the Hudson River Maritime Museum have entered into a partnership to provide the Sloop Clearwater a winter port for the purposes of critical winter maintenance and restoration. Clearwater will also build an upriver environmental education center for the citizens of New York State and to advance a burgeoning tourism trade in the Hudson Valley area. The Kingston Home Port and Education Center will offer public environmental educational programming. The contract for this project was executed in June 2012.	Ulster	\$400,000	Green
5347	The Tarrytown Music Hall	The Friends of Mozartina Musical Arts Conservatory, Inc. will undertake a comprehensive rehabilitation involving the replacement of deteriorated foundations, restoration of walls and windows, rehabilitation of the roof, and restoration of the exterior and interior finish materials. This project will enable the organization to fulfill its two-fold mission of presenting quality programs in the performing arts for the general public as well as for professional artists.	Westchester	\$400,000	Green
5581	Bird Homestead Meeting House Rehabilitation	The Committee to Save the Bird Homestead, Inc. seeks to repair the roofs of the Bird Homestead's three buildings as well as drainage systems and foundation. This work will give all the buildings long-term protection from the elements. The contract was executed in July 2012 and is expected to be complete in 2014.	Westchester	\$250,600	Green

---

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
7198	Hasbrouck Park	The Village of New Paltz will install under drains connected to a series of precast concrete catch basins which will use gravity to discharge water to the Village's newly upgraded storm sewer system located on Hasbrouck Avenue. Installation of the proposed under drain storm sewer system will effectively eliminate the chronic wet condition and standing water that continues to plague this recreational facility.	Ulster	\$45,698	Green

---

## 2012 CFA AWARDS AG & MKTS

CFA #	Project Name	Project Description	County	CFA Award	Status
18477	On Farm Produce Washing Station Grant Program	The Council on the Environment, Inc. will administer a mini-grant program that will reimburse farmers up to 50% of the cost (up to \$2,500) to purchase wash-station equipment needed to ensure farm-product safety and increase farm-gate-sales.	Orange	\$55,700	Green

## ARTS

CFA #	Project Name	Project Description	County	CFA Award	Status
13362	Art Institute: Poughkeepsie Youth Challenge	Mill Street Loft's project, 'Art Institute', which is a model program for the nation, is an arts-based college preparedness program for local youth living in low-income households who wish to attend and study art in college. Since 2000, all of the program's graduates have received financial support from institutions of higher education. A new curriculum will be developed to supplement the students' art portfolio and will create a web of support for the students, including weekly case management and family meetings.	Dutchess	\$60,000	Green

15190	The 4 Seasons of the Hudson Valley Festival	The 4 Seasons of the Hudson Valley Festival is a set of programs that facilitate collaboration between Bardavon 1869 Opera House, Inc. and the community. Collaborating entities include city and county governments, restaurants, hotels and inns, media groups, transportation companies, NYS parks and historic sites, libraries, artists, and cultural organizations. Programs will include music, theater, comedy, and visual arts, as well as food, fireworks, a parade, and street festivals.	Ulster, Dutchess	\$150,000	Green
-------	---	--	------------------	-----------	-------

## ARTS (continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
16543	In the Garden of Sonic Delights	Caramoor Center for Music and the Arts will develop and present In the Garden of Sonic Delight, an interactive exhibition of ten sound artworks to be installed throughout its 90-acre campus in Katonah. The project has many partners including Jacob Burns Film Center, Storm King, and Dia:Beacon. The partnering art organizations will present related programming and offer marketing packages with tours, area hotels, and restaurants.	Westchester	\$150,000	Green
18962	Dia:Beacon Outreach Programs	Dia Art Foundation will increase and expand outreach programming offered at Dia:Beacon. Activities will be developed to engage the public and new visitors, including new and ongoing educational initiatives serving the City of Beacon and regional schools, public programs such as Gallery Talks, and community engagement initiatives such as the Community Free Days program.	Dutchess	\$75,000	Green

## DEC

CFA #	Project Name	Project Description	County	CFA Award	Status
19941	Town of Bethel Wastewater Treatment Plant Engineering Study	The Town of Bethel will complete an engineering report assessing upgrades to the Kauneonga Lake Wastewater Treatment Plant.	Sullivan	\$24,000	Green

## DOL

CFA #	Project Name	Project Description	County	CFA Award	Status
13537	Environmental and Agricultural Training	HVP Farms, Inc. of Pine Bush in Orange County will provide on-the-job-training for 40 newly-hired workers in a controlled environment on how to use hydroponic systems and renewable energy resources in agricultural practices.	Orange	\$100,000	Red
13890	Manufacturing Workforce Training	Ulster County Board of Cooperative Educational Services of Ulster, Orange, and Dutchess Counties will train 20 unemployed workers in innovative manufacturing technology, including machining, production, and Mastercam programming software.	Ulster, Orange, Dutchess	\$50,000	Green
14891	Building Analysis and Green Training	Primas Green House of Sullivan and Orange Counties will train 120 unemployed workers in building analysis, envelope quality, residential-building-air-leakage control, manufactured housing, and multi-family housing analysis.	Sullivan, Orange	\$13,270	Yellow
14980	Pre-apprenticeship Construction Training	Nubian Directions II, Inc. of Poughkeepsie will train 62 unemployed workers in pre-apprenticeship construction, Building Performance Institute (BPI), Building Analyst certification, weatherization, Residential Energy Services Network (RESNET), Home Energy Rating System (HERS) rater certification, BPI Envelope, solar electric design and installation, and solar thermal.	Dutchess	\$50,000	Yellow

DOL(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
15020	ISO, Software and Technical Training	FALA Technologies, Inc. of Kingston will train 59 workers in Epicor Enterprise Resource Planning (ERP) Software, ISO 9001:2008 for quality management systems, SolidWorks design software, Mastercam programming software, Math for Machine Technology, Materials Science, and Mastercam Advanced.	Ulster	\$99,984	Green
15283	Solar Installation Training	Clean Edison, Inc. of New York City will train 38 unemployed workers in solar photovoltaic installation.	Westchester, Orange, Rockland	\$72,010	Green
16752	Certified Nurses Aide Training	Ulster County Board of Cooperative Educational Services of Ulsteer, Orange, and Dutchess Counties will train 70 unemployed workers as Certified Nursing Assistants.	Ulster, Orange, Dutchess	\$50,000	Green
18298	Operations Training	Precision Pipeline Solutions, LLC of Orange, Ulster and Dutchess Counties will provide training to 175 unemployed workers in project orientation, OSHA and first aid, underground utility inspections, meters, Buffalo valves, CP troubleshooting, flagging, construction, clerical skills, crew leadership, and flame ionization.	Orange, Ulster, Dutchess	\$37,500	Red

DOL(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
18298	New Hire	Precision Pipeline Solutions, LLC of Orange, Ulster and Dutchess Counties will provide on-the-job training to 70 newly-hired workers in project orientation, OSHA and first aid, underground utility inspections, meters, Buffalo valves, CP troubleshooting, flagging, construction, clerical skills, crew leadership, and flame ionization.	Orange, Ulster, Dutchess	\$62,500	Green
18711	Technical Operations and Software Training	STAVO Industries, Inc. of Kingston will train 22 workers in math, electrical theory and wiring, blueprint reading, geometric dimensioning and tolerancing, programmable logic controllers, lean manufacturing, Six Sigma continuous improvement, SolidWorks design software, technical writing, hydraulics, Adobe Dreamweaver and Flash, Google analytics, GoldMine contact management software, QuoteWerks, MasterMine, and CompTIA Network+ network technician certification.	Ulster	\$30,598	Green
19282	Medical Operations Training	Community Health Center, Inc. of Middletown in Orange County will provide on-the-job training for seven newly-hired workers in areas such as customer service, Health Insurance Portability and Accountability Act (HIPPA), blood-borne pathogens, infection control, and computers/patient management systems.	Orange	\$100,000	Green
19404	Operations and Software Training	Wineracks.com, Inc. of Tillson in Ulster County will train nine workers in Adobe Design/Web Premium/Illustrator, math for machine technology, electrical theory and wiring, programmable logic controllers, computer numerical control programming, lean manufacturing, Six Sigma process improvement, AutoCAD design software, technical writing, and Excel.	Ulster	\$14,522	Green

## DOL(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
19575	Distillation and Technical Training	Royal T Ranch Corporation of Mountain Dale in Sullivan County will provide on-the-job training for six newly-hired workers in distillation, chemistry, biology, math, public speaking, and customer interaction.	Sullivan	\$50,000	Red

## DOS

CFA #	Project Name	Project Description	County	CFA Award	Status
14734	Design and Construction of the Hudson Landing Promenade	The City of Kingston, in partnership with the Town of Ulster, will design and construct a mile-long promenade along the Hudson River at a former industrial site. Current plans call for this public walkway to be completed in phases while build-out of the proposed mixed-use Hudson Landing development occurs at the site. This project will be the initial phase of the Hudson River Promenade Redevelopment Project.	Ulster	\$1,200,000	Green
15755	Design of a Multi-Use Waterfront Trail and Related Amenities	The City of Peekskill will design a multi-use waterfront trail as well as related amenities along its Hudson River shoreline, from Charles Point Pier Park to the Charles Point Marina and parking lot. This trail segment will advance Westchester County's planned Riverwalk with the City.	Westchester	\$125,000	Green
16207	Waterfront Recreational Enhancement	The City of Poughkeepsie, in partnership with the Town of Poughkeepsie, will plan and design a 2.5 acre waterfront park and walkway along the Hudson River shoreline adjacent to the proposed One Dutchess Ave mixed-use development. The park will be located at the site of a former lumberyard and will be highly visible from the Walkway Over the Hudson pedestrian bridge.	Dutchess	\$250,760	Green

DOS(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
5751	Catholic Healthcare Systems Worker Skills Upgrading	Catholic Health Care System dba ArchCare offered Electronic Medical Records Training to 35 members of its workforce as a part of a system-wide electronic medical records implementation at ArchCare's seven nursing homes in New York City and the Mid-Hudson Valley. The contract for this project was executed in February 2012 and was completed in August 2013.	New York	\$10,880	Green
7420	Dorsey Meterology International, Inc. - Worker Skills Upgrading	Four to six workers at Dorsey Meterology International, Inc. in Poughkeepsie were trained in computer-aided design and tool control technologies. The contract for this project was executed in April 2012 and was completed in January 2013.	Dutchess	\$12,000	Green
7462	Plastics Technologies of NY LLC - On-the-Job Training	This Monticello-based bottle manufacturing plant was planning to expand its workforce by ten machine operators and technicians through on-the-job training. In November 2012, the business decided not to proceed with the contract.	Sullivan	\$50,000	Black
7510	Illinois Tool Works, Inc. - Worker Skills Upgrading	Illinois Tool Works, Inc. in Orangeburg planned to train 12 current production employees to help improve the productivity of its overall operation. The contract for this project was executed in February 2012. The contract closed in May 2013.	Rockland	\$18,300	Black
7510	Illinois Tool Works, Inc. - Worker Skills Upgrading	Illinois Tool Works, Inc. in Orangeburg planned to train 12 current production employees to help improve the productivity of its overall operation. The contract for this project was executed in February 2012. The contract closed in May 2013.	Rockland	\$18,300	Black

DOS(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
16354	Local Waterfront Revitalization Program Update	The City of Peekskill will update its Local Waterfront Revitalization Program (LWFP), adopted in 2004, to refine its vision for its waterfront area and adjacent downtown. Since the completion of the LWRP, the City of Peekskill has successfully implemented many of the projects and initiatives it set out to advance. This update will incorporate a waterfront Blue Plan, which will focus on issues and opportunities extending beyond the City's shoreline and into the Hudson River.	Westchester	\$50,000	Green
16946	Construction of Connector Trail	The City of Beacon will construct a connector trail between Denning's Point and the Klara Sauer Trail, on the west side of the Metro-North Railroad tracks, and Scenic Hudson's Madam Brett Park, on the east side of the tracks. This missing link in the City's Hudson River Greenway Trail system will connect numerous waterfront resources with trails that run along the Fishkill Creek and will link with the Main Street business district, as well as other existing and planned regional trail systems.	Dutchess	\$200,000	Green
17188	Construction of Narrowsburg Big Eddy Esplanade	The Town of Tusten will construct the Big Eddy Esplanade along the Delaware River in the Hamlet of Narrowsburg. The project will restore and stabilize the riverbank and construct an esplanade pathway overlooking the river, connecting two access points from Main Street and a pathway from Main Street to the river's edge.	Sullivan	\$106,400	Green

**DOS** (continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
17481	Design and Construction of Segment of the Hudson River RiverWalk at Losee Park	The Village of Tarrytown will design and construct a segment of the Hudson River RiverWalk in Losee Park and improve the park's ball fields. The project will provide for a RiverWalk along all of the riverfront property owned by the Village and create a connection among the various riverfront parks and properties.	Westchester	\$200,000	Green
17929	Pond Eddy Parking Access Study and Design	Orange County will partner with Sullivan County to complete the Pond Eddy Parking Access Study, which will complete planning and designs for 6 river access points along the portion of the Upper Delaware River corridor from the Village of Hancock to the City of Port Jervis. It will also acquire 17.3 acres of waterfront property to provide public access to the Delaware River. It is anticipated the site will be used to train youth for boating and river rescue.	Orange, Sullivan	\$243,142	Green
18244	Port Jervis Whitewater Kayak Park	To implement the Port Jervis Delaware River Waterfront Revitalization Plan, the City of Port Jervis will complete final designs, permits, and bids for the Port Jervis Whitewater Kayak Park. This Kayak Park will serve as a premier destination that will capture kayakers who currently pass through Port Jervis to reach other attractions up the Delaware River.	Orange, Sullivan	\$49,045	Green

**DOS** (continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
19204	Preparation of Poughkeepsie Waterfront Redevelopment Strategy	The City of Poughkeepsie will complete a coordinated waterfront development strategy with a focus on the Mid-Hudson Bridge, Walkway Over the Hudson, and the area around the Poughkeepsie Railroad Station. The project will advance the development of Requests for Proposals for new mixed-use development near the Poughkeepsie Railroad Station, the construction and improvement of paths and streetscapes, the enhancements to both City and private parks along the Hudson River, and the updates to the City’s Local Water Revitalization Program.	Dutchess	\$150,000	Green

**EFC**

CFA #	Project Name	Project Description	County	CFA Award	Status
18238	Sarah Neuman Center: Green Stormwater Management Practices	The Sarah Neuman Center of Jewish Home Lifecare will replace an existing administrative building with a new skilled nursing structure as part of a campus redevelopment project. Green Innovation Grant Program funding will support the green stormwater management practices that go above and beyond the stormwater management requirements on-site. These green practices will include pervious pavement, two green walls, and a green roof.	Westchester	\$480,920	Green
19436	Saw Mill River Stream Reestablishment and Daylighting	The City of Yonkers will unearth, or daylight, the Saw Mill River. This project will improve water quality, provide habitat, leverage private investment, and transform the Mill Street Courtyard into a second major public space in downtown Yonkers.	Westchester	\$921,425	Green

## ESD

CFA #	Project Name	Project Description	County	CFA Award	Status
11147	Crystal Run III Monroe Construction Project	Crystal Run Healthcare will construct a new medical office building in the Village of Monroe.	Orange	\$1,350,000	Yellow
12403	Yonkers Public Schools P3 Planning Project	Yonkers Public Schools will undertake feasibility planning and pre-development costs for improvements to Yonkers City Schools.	Westchester	\$250,000	Green
14353	Hotel at the Culinary Institute of America	Hyde Park Hotel Ventures will create a new Marriott Hotel & Conference Center on the Culinary Institute of America's campus.	Dutchess	\$250,000	Green
14542	The Market Center Construction Project	New Square Community Improvement Council will construct a new building for a commercial and retail use.	Rockland	\$600,000	Green
14615	Pawling Wastewater Improvements	Castanga Realty will undertake an upgrade of the sewage treatment plant and extend the sewer main.	Dutchess	\$500,000	Green
14841	Touro College of Osteopathic Medicine, Middletown	Touro College will create a new osteopathic medical college in Middletown at the former Regional Hospital.	Orange	\$1,000,000	Green
15293	Dover Knolls Infrastructure Development Project	Dover Knolls Development Company II, LLC will undertake an infrastructure project required for the development of an \$81 million transit-orientated village at the former Harlem Valley Psychiatric Center.	Dutchess	\$2,000,000	Yellow
15581	Hudson Rising: A World Class Tall Ship Green Expo	Hudson Rising is a floating expo which toured the Hudson River from New York to Albany/Rensselaer for three weeks in late Summer of 2013, making stops at six cities.	Dutchess, Orange, Columbia, Rensselaer, New York, Bronx,	\$150,000	Green

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
15929	Northern Westchester Hospital Surgical Services Modernization	Northern Westchester Hospital will double its available emergency room space.	Westchester	\$1,000,000	Green
15940	Maple Terrace Rehabilitation Project	The preservation and significant rehabilitation of Maple Terrace, a 100-unit low-income senior housing facility, to maintain it as safe, decent, affordable housing for senior citizens in the surrounding community.	Westchester	\$9,400,000	Green
16105	Burton Towers	The purchase and significant renovation of 126 units of existing affordable low-income senior rental housing units to update building infrastructure and modernize the units. The renovation will maintain an important housing resource for the Mid-Hudson Region.	Orange	\$9,000,000	Green
16467	Discover the Rivertowns	Rivertowns Tourism Board launched its marketing campaign in Spring 2013 to cover two Discover the Rivertowns weekends that are planned to attract tourists from New York City and the tri-state area.	Westchester	\$17,000	Green
16470	Southeast Towers Preservation LP	Acquisition and rehabilitation of an affordable, 106-unit multi-family residential rental facility for senior citizens in order to ensure this facility remains a source of quality affordable senior housing to meet an increasing community need.	Orange	\$4,600,000	Green

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
16826	Crown Maple Phase II Expansion for Visitor Center and Increased Manufacturing at Madava Farms	Madava Farms will expand its agricultural operations to increase maple syrup production and create a tourism destination. Madava Farms will invest \$4.1 million and create 59 new jobs.	Dutchess	\$500,000	Yellow
17030	Hudson Valley Food Hub	The Hudson Valley Agribusiness Development Corporation will expand food processing and distribution capacity for Farm to Table Co-Packers and Hudson Valley Harvest. With additional processing equipment, cold-freezer storage, and distribution depots, the businesses will have expanded capacity to meet the growing demand for local food from customers in NYC and throughout the Northeast.	Ulster	\$775,000	Green
17045	Glenwood Power Plant Restoration and Redevelopment	Glenwood POH will undertake an initial \$50 million project to stabilize the former power plant buildings in Yonkers, which could lead to a future \$155 million mixed-use project.	Westchester	\$1,000,000	Yellow
17078	iBio	New York Medical College will undertake the Phase Three expansion of its biomedical incubator space in Valhalla.	Westchester	\$1,000,000	Yellow
18180	New York State Cloud Computing and Analytics Center	Marist College will establish The Cloud Computing and Analytics Center which will provide IT services, including hardware, software, training, and consulting services, to work with companies on early-stage IT projects.	Dutchess	\$3,000,000	Green

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
18314	Purple Heart Phase One	Purple Heart Hall of Honor, Inc. will redesign and renovate the National Purple Heart Hall of Honor in New Windsor, N.Y. in order to better represent the 1,700,000 recipients of the Purple Heart award across all five branches of service.	Orange	\$250,000	Green
18334	Post Road Corridor Economic Development Project	The City of White Plains will undertake the redevelopment of the Post Road Corridor, consisting of a mixed-use development, a parking garage, White Plains Hospital, and upgrades to the Winbrook housing complex.	Westchester	\$2,000,000	Green
18646	Sound Shore Medical Center Medical Office Building Project	The City of New Rochelle's Sound Shore Medical Center will develop a new Class A Medical Office and Ambulatory Services Building and a parking structure.	Westchester	\$1,000,000	Yellow
18714	Bon Secours Charity Health System Regional Cancer Center Medical Office Building	Bon Secours Charity Health System, Inc. will construct a medical office building to house a regional cancer center, medical reference lab, and physician practice office space.	Rockland	\$500,000	Yellow
18864	Greenway Compost Equipment	Greenway Marketing Corp. will purchase machinery and equipment and make infrastructure improvements to establish a food waste composting facility.	Dutchess	\$108,000	Green
19033	Matrix Distribution Park, Newburgh	Matrix Development Group will develop a 69-acre tract of land in the Town of Newburgh into a large warehouse/distribution facility. This project will make the site shovel-ready for potential investors, such as a Fortune 500-caliber company.	Orange	\$500,000	Green

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
19066	Marketing Sleepy Hollow Halloween Brand	The Village of Sleepy Hollow will market the Sleepy Hollow Halloween brand, associated historic landmarks, events, and activities held in the area, to increase seasonal tourism to Sleepy Hollow and the surrounding area.	Westchester	\$60,000	Green
19089	Echo Bay Redevelopment Infrastructure Improvements	The City of New Rochelle will transform the presently underutilized and industrial land on the Long Island Sound into a vital mixed-use community with public open space, housing, and shops.	Westchester	\$1,500,000	Green
19111	Center for Global Advanced Manufacturing (CGAM)	The Solar Energy Consortium's Center for Global Advanced Manufacturing will support manufacturing firms in the Hudson Valley with an aligned technology and business support structure to enable the sector's growth, competitiveness, and sustainability.	Orange, Ulster, Rockland, Dutchess, Putnam, Sullivan, Westchester	\$1,000,000	Green
19129	Yonkers Rising	Yonkers Rising Development's Phase One redevelopment plan for the renovation and adaptive reuse of five targeted properties in downtown Yonkers into mixed-use space.	Westchester	\$2,000,000	Green
19198	Dominican Center Building Transformation	Mount Saint Mary College will transform the Dominican Center, a historic building in the City of Newburgh, into a new Library/Learning Commons and residence hall and will construct new athletic fields.	Orange	\$1,000,000	Green

ESD(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
19253	The Regional Children's Assessment Center	The Regional Children's Assessment Center will expand The Center for Discovery's capabilities through the creation of an assessment center and integrated specialty hospital for children with autism, severe developmental disabilities, and medical complexities.	Sullivan	\$2,500,000	Green
19497	STRIVE	Ulster County will use a recently closed elementary school to house a satellite campus of SUNY Ulster.	Ulster	\$1,500,000	Green
19641	Kawasaki Rail Car, Inc. Facility Expansion	Kawasaki Rail Car, Inc. will expand its manufacturing operation, investing \$16 million and creating 80 new jobs.	Westchester	\$1,150,000	Green
19673	Consolidation and Renovation at New Location	SP Industries, Inc., a producer of specialty glassware, plans to consolidate its two Ulster County manufacturing facilities to one location.	Ulster	\$120,000	Green
19880	Mid-Hudson Marketing Initiative	Mid-Hudson Regional Economic Development Council will advance its strategic plan and promote an enticing business environment in the Mid-Hudson Valley.	Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester	\$195,000	Green

## HCR

CFA #	Project Name	Project Description	County	CFA Award	Status
14996	Napanoch Sewer District Improvements	The Town of Wawarsing will make improvements to the Napanoch Sewer District.	Ulster	\$600,000	Green
15006	White Sulphur Springs Water Project	The Town of Liberty will replace 5,400 linear feet of asbestos-lined cement pipes with new eight-inch ductile iron pipe in the White Sulphur Springs Water District.	Sullivan	\$597,109	Green
15043	Village of New Paltz Waste Water Facility	The Village of New Paltz will eliminate potential public health threats related to sanitary sewage overflows.	Ulster	\$600,000	Green
15044	Wastewater Treatment Plant Improvements	The Village of Liberty will undertake improvements to its Waste Water Treatment Plant (WWTP). The project will address needed upgrades at the WWTP, allowing the Village to remain in compliance with State environmental regulations.	Sullivan	\$600,000	Green
16026	Land Acquisition for Job Opportunities	New Square Community Improvement Council will construct a new building for a commercial and retail use.	Rockland	\$750,000	Green
16462	Kiryas Joel Wastewater Project	The Village of Kiryas Joel will undertake improvements to its Village-owned wastewater treatment plant.	Orange	\$594,000	Green
17468	Peekskill Downtown NYMS Project	The Peekskill Facilities Development Corporation will renovate six buildings in the City of Peekskill. The award will be used for the renovation of the interior and exterior of the buildings, as well as for streetscape enhancements.	Westchester	\$250,000	Green

## HCR(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
17611	Historic Poughkeepsie Underwear Factory Neighborhood Redevelopment	Hudson River Housing, Inc. will aid in the rehabilitation of six buildings located in the City of Poughkeepsie as part of its White Cherry Rose neighborhood revitalization project. The award will be used for interior and exterior renovations, and for administration and streetscape enhancements.	Dutchess	\$450,000	Green
18015	Newburgh Community Land Bank Demonstration Project	Newburgh Community Land Bank, Inc. will rehabilitate a vacant mixed-use building in the City of Newburgh for ground-floor office space.	Orange	\$200,000	Green
18470	West Main Street Wappingers Falls Project	Community Services Programs, Inc. will rehabilitate two buildings in the Village of Wappingers Falls. The award will be used for the exterior renovation of both buildings, as well as for streetscape enhancements.	Dutchess	\$200,000	Green

## PARKS

CFA #	Project Name	Project Description	County	CFA Award	Status
14851	Marbletown Rail Trail Bridge Planning and Construction	The Town of Marbletown will construct a handicapped-accessible-bridge for safe crossing of pedestrians, bicyclists, and equestrians at the O&W Rail Trail. The project includes engineering, design, and construction of a ten-foot- wide steel, multi-girder bridge with emergency vehicle ramps. The town-owned trail is an 8.7 mile section of a regional recreational park, open to the public year round and running a total of 35 miles across five municipalities.	Ulster	\$44,280	Green

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
15135	Bear Mountain Trails Project	The New York-New Jersey Trail Conference will complete the rehabilitation of the Appalachian Trail at Bear Mountain. This project will restore badly eroded sections of the trail that have led to significant diversions off-trail, which heavily impact the surrounding ecosystem. It will also create a spectacular ascent route for the Appalachian Trail.	Rockland, Orange	\$77,444	Green
15616	Minnewaska Carriage Road Project	The Palisades Park Conservancy, Inc. will continue repairs to the 102-mile Minnewaska Carriage Roads at Minnewaska State Park Preserve in partnership with the Palisades Interstate Park Commission, the Alliance for NYS Parks, the Mohonk Preserve, and the Mohonk Mountain House. Once the Hamilton Point carriage road is reopened, the area's longest and most beautiful access road will, once again, allow more than 400,000 annual park visitors to enjoy the Shawangunks' natural and cultural resources.	Ulster	\$152,348	Green
15946	Mohonk Preserve Acquisition	The Mohonk Preserve, Inc. will acquire and develop a 534-acre parcel that is strategically located between the Village of New Paltz and the protected areas of the Shawangunk Mountains. Conservation of this land is critical for the preservation of the National Historic Landmark landscape views. It also improves access to the Preserve's carriage road system for hikers, bicyclists, equestrians and others, and will provide the Village with a trailhead that connects to the Shawangunks.	Ulster	\$500,000	Green

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
16535	Landscape and Trail Improvement, Pavilion Construction	The Scenic Hudson Land Trust, Inc. will make improvements to the Esopus Meadows Preserve in Ulster County through construction of a multi-use, accessible pavilion and the upgrade of site landscaping to provide accessible trail routes along the water's edge. The pavilion will replace the former Esopus Meadows Environmental Education Center building, which was raised in Spring 2012 following extensive flood damage to the building during Hurricane Irene and Tropical Storm Lee.	Ulster	\$175,000	Green
17412	North Bathhouse Fire and Smoke Detector Installation	The Campaign for the Westchester Children's Museum will install fire and smoke detection systems in the Museum's new facility at the North Bathhouse of Rye Playland. In advance of the Museum developing the interior exhibit and visitor spaces, Westchester County restored the building's exterior in 2012. The installation of the fire and smoke detection system will bring the building up to code to meet all required fire and safety regulations.	Westchester	\$97,297	Green
17880	Cantine Field Lighting	The Town of Saugerties will install lighting on Cantine Field's oldest and most historic playing ground, Cantine Field #11, a full-size, major league-standard baseball field. The project includes all design and site work, along with the purchase and installation of improved electrical fixtures.	Ulster	\$66,150	Green

---

**PARKS**(continued)

CFA #	Project Name	Project Description	County	CFA Award	Status
18602	Ruins Stabilization at the West Point Foundry Preserve	The Scenic Hudson Land Trust, Inc. will restore the iconic cupola of the 1865 Office Building and repair four critically important masonry ruins at the West Point Foundry Preserve. The Preserve contains the substantial archeological remains of one of the largest and most innovative early industrial iron and brass manufacturing plants in the U.S. This project is part of a larger effort to create a heritage park that interprets the site's importance for visitors.	Putnam	\$375,000	Green

---

# APPENDIX 2

## STATE AGENCY RESOURCE TEAM (SART) PROGRESS UPDATE

# Mid-Hudson Regional Council NYS Interagency Action Report Summary September 2013

To advance implementation of the Regional Councils' strategic plans and priorities, a State Agency Resource Team (SART) was formed for each of the State's ten regions. The Department of State has been charged with coordinating efforts and monitoring progress of the SART. The Mid-Hudson SART is made up of representatives from Department of Agriculture and Markets, Department of Environmental Conservation, Department of Health, Hudson River Valley Greenway, Department of Labor, Metropolitan Transportation Authority, Port Authority of NY and NJ, Department of State, Department of Transportation, Environmental Facilities Corporation, Homes and Community Renewal, New York Power Authority, NYS Energy Research Development Authority, and the Office of Parks, Recreation, and Historic Preservation.

Over the coming year, the SART will focus its efforts on three primary objectives:

- ❖ Participate in the REDCs workgroups. SART members have and will continue to contribute to the Regional Council's success by participating in subject-based work groups that focus on the Regional Council's priority strategies. By interacting with working group participants, SART members were able to better understand local issues and identify potential solutions which could potentially only be instituted by state agencies.

## Agency

Agriculture & Markets  
 Department of Environmental Conservation  
 Department of Health  
 Department of Labor  
 Department of Transportation  
 Department of State  
 Environmental Facilities Corporation  
 Empire State Development  
 Homes & Community Renewal  
 Hudson River Valley Greenway  
 NYS Energy Research and  
 Development Authority  
 Office of Parks, Recreation &  
 Historic Preservation  
 Metropolitan Transportation Authority  
 New York Power Authority  
 Port Authority of NY/NJ

## Working Group

Green Circle  
 Green Circle  
 TBD  
 Support to all workgroups  
 Infrastructure  
 Green Circle  
 Infrastructure  
 Marketing; Support to all workgroups  
 Infrastructure  
 Green Circle  
 Infrastructure  
 Green Circle  
 Infrastructure  
 Infrastructure  
 Infrastructure

- ❖ Advance funded Consolidated Funding Application (CFA) projects. Through the administration of their respective funding programs and by collaborating on projects that received funding from multiple agency programs, SART members have advanced funded CFA projects resulting in numerous benefits to the Mid-Hudson region. Additionally, the State has developed a database that tracks the progress of CFA projects that allows SART members to identify the completion of project milestones which will help to ensure the successful completion of projects in a timely fashion.
- ❖ Further REDC priority projects. SART members advanced priority projects endorsed in 2011 and 2012 by the REDC that are expected to result in the highest return on investment, address multiple regional objectives, support the implementation of job creation strategies, and bring the region closer to its identified vision for the economy and communities.

To achieve the Council's priorities, the SART will continue to advance its five original objectives:

- ❖ Align state programs with regional council priorities;
- ❖ Eliminate impediments to economic growth;
- ❖ Provide technical assistance to Regional Councils;
- ❖ Review applications for state funding through the Consolidated Funding Application (CFA) process;
- ❖ Share information to replicate success.

**Highlights of specific agency actions:**

NOTE: a full list of actions can be found in the full version of this document.

- ❖ Priority Project – Center for Advanced Manufacturing: ESD and DOL with RCC are working with the project sponsor on technical and business services opportunities for small and mid-sized advanced manufacturers.
- ❖ Priority Project - Maldava Farms Expansion: ESD, DEC, OPRHP and DAM are working with the project sponsor on funding, permitting, marketing and supplying technical assistance to implement the proposed Crown Maple Phase II expansion.
- ❖ Priority Project - Glenwood Power Plant Restoration and Redevelopment: ESD, MTA, OPRHP and DEC are working with the project sponsor on coordination with the agencies on site access and facility issues, historic preservation funding and technical assistance, permitting and funding.
- ❖ Priority Project - EPT Concord Resort: DOT, ESD and DEC are working with the project sponsor on plans to reconfigure highway access and provide utility run for new facility, permitting and funding.
- ❖ Priority Project – Dover Knolls: DEC, HRVG, OPRHP, MTA, DOT & ESD are working with the project sponsor on a variety of project concerns including coordination of parking areas for the rail station, station improvements, funding, permitting, historic preservation and archeological vetting, and provision of conceptual designs from the Greenway.
- ❖ Priority Project – Yonkers Rising: OPRHP, EFC, DEC and ESD are working with the project sponsor on historic preservation review, permitting review and a proximate public amenity, the daylighting of the Saw Mill River.

Additionally, agencies have provided strategy support including revitalization of area

---

infrastructure, targeted workforce training, marketing and tourism promotion, promotion of start-ups and MWBE participation, affordable housing development and natural resource enhancement.

Overall, the role of the SART is to focus state agency resources to achieve the priorities, strategies, and projects identified in the Regional Council's economic development plan and progress report and when obstacles exist, to

identify solutions to remove impediments to progress so the Council can achieve their goals. So, whether it is through the funding programs that have been joined through the State's Consolidated Funding Application (CFA) process, or through discussions related to project permitting issues, or by coordinating capital improvement schedules to maximize efficiency, the SART's collaboration on the Mid-Hudson's development priorities will benefit all the parties involved.

# APPENDIX 3

## MHREDC MARKETING CAMPAIGN PLAN



Mid-Hudson Regional Economic Development Council  
Marketing Plan  
September 6, 2013

### Background

New York State's Region Councils were put in place in 2011 by Governor Cuomo to redesign the state's approach to economic development. The initiative empowers community, business and members of each region to develop strategic plans specifically tailored to their region's unique strengths in order to create jobs and support economic growth.

### Overview

#### Vision Statement

From its historic urban centers and scenic waterfronts to its rich rural farmland the MHREDC will preserve an unparalleled quality of life for all Mid-Hudson Valley residents by creating a competitive, pro-business climate that cultivates a highly skilled, diverse workforce; encourages investment; nurtures entrepreneurship; promotes academic excellence and scientific discovery; fosters cluster development; fortifies infrastructure; advocates environmental stewardship; expands existing companies of all sizes, while attracting others from out-of-state resulting in unprecedented employment and economic opportunities that reach beyond our region to benefit all New Yorkers.

The following core strategies have been put in place by the MHREDC:

- **Invest in Technology:** Focus on biotech, biomedical, healthcare, advanced manufacturing and IT fields.
- **Attracting and maintaining mature industries:** Distribution, financial professional services and corporate food services.
- **Leveraging institutional and natural resources:** Sustaining waterfront development and supporting agriculture, artisanal food and beverage and tourism.
- **Revitalizing Infrastructure:** Supporting projects that will improve the region by making it more business ready.



## Competitive Advantage

**Diversified Economy:** Established industries including financial and professional service firms. A diverse manufacturing sector; wholesale distribution center; food and beverage producers; health care; tourism and agriculture.

**Location and Transportation:** Proximity to major markets, including to the vast adjacent NYC market as well as New England and Mid-Atlantic due to its fine air ground and rail transportation networks.

- Roadways- six interstate highways that intersect the region providing prime market access.
- Runway: six international airports service passengers in the Hudson Valley, including two within the region (Steward International Airport and Westchester County Airport).
- Rail: Five major rail lines and more than 75 stations serve the region.
- Freight Rail Service: provided by CSX and Norfolk Southern.

**Skilled Workforce and Education:** The region boasts a highly talented and qualified workforce due to its excellent array of public and private colleges.

**Diverse Housing Stock:** The region offers a diverse choice of housing including luxury, market rate and affordable housing, some within walking distance of public transportation.

**Quality of Life:** Residents of the Mid-Hudson region enjoy a high quality of life. In addition to items included above, there is a vibrant art scene, an abundance of parks, open space and tourist attractions.

## Objectives & Goals

To establish the Mid-Hudson Regional Economic Development Council as an authority to guide the economic future of the Mid-Hudson region by creating an identity that brands



## Market

The Council's marketing campaign will target site selectors, commercial real estate brokers, corporate executives and business owners.

- Planned visits to corporate executives, followed by internet/website rate the highest among all economic development marketing tools.
- Hosting special events, trade shows and media relations/publicity were also identified as effective techniques for communicating with these decision makers.
- 47% of respondents indicated a strong likelihood that they would use an economic development organization's website in their next site location search.
- Executives named information on available incentives and work force statistics as the most useful feature of an economic development organization's website.
  - Demographic information, database of available buildings and site and comparisons to competitor locations were also strongly valued.
- Among respondents who use social media for business LinkedIn is the most dominant channel.
- Executives in the 40-49 age group were found to use every type of major social media channel, more than their older and younger counterparts.
- Wall Street Journal (print and online) and Fox News ranked among the top news sources for the group.
- Location advisors use the Internet during site location searches more than their corporate counterparts.
- Economic development groups play a role most frequently after a shortlist has already been developed.
- Location advisors are more likely to utilize the services of an economic development organization than corporate executives.

(Sources: Development Counselors International 2011 survey conducted by among senior US executives and their advisors, Site Selection Survey, 2012 and Area Development's Winter 2012, Annual Corporate Survey).



Most effective marketing techniques:

- Planned visits to Corporate executives
- Internet/Website
- Hosting Special Events
- Trade Shows
- Media/PR
- Advertising
- Direct Mail

75 montebello road | suffern, ny 10901 | p 845.369.0945 | f 845.369.0946 | [thebynegroup.com](http://thebynegroup.com)



## The MHREDC Brand

Every brand is different; every brand has a tone of voice. A brand should influence everything you do; how your logo looks, how your website functions, the tone of your social media messaging. The ultimate goal of any marketing strategy is to help grow your business and increase your brand awareness. Creating trust with your audience is a key component to reach both of these goals. In order for your marketing to be successful, it must be multi-faceted and realistic without over-promising. In short, you need to say what you are going to do and deliver on that promise.

The Council's goals have been established and priority projects have been put in place to support these goals. You are giving your audience something that will benefit them and you have implemented programs to support these promises, thus giving them a reason to believe in and take notice of your brand.

A graphic identity and tagline will be created to unify all the initiatives and provide a powerful image of your organization to the public. A tagline will reinforce your mission and, if done correctly, be one of the most memorable aspects of your campaign.



### MHREDC Campaign

An over-arching campaign will be created that showcases the Council's brand and key initiatives while developing a broad appeal across a large audience. The campaign will be far reaching in order to promote your innovative approach to transforming the Mid-Hudson region. The campaign will be flexible enough to highlight all geographic areas within the region while speaking to businesses, both large and small across multiple industries.

Campaign Tone  
Pro-Business  
Successful  
Business Friendly  
Straight-Forward  
Hard Hitting  
Sophisticated  
Masculine



## Media & Marketing

### Trade Shows and Marketing Materials

The MHREDC hopes to encourage the State to reestablish presence at Economic Development Trade Shows allowing each region to be represented. Eleven trade shows have been identified that key executives typically attend over the course of a year. Part of our plan is to create trade show exhibit materials and setups as part of the new MHREDC campaign. The goal for these events will be to create awareness and educate those in attendance about the positive business environment in the Mid-Hudson region.

Branded regional materials will be created for use at these trade shows and throughout economic development offices. These pieces will support the overall campaign and provide a unified look for all office throughout the region. Materials will include: Letterhead, folder, brochure and business cards. All materials will push to the Council's microsite where the latest news and information will be kept.

### Microsite

Without a large budget it is imperative to promote the MHREDC online. In order to do that successfully a microsite will be created to support the new campaign. Online is the fastest growing segment of marketing, reaching more consumers than any other area and in dominance continues to influence consumers and success for all businesses. All of the MHREDC initiatives, projects and latest news will live on this microsite. All marketing materials will push to this site allowing us to constantly monitor the effectiveness of our communications.

The site will include:

- Incentive information
- Workforce statistics
- Demographic information
- List of top local employers
- Target industry information
- Quality of life information
- News
- Maps
- Local school and university information
- Lead generation forms to be filled out by visitors



## Digital & PR

A successful online presence requires businesses to synergize their marketing efforts across all of their digital outlets to further support their goals. Campaigns are no longer limited to print and television. These conventional channels support a campaign, but in order to be effective in today's world, brands need to be online. Digital marketing is about making all of your channels work towards your goals. We will use a combination of online advertising, search engine ads and planned content to leverage communications for the MHREDC.

- An editorial calendar will be created highlighting key stories, news and content to be released throughout the year.
- News will be pushed out via social media channels. Links to published stories and media coverage will live on the MHREDC microsite.
- Videos and articles that highlight success stories will be created and used throughout all social media channels.
- A combination of online advertising, sponsorships, link building and search engine advertising will ensure the council is getting the exposure necessary to reach their goals.
- Eblast and enewsletters will be used to send appropriate communications and news to our current and potential business partners.

Each of our postings to social media sites will include a trackable link so we know how many people click on each post. We will also include trackable links within our email messaging.



## Timing

### Campaign Development

Sept 10 - Present Marketing Plan and Logos to Council

Sept 11 – Approval of Logo and Marketing Plan

Sept 12- Oct 4 – Campaign Development

Oct 7 – Present Campaigns to Council

Oct 8 – Oct 11: Revisions to Campaigns if necessary

Oct 14: Final Campaign Approval

### Microsite

Oct 14 – Nov 4 - Design, Copy, Navigation and Layout of site

Nov 4 – Nov 18 – Site coding and programming

Nov 18 – Nov 29 – Beta site testing

Dec 1 – Go live

### Marketing & Trade Show Materials

Oct 14 – Nov 1 – Design all marketing and trade show materials

Nov 1 – Nov 22 – Print and produce all materials

Nov 25 – Nov 29 – Materials shipped

### Digital & PR Campaign

Oct 14 – Nov 1 – Editorial Calendar Created (Blog topics, social media posts, PR coverage is planned for events/topics/dates that we know will need to be highlighted for the Council throughout the year)

Oct 14 – Nov 1 – Digital advertising media booked

Nov 1 – Nov 13 – Digital Advertising/Messaging Finalized



### Suggested Media Outlets

Below is a working\* list of available sites that may be appropriate for introducing the MHREDC brand. This list is subject to change based on rates, availability and the approved campaign.

#### Site Selection (siteselection.com)

Readership is 120,000 in print and 100,000 for the website and newsletters. This publication reaches a total of 236,453 executives. Opportunities are available for online advertising, advertising through their newsletter (77,000 opt in readers) or for renting their list and creating our own creative template to send to their entire audience. Renting of list allows for segmentation by region.

#### SIOR (Society of Industrial and Office Realtors)

The leading professional commercial and industrial real estate association with more than 3,000 members is 630 cities and 34 countries. This organization represents today's most knowledgeable, experienced and successful commercial real estate brokers. Print, digital and mobile advertising opportunities are available.

#### Area Development (areadevelopment.com)

This website receives 156,058 unique visitors per quarter. 74% of readership by Seniority (executives), 37% of readership is by Fortune 500 Companies or Companies with greater than 500 employees. Visitors by market sector: Manufacturing, Distribution, Logistics, Warehousing, Construction Banner ad sponsorship, custom packages with specific targeting needs and newsletter sponsorship are available.

#### CoreNet Global

CoreNet's mission is the world's leading association for corporate real estate and workplace professionals, service providers and economic developers. There are 45 locally based chapters world wide and sponsorship opportunities that provide exceptional exposure to new business prospects.

#### Business Climate (Businessclimate.com)

The publication has a target audience of site selection professionals, corporate decision makers, innovative companies and new businesses. Print, online and digital formats are available.



#### Ceo.com

MHREDC content published on ceo.com reaching an audience of business executives and CEOs. Opportunities are available for advertising on the main website and through their enewsletter.

#### Other Possible Media Outlets

- Wall Street Journal (online)
- Crain's (online)
- Forbes (online)
- New Jersey: The Star Ledger, nj.com
- Connecticut: Connecticut Post, ctpost.com, Hartford Courant, courant.com

---

## Acknowledgements

The Mid-Hudson Regional Economic Development Council would like to thank the many people in the seven-county region who have worked with the Council over the last year on the implementation of the Plan. For those named and unnamed, we extend our sincerest gratitude for your commitment and insights.

### Special Thanks

MHREDC Executive Committee members Jonathan Drapkin, Carol Fitzgerald, Marsha Gordon, and Mary Rodrigues, and our Co-Chairs Dr. Dennis Murray and Dr. Len Schleifer

Peter Dworkin, Regeneron Pharmaceuticals

Emily Saland, Marist College

Freddy Garcia, Marist College

Elisabeth Tavarez, Marist College

A.J. Rodrigues Group, Inc.

Marist College

Regeneron

SUNY Ulster

SUNY Rockland Community College

SUNY Sullivan

Dutchess County Community College

Manhattanville College

Mount St. Mary College

Mercy College

Dominican College

Locust Grove Estates

Westchester Business Council

Orange County Chamber of Commerce

Dutchess County- Crown Maple Madava Farms

Ulster County Executive Mike Hein

Putnam Hospital Center

Sullivan County Partnership

All our Working Group members and the Council Members who volunteered to Chair the committees and our partners in the various economic development offices throughout the seven-county region.

Photo Credit: New York State Thruway Authority and Tappan Zee Constructors LLC, and HDR Engineering Inc.

---

**Mid-Hudson Regional  
Economic Development Council  
Staff Team**

Aimee J. Vargas, Executive Director  
Empire State Development

Thom Kleiner, Deputy Executive Director  
Department of Labor

Sally Drake, Lead Facilitator  
Office of Parks, Recreation and Historic Preservation

Dave Ashton, Lead Strategic Planner  
Department of State

Johny Nelson, Regional Council Analyst  
Department of Labor

Empire State Development – Mid-Hudson Regional Office

Monique LeGendre

Ryan McLeod

Charles Radier

Jennifer Spadaccini

**State Agency Resource Team**

Department of Agriculture and Markets

Phil Giltner

Department of Environmental Conservation

Thomas Rudolph

Environmental Facilities Corporation

Thomas Matthews

Office of the Governor – Hudson Valley Region

Samantha Diliberti

Thomas Scaglione

Department of Health

Dr. Nieves Madrid

Ellen Poliski

Homes and Community Renewal

Lorraine Collins

Christopher Leo

Rob Brooks

Gregory Watson

Crystal Loffler

Hudson River Valley Greenway

Mark Castiglione

Metropolitan Transportation Authority

Mark Mannix

New York Energy and Research Development

Brendan Hughes

Kelly Tyler

New York Power Authority

Christopher Vitale

Office of Parks, Recreation and Historic Preservation

Linda Cooper

Erin O’Neil

Palisades Interstate Park Commission

Jim Hall

Port Authority of NY&NJ

Sandra Dixon

Andrew Lynn

Michael Torelli

Department of State

Bonnie Devine

Department of Transportation

William Gorton

Sandra Jobson



[www.regionalcouncils.ny.gov/content/mid-hudson](http://www.regionalcouncils.ny.gov/content/mid-hudson)



---

Dutchess

---

Orange

---

Putnam

---

Rockland

---

Sullivan

---

Ulster

---

Westchester