

# UPSTATE REVITALIZATION INITIATIVE



OCTOBER 5, 2015

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# CAPITAL 20.20

## INTRODUCTION



## A MESSAGE FROM THE CO-CHAIRS

### Next-Tech



Dear Governor Cuomo,

It is with great pride and tremendous excitement that we, on behalf of the Capital Region Economic Development Council and the eight counties of New York State's Capital Region, submit our plan for the Upstate Revitalization Initiative (URI).

### Gateway



This plan is so much more than an application for the URI—this is our investment proposal to you. Our region came together and invested in the development of this plan—from countless hours on the part of the community to financial contributions. We have lined up a consortia of investors who are committed to investing alongside New York State.

### Talent



Our plan highlights our track record of delivering great investment returns as a region, and describes in detail the transformative strategies and initiatives we will pursue—a portfolio that over the next five years will deliver 40,000 new jobs, move 20,000 people out of poverty, and grow our population by 10,000 residents. Moreover, we believe that our approach is scalable: the Capital Region will work vigorously with our partners to replicate our initiatives across the state. In other words, the return on investment of our plan is not limited to the Capital Region—it will have an impact on all regions of New York State.

### Lift-off



The URI process that you have catalyzed has spurred us to come together as a region, to look deeply at our region's recent economic performance and opportunities, and to engage our residents in a way

### Metro



we never have before. The result is a truly transformative plan that will set our economy on a path of strong, sustainable, and inclusive growth. It is a plan that our entire region embraces with great enthusiasm.

There are five reasons why this plan is different, why this plan has attracted such support, and why you should invest in the Capital Region as a URI winner:

**1. A detailed path to doubling our economic growth rate.** The Capital Region has been on a journey to transform its economy from one that is dependent on the public sector to one where the private sector is the engine of growth. As you will see, our targets are bold. However, there is no bluster—we have developed initiatives that are bigger than what many others have attempted and we lay out in great specificity how these initiatives will be implemented and will contribute to New York's goals.

**2. An integrated plan with five strategies reinforcing each other.** This is not a list of interesting, standalone projects. We have designed our plan around five strategies—each supported by evidence and built on an asset to address a challenge or opportunity. The strategies have specific targets that contribute to the overall target. They have detailed initiatives that show how those targets will be reached. These strategies do not stand in isolation—each has been intentionally designed to be mutually reinforcing so that they collectively achieve more.

**3. Private sector-led and private sector-backed.** You asked for this plan to be private sector-focused because that will ensure its success. We agree, and this plan has been designed by and for the private sector. The contents have been built on thousands of hours invested by private sector partners and stakeholders. All 13 of our initiatives have private-sector support behind them. We have secured commitments from dozens of companies that will drive these initiatives as partners and investors.

**4. True to the rules...and faithful to the spirit of your guidance.** We know this is a significant competition with specific rules. We made sure that we checked every box—and then we checked them again. For example, you asked for real transactions that will bring jobs to the Capital Region. We have lined up different private sector firms that are ready to enter into final negotiations with New York State on our signature initiatives. Furthermore, you asked for private investment to leverage the State dollars. We have already secured commitments of \$800M in private investment, contingent on the State's final decisions. Finally, you provided the guidance that stakeholders must be engaged. We have had over 6,000 interactions with stakeholders in five short months—including CEOs, entrepreneurs, artists, and community leaders. We have sought input from industry experts, government leaders, leaders of non-profits, and the constituents of those non-profits. These were not shallow interactions—this was deep engagement on the details that matter, and our plan reflects it.

**5. We have come together in a new way.** The URI competition and the process to develop this plan have helped unite us as a region. More than 70 local donors invested in this plan's development—not because it promised them anything, but because they believe in our region and its future. The support and buy-in for the plan reflect this unity. It was not just that we engaged over 6,000 people, it's that the quality of the engagement was better, more meaningful, and more productive. We now collectively understand what our economic strengths are, and what we must work on together. Inspired by this process, we have identified new ways we will work together as a region going forward.

For all of these reasons, we believe we have a winning plan for the URI. But even more than that, we have a winning plan for the Capital Region and for New York State. Governor, we stand ready to set our region's economy permanently on a path of strong, sustainable, and inclusive growth.

Sincerely,



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



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PRESIDENT  
UNIVERSITY AT ALBANY



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CENTER FOR ECONOMIC GROWTH

# ACKNOWLEDGEMENTS

THANK YOU TO OUR REGIONAL INVESTORS



City of Albany IDA

Rensselaer County IDA



CAPITALIZE ALBANY CORPORATION

The Massry Family



Saratoga County Prosperity Partnership



Columbia County Industrial Development Agency

Town of Clifton Park Industrial Development Agency

Lake George Watershed Coalition

Adirondack Trust Company  
 AEON Nexus Corporation  
 Capital Region Chamber of Commerce  
 Coldwell Banker  
 Empire State College Foundation  
 General Electric  
 Gilbane Building Company  
 Glens Falls IDA/Local Development Corp.

Greene County Industrial Development Agency  
 John Nigro  
 Proctors Arts Center & Theatre of Schenectady  
 Saratoga Economic Development Corp.  
 The Honorable Kathy Sheehan, Mayor of the City of Albany  
 Warren County Economic Development Council  
 Washington County Department of Planning & Economic Development

**And thank you to the more than 30 additional companies and individuals whose generous donations helped underwrite this report.**

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Chief Operations Officer  
SEFCU

# CAPITAL 20.20

## EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

In April 2015 Governor Andrew M. Cuomo announced the Upstate Revitalization Initiative (URI)—a transformative economic-development opportunity unlike any New York has seen. We were challenged to develop a transformational economic development strategy driven by data and shaped by the community. We were asked to provide a blueprint for job growth backed by private sector investment. With this plan, the Capital Region, has answered that call—and we have gone beyond. Here we present more than a funding application—it’s an investment proposal. This proposal makes the case for how an investment in the Capital Region will yield the best possible return in terms of economic growth, more and better jobs, improved equity and opportunity, and enhanced quality of life.

This plan describes our integrated portfolio of five mutually reinforcing strategies. It explains how we will build upon our world-class assets to create an engine of opportunity that will put us on the path to strong, sustainable, and inclusive growth. And it proves that we are a region committed to this plan and invested in it. We know that this plan will succeed because of the evidence-based approach that has been deployed, because it was co-developed and is backed by the private sector, and because of the deep community engagement that underlies it.

This is our investment strategy to grow the Capital Region over the next five years and beyond. It embodies our ambitious aspirations. It represents the path forward that we are already invested in. We cannot overstate our excitement as we turn this plan’s words into reality.

## OUR VISION

Five years from now our economy will be stronger, more sustainable, and more inclusive. We will have completed our transformation from an economy that is dependent on the public sector to one where the private sector is the primary driver of growth. In the process, we will have created more jobs, grown our population, improved our productivity, and become more inclusive.

- **More jobs.** While job growth has been positive in the recent past, our region has not kept up with peers. Enabling the Capital Region's private employers to create jobs is our top priority, particularly given the decline in public-sector employment. Target 1: By 2020, the Capital Region will **add 40,000 more jobs** to the local economy.
- **More people.** Our population has been growing slowly, and it has been aging. To expand our workforce, we must focus on attracting and retaining residents, and on increasing labor-force participation. Targets 2 and 3: By 2020, the Capital Region will **attract and retain 10,000 new residents**, and we will **employ 4,500 residents who are currently unemployed**.
- **Higher productivity.** Our productivity growth has declined, putting pressure on our long-term competitiveness and our ability to improve living standards. Increasing productivity will require targeted growth in our most productive sectors and up-skilling Capital Region residents. Target 4: By 2020, the Capital Region **will reach 0.6% annual productivity growth**—doubling our current rate.
- **More inclusive.** Our recent growth has been unequal, particularly between different segments of our population. The Capital Region aspires to be more inclusive, so we must work to broaden labor participation and to revitalize our urban core, where poverty is concentrated. Target 5: By 2020, the Capital Region will **lift 20,000 local residents out of poverty**.

And in an overarching sixth target, the Capital Region will grow faster, **achieving a 1.8% annual real GDP growth** by 2020—doubling our current growth rate.

This is not ambition. These are targets we are committed to achieving, and the metrics by which we will measure our success. They have been tested against our historical performance, the performance of our peers, and external

projections of our region. And most importantly, we have done the analysis necessary to know that our plan can deliver them.

Please see the Regional Economic Performance section for details on our current and recent macroeconomic performance, and the Targets and Outcomes section for a more robust discussion of our goals and targets.

## HOW THIS PLAN WAS DEVELOPED

A process was put in place for the development of this plan to ensure that it is: data driven and evidence based; bold and innovative, yet realistic; community-driven and inclusive of a wide range of voices; and equity focused and includes hard-to-reach communities.

We created a dedicated CREDC Advisory Council to drive forward our URI work. Our Council raised contributions from over 70 local organizations and individuals to help financially support the plan's development. We are thankful to both groups for the effort and support—without which this would not have been possible.

We ensured that we had the necessary detailed and fact-driven understanding of our current strengths and assets to make bold and correct decisions. This evidence-based approach allowed us to confirm many beliefs, debunk long-held myths, and develop a collective perspective on what our priority challenges and opportunities should be. We also made sure that every strategy and initiative was explicitly designed with private sector input and that they were informed by global best practice experience.

Our outreach was deeper and better than ever before. All segments of the Capital Region community were given a voice in the process through over **6,000** quality engagements across our eight counties. We prioritized reaching stakeholders who are often not part of these discussions—and we listened to them.

The result of this process is a better plan with better ideas, but also one that the community is behind and invested in. To date, we have received over 75 strategy- and initiative-specific Letters of Support from the private sector and other partners. We have already secured **\$800M** in private sector investments to invest alongside us, with an additional **\$1.4B** in matching resources identified. Given the feedback we have received from private partners, national foundations, and government

leaders, we can guarantee that our portfolio will well surpass the target 5:1 mobilization ratio.

Please see the Our Approach section for more details on our stakeholder engagement and how this plan was produced. Please see the Appendix for examples of our Letters of Support.

## THE PLAN

We believe in the quality of our plan not just because of the specific details and initiatives of the strategies, but also because of the design objectives we set for ourselves:

**An integrated plan.** This is a plan of five integrated and mutually reinforcing strategies—it is not a package of deal announcements or a list of independent projects. We have intentionally designed the strategies to support and reinforce each other so that they can deliver more. The challenges and opportunities we as a region must address are complex, and require multiple interventions to have impact. We have designed this plan to shape the very fabric of our future growth.

**Investing for the future.** This plan is not about what the Capital Region should invest in for the next two years, this is our investment plan for the next five years and beyond. Our decision-making was not driven by what our companies and residents need today, but by the trends that will define what their challenges and opportunities will be for years to come. We identified disruptive trends that were changing markets and creating opportunities—for example, in healthcare, in education, in global trade—and analyzed them rigorously. We then designed strategies and initiatives to take advantage of these trends. Similarly, several of our proposed initiatives have been designed as revolving funds—increasing their sustainability and providing an ongoing source of reinvestment.

**Prioritizing clusters, not companies.** Our goal is to create clusters. We believe that strong, vibrant clusters are more resilient and sustainable engines of growth. We also recognize that concrete transactions with companies can play an important role in cluster development. We have tried to bring the best of these approaches together. Wherever possible, our initiatives are designed to promote cooperation (and creative competition) at

the cluster level—for example, between our colleges and universities, between our hospitals, between our entrepreneurs. It is because of the deep bench strength of our existing local institutions that this strategy will be so effective.

**Leveraging our diversity.** We are very fortunate to have great diversity across our eight counties and six urban areas—diversity in sectors, populations, and living environments. As we analyzed our economy deeply, it became clear that our diversity—in all its forms—is a real strength. We designed our plan to focus on the true assets of our region, and they come from different facets of our region. For example: our urban cores are key economic drivers that must be nurtured; our entrepreneurs come from a range of disciplines from the technology sector to the creative economy, and live all over our region; and our education sector includes several dozen institutions of all shapes and sizes spread out across our counties. Our plan is focused, but it also leverages our considerable diversity.

**Build for scale, and for New York.** Our initiatives are designed to scale. Beyond the impact we will have in our region, we are committed to drive impact well beyond our borders. In particular, many of our projects are critical to New York's statewide priorities—for example in healthcare, energy, education, and trade. We embrace our responsibility to ensure that the economic benefits we experience in the Capital Region spreads to the rest of the state.

The result of the design objectives, detailed analytics, and deep stakeholder engagement described above is our distinctive portfolio of five integrated strategies and 13 initial priority initiatives. These are briefly introduced on the next page; please see the Strategies section for details.

**Next-Tech: Capturing our next growth horizons**



The playbook for New York's modern high-tech growth was largely written in the Capital Region. As we continue to refine and improve upon that playbook, this strategy has identified our next two growth horizons where we will replicate it: health-tech and clean-tech. We

will launch a Population Health Technology Cluster in the Capital Region that will combine our unique local assets with leading global companies to transform healthcare in New York State and nationally—in the process improving health outcomes, saving billions of dollars, and creating thousands of jobs. We will also bring together our technology, energy, and commercialization assets to build a nationally recognized clean-tech cluster that will drive innovation and help deliver the new technologies that the world needs. We will do so across the value-chain—from research through manufacturing.

**Gateway: Connecting markets and businesses**



The Capital Region has one of the most unique and desirable geographic positions in North America, one that will only become more valuable given future trends. This strategy will invest in our port infrastructure and waterways, and support our fast-growing distribution and logistics cluster, to make sure that

our companies and entrepreneurs are able to respond to external opportunities and have access to the critical inputs and customers. We are committed to ensuring that we will continue to be the critical gateway that all of Upstate New York relies on and needs.

**Talent: Building the workforce of today and tomorrow**



Bolstering workforce development through education and skills training is critical for a healthy, growing economy. This strategy will invest in our education cluster to develop an innovative workforce solution that will address the national middle skills gaps; create incentives to help our local

institutions grow through cooperation, competition, and innovation; and invest in our K-12 pipeline, with a focus on STEM and our most challenging schools. This strategy is designed to leverage our strong local assets—including our 20+ universities and colleges, committed private sector employers, and innovative K-12 programming—to build new ways of tackling the education and skill challenges the Capital Region, New York, and country are facing.

**Lift-off: Accelerating ideas, entrepreneurs, and businesses**



Encouraging innovation and supporting an ecosystem of vibrant entrepreneurs is critical to the future growth of our region. This strategy identifies three high-potential entrepreneurial segments that are critical to our economy, our identity, and that are ready to "Lift-off"—our creative economy, our rural entrepreneurs, and

our R&D innovators. We will launch custom solutions for each segment, integrating global best practices with different degrees of financing, technical assistance, and connectivity and collaboration. We are excited about supporting these critical segments of our economy, and in the process also launch some of our marquee large employers of the future.

**Metro: Building vibrant cities for businesses and families**



Smart urban investments are essential to the economic development, health, and vibrancy of a region, and we are committed to investing in our six, unique urban areas—Albany, Glens Falls, Hudson, Saratoga, Schenectady, and Troy. This strategy is an integrated portfolio of investment that will: catalyze smart, mixed-use

urban development; take a place-based approach to supporting small businesses and tackling blight in our most challenged neighborhoods; and better connect workers to jobs and improve transportation equity.

## IMPLEMENTATION

This process has already been transformative for the Capital Region. It has changed the way we see ourselves, the way we work together, and the way we will work together in the future. There has been a mindset shift in the region, and we are confident that we will become an example of exceptional regionalism.

As part of implementation, we are committed to: ensuring strong private sector engagement and input to deliver our jobs and growth goals; driving inter-governmental collaboration to further our efforts to reduce costs, trade best practices, and achieve scale benefits across our region; and continuing to increase our connectivity across our counties to capture the benefits of working and implementing as one region.

We have designed our delivery unit to be as lean as possible—and will rely on strong, pre-existing organizations as implementing partners wherever possible. This delivery unit will play a key role in ensuring that the allocating of any URI funds across our strategies delivers the maximum potential return on investment:

Strategy	Recommended URI allocation
Next-Tech	\$120-205M
Gateway	\$90-100M
Talent	\$40-55M
Lift-off	\$40-65M
Metro	\$120-200M

Please see the Implementation section for more information on our implementation plan and approach.

In five years, our current optimism will be proven by a Capital Region that is on a fundamentally different economic trajectory. Our cities will be vibrant, stronger, and growing. Thousands of young families will have moved into the region. Our most challenging neighborhoods and schools will be better performing, healthier and safer. Thousands of previously un- and under-employed residents will be thriving in new jobs. Our local companies will be recognized nationally for their innovations and will be playing critical roles in the revitalization of Upstate New York. The culture and mindset of the Capital Region will be fundamentally different—and every visitor will be able to feel it. In short, through the implementation of this plan, we will deliver a Capital Region worthy of being home to the capital of the Empire State.

# CAPITAL 20.20

## OUR APPROACH

## OUR APPROACH

Governor Cuomo’s launch of the Upstate Revitalization Initiative (URI) is a “once-in-a-lifetime” opportunity – and we responded as a region to invest in this opportunity with a team and process that was custom-tailored for the URI, and designed to ensure that our submission is:

- Based on data and evidence
- Bold and innovative
- Community-driven and inclusive
- Equity focused

Given the incredible opportunity that the URI represents and its different objectives, criteria, and process from the traditional Consolidated Funding Application (CFA) process, the CREDC chose to create the Capital Region URI Advisory Council as a working team reporting to the CREDC. This group was comprised of regional leaders from both the public and private sectors and was responsible for developing our URI plan and submitting it to the CREDC for their comments, review, and endorsement. This Advisory Council also recruited a consortia of local donors who raised the funds to contract with a globally recognized consulting firm to ensure that the Capital Region’s plan was data-driven, informed by global best practices, and aligned with private sector needs and trends.

As a result of this process, ours is a submission that will have transformative impact led by the private sector, was designed by our community, is based on data and true assets, and is one that ensures that our next decade of tremendous economic growth will also reach and benefit our neediest residents.

## DATA DRIVEN AND EVIDENCE BASED

Our plan is based on a detailed and fact driven understanding of our current strengths and assets. Every claim and proposal that was suggested was tested and verified with data whenever possible. This evidence-based approach allowed us to confirm many beliefs, debunk long-held myths, and develop a collective perspective on what our priority challenges and opportunities should be.

### For example, as part of this process we:

- Reviewed over 25 regional economic development reports and diagnostics on a range of sectors and previous programs
- Created a 50-page data gallery that was walked-through by our Advisory Council; we shared a subset with local stakeholders through our town hall sessions
- Reviewed in detail the University at Buffalo Research Institute's (UBRI) Regional Assessment and leveraged their extensive database
- Collaborated with UBRI to identify deep-dive diagnostics in Workforce Development and Tourism, including best practice case studies which informed many of our strategies
- Conducted a quantitative "quality of life survey" with Capital Region residents
- Engaged over 1,000 stakeholders through the Regional Alliance for the Creative Economy, receiving hundreds of ideas
- Reviewed the needs assessment surveys of non-profit organizations, representing over 6,000 constituents

## BOLD AND INNOVATIVE - YET REALISTIC

As a region, we want to ensure that our URI plan is not a wish list, but rather a bold and realistic economic development strategy. This required us to set two critical parameters. First, that the Capital Region is not only competing with the other upstate regions, but is competing with the entire country and globally. Second, that the bar for good ideas is real, documented private sector interest – ideas that would be funded even if the URI was not available.

To deliver on this heightened boldness we engaged over 100 external subject matter experts, developed and analyzed external case studies for every short listed idea, spoke to private sector players outside of our region, and tested ideas with potential investors.

## COMMUNITY DRIVEN AND INCLUSIVE OF A WIDE RANGE OF VOICES

It was critical to mobilize the energy and insight of our residents throughout this process – we knew that the best ideas for transforming our region would come from individuals in our community working together. We ensured that as part of this process all segments of the community were given a voice, and that the quality of engagement were deeper and better than ever before.

As part of this process we had more than 6,000 quality engagements, including specific actions with our: universities, community colleges, non-profit leaders, religious leaders, business leaders, human resources professionals, elected officials, students, young professionals, urban, rural and suburban residents, veterans, unemployed, and many others.



CAPITAL 20.20  
OUR APPROACH



Town hall meeting in Schenectady County at Proctors.



Committee member Omar Usmani addresses the attendees at the town hall meeting in Albany County.

**Our process for ideation involved the use of a number of tools. Here are some examples.**

- Non-profit leaders co-developed a white paper for submission to the Advisory Council
- Convened CEOs of small- and medium-sized manufacturing companies in 1:1 discussions and focus group through the Chief Executive Network
- Connected with human resources leaders from leading companies across the region to discuss critical workforce development issues
- Interviewed a majority of the leaders of our higher education institutions
- Two-hour session with elected officials and multiple 1:1 sessions with elected officials across the region
- Multiple sessions with our region’s Industrial Development Agencies (IDAs) to understand county-specific needs and priorities
- Over 300 in-person interviews with key local stakeholders and experts
- Mobilized the Creative Economy Advocates to canvas the region and engaged hundreds of residents where they live and work
- Attended the Creative Economy sessions where real problem solving and idea generation took place
- An integrated social media strategy across our website, Facebook, and Twitter page – engaged residents across all of our counties



Advisory Council members Mayor Kathy Sheehan, Charles Wait, and Dr. Robert Jones discuss the design of potential initiatives.

As a result of this engagement, over 500 specific URI ideas were submitted by our community – and then thoroughly evaluated.

Importantly, as a result of this engagement, our strategies have been developed by those who will have to own and implement them. For each strategy, “Design Teams” were created to set the vision, define the details, and plan for implementation. These groups have been working intensely during the last one-to-two months of this process.

## EQUITY FOCUSED AND INCLUDE HARD-TO-REACH COMMUNITIES

This plan is about catalyzing economic growth, but it is also about inclusive growth. To ensure this, we are building on the focus and success of the Opportunity Agenda and specific initiatives like Community, Opportunity, Reinvestment Initiative (CORe) and the Veterans Jobs programs. We are committed to making sure employment-challenged communities and individuals are instrumental drivers of this plan.

The diagnostic work conducted by UBRI and the additional data collection and analysis the team prepared identified pockets of inequality that we must tackle. For example, the data uncovered stark differences in unemployment levels by race and educational attainment; it also identified serious attainment gaps between different groups on third grade and eighth grade assessments. These differences are unacceptable and have influenced several of our initiative design choices.

We are proud that all five of our strategies have direct impact on the most economically disadvantaged communities. In addition, the strategies will have a direct presence and impact in some of our most challenged neighborhoods. This submission tackles the issue of equity in a broad and cross-cutting way. To ensure that this ideology is carried through, we have set a specific performance target associated with reducing poverty.

# LETTER OF SUPPORT FROM OVER 55 CAPITAL REGION NON-PROFIT AND COMMUNITY LEADERS

## Nonprofit Economic Development Council

c/o CEO  
 2331 Fifth Avenue  
 Troy, New York 12180  
 518-272-6012 ext. 285

September 28, 2015

The Honorable Andrew M. Cuomo  
 Governor of New York State  
 NYS State Capitol Building  
 Albany, NY 12224

Dear Governor Cuomo:

On behalf of the more than 40 Capital Region non-profit organizations that comprise the recently-formed Non-Profit Economic Development Council, it is with great pleasure that we submit this letter of support for the Capital Region’s Upstate Revitalization Initiative submission. It has been a privilege to participate in the process by providing input and actively contributing to the design of several of the initiatives proposed by the Capital Region Regional Economic Development Council (REDC).

We appreciate the outreach done by the Capital Region REDC to our organizations and constituents as part of this process – which was even more engaging and collaborative than in previous years. Further, we are grateful for the opportunity to represent our low-income and marginalized constituents as crucial populations to be considered in our goals for economic development throughout our region. We fully support the Capital Region REDC’s position that any regional economic development strategy must be designed to also help address our region’s pockets of poverty and inequality and are very encouraged that the co-chairpersons have made it clear that addressing inequality is one of our region’s top priorities.

We very much look forward to continuing our collaboration with the Capital Region REDC to develop opportunities for all Capital Region residents. We are committed to playing a key role in the implementation of the Council’s initiatives across our eight-county region.

Thank you, again, for this opportunity.

Sincerely,

The Members of the Non-Profit Economic Development Council

**Patrick Madden, Executive Director**  
 Troy Rehabilitation and Improvement Program  
 Rensselaer County Housing Resources

**Tina Sharpe, Executive Director**  
 Columbia Opportunities, Inc.

**Sheena Salvino, Executive Director**  
 Hudson Development Corporation

**Lillian Moy, Executive Director**  
 Legal Aid Society of Northeastern New York

**Rev. Donna Elia, Executive Director**  
 Troy Area United Ministries

**Abbe Kovacik, Executive Director**  
 Capital District Child Care Council

**Anita Paley, Executive Director**  
 Saratoga County Economic Opportunity Council, Inc.

**Richard Zazycki, Executive Director**  
 Circles of Mercy, Inc.

**Jesse Marshall, Executive Director**  
 Margination

**Debbie Schimpf, Executive Director**  
 Schenectady Community Action Program

**Rev. Joyce Hartwell, President**  
 Life Craft Foundation, Inc./Artist All-Faith Center

**Amy Klein, Executive Director**  
 Capital Roots

**Christine Schudde, Executive Director**  
 Habitat for Humanity Capital District

**Chris Burke, Executive Director**  
 Unity House

**Katherine Maciol, President/CEO**  
Commission on Economic Opportunity, Inc.

**David Brown, President & CEO**  
Capital District YMCA

**Christopher T. Burke, Executive Director**  
Northeastern Association of the Blind at Albany

**Rosemary (Rowie) Taylor, Executive Director**  
YWCA of Schenectady dba YWCA of NorthEastern  
New York

**Melinda Burns, Co-Chair**  
CA\$H Coalition of Greater Capital Region

**Rev. Phillip Grigsby, Executive Director**  
Schenectady Inner City Mission

**Neenah Bland, Executive Director**  
Albany Community Action Partnership

**Tracy Pitcher, Executive Director**  
St. Paul's Center

**Madelyn Thorne, Executive Director**  
Habitat for Humanity for Schenectady County

**Brad Shear, Executive Director**  
Mohawk Hudson Humane Society

**Florence Ohle, Executive Director**  
Community Action of Greene County

**Shane Bargy, Executive Director**  
Boys & Girls Club of Schenectady

**Megan Quillinan, Executive Director**  
Mechanicville Area Community Services Center

**Kathleen Bronson, Executive Director**  
Albany County Land Bank Corporation

**Mary Ann Allen, Executive Director**  
Wildwood Programs, Inc.

**Joe Gallagher, Executive Director**  
Mohawk Opportunities, Inc.

**Brian T. Hassett, President & CEO**  
United Way of the Greater Capital Region

**Elaine Frazier, Executive Director**  
Capital Area Urban League

**Kim Sheppard, Executive Director**  
Bethesda House of Schenectady, Inc.

**Stephanie Lane, Executive Director**  
Galvan Housing Resources, Inc.

**Karla DiGirolamo, CEO**  
NYS Community Action Association

**Dr. Peter R. Sawyer, Director of the Center for  
Service Learning and Civic Engagement**  
Hudson Valley Community College

**Kirk Lewis, Executive Director**  
Schenectady ARC

**Scott Jarzombek, Executive Director**  
Albany Public Library

**Kevin O'Connor, Executive Director**  
Joseph's House

**Vincent Colonno, CEO**  
Catholic Charities for the Albany Diocese

**Jeff Clark, Executive Director**  
Habitat for Humanity Northern Saratoga, Warren and  
Washington Counties

**Ladan Alomar, Executive Director**  
Centro Civico

**Amy Malloy, Administrative Director**  
Heroes at Home  
Pf. Dwyer Veterans Peer Support Program

**Deborah Damm-O'Brien, Executive Director**  
DePaul Housing and Community Services

**Amy Colsante, Executive Director**  
The Mental Health Empowerment Project

**Angela Hebner, Director of Peer Support Services**  
Peer Connect 518

**Marianne Briggs, Director**  
The Empowerment Exchange

**Jeff Clark, Executive Director**  
Habitat for Humanity  
Northern Saratoga, Warren, and Washington Counties

**Karen Carpenter Palumbo, Executive Director**  
Vanderheyden Hall

**Elizabeth Reiss, CEO**  
The Arts of the Capital Region

**Angela Brust-Balugun, Director**  
Youthbuild

**Richard Homenick, Executive Director**  
Schenectady Housing Municipal Authority

**Gareth Crawford, President & CEO**  
Carey Institute for Global Good

**Kathy Varney, Coordinator**  
Creating Healthy Places to Live, Work, and Play  
Warren and Washington County

**Elizabeth M. Miller, Executive Director**  
Capital District Women's Employment & Resource Center  
(WERC)

**William Schwerd, Executive Director**  
Cornell University Cooperative Extension of Washington  
County

**Bernadine Wiesen, Executive Director**  
Cornell Cooperative Extension of Rensselaer County

**Chuck Brooks, Executive Director**  
Cornell Cooperative Extension of Columbia and Greene  
Counties

CAPITAL 20.20  
**REGIONAL ECONOMIC  
PERFORMANCE**

## REGIONAL ECONOMIC PERFORMANCE

This plan is built on a detailed and robust self-understanding of the Capital Region’s economic performance and health—our specific assets, strengths, challenges, and opportunities. This fact base was gathered through a combination of extensive data analysis, a comprehensive review of prior reports and other literature surveys of residents, interviews with regional stakeholders and other economic and industry experts, and other forms of stakeholder engagement. We are thankful to the support provided by the University at Buffalo Research Institute (UBRI) throughout the process.

### SUMMARY OF REGIONAL ECONOMIC PERFORMANCE

As a region we are committed to sustained, vigorous, inclusive growth through this transformative economic-development plan. Our diagnostic has made clear what we need to focus on to achieve our objective. While the Capital Region has experienced positive growth since the recession, that expansion has been tepid. Furthermore, as we look forward, headwinds from a shifting balance between the public and private sectors and changing demographics will only make it harder to maintain positive growth.

To meet our objective, this diagnostic helped us identify and prioritize four economic drivers our plan focuses on:

- **More jobs.** While job growth has been positive in the recent past, our region has not kept up with peers. Enabling the Capital Region’s private employers to create jobs is our top priority, particularly given the decline in public-sector employment.
- **More people.** Our population has been growing slowly and has been aging. To expand our workforce, we must focus on attracting and retaining residents, and on increasing labor-force participation.
- **Higher productivity.** Our productivity growth has declined, putting pressure on our long-term competitiveness and our ability to improve living standards. Increasing productivity will require targeted growth in our most productive sectors and up-skilling Capital Region residents.
- **More inclusive.** Our recent growth has been unequal, particularly between different segments of our population. The Capital Region aspires to be more inclusive, so we must work to broaden labor participation and to revitalize our urban core, where poverty is concentrated.

While addressing these drivers will be a challenge, our analysis reveals that the Capital Region has the assets to succeed. First, we have the talent that every high performing economy requires. In particular, we have high levels of educational attainment with many in the STEM disciplines.

Second, the Capital Region, as home to the state capital, is ideally located relative to domestic and international major metropolitan areas and has the crucial infrastructure (e.g., ports, major highways) to move people and products throughout the region. This matters because we are only one day's drive to over half of the purchasing power of North America.

Third, our region has an increasingly diversified economy with a range of sectors that are growing. The overall role of government is decreasing as an employer, and we have an opportunity to support multiple sectors and quickly react to positive market trends and opportunities. Our core sectors with the greatest potential for growth are technology and research and development, transportation and logistics, higher education, and the

creative economy, tourism, and agriculture. Each has several world-class players that serve as anchors and a strong local ecosystem that will ensure long-term sustainability.

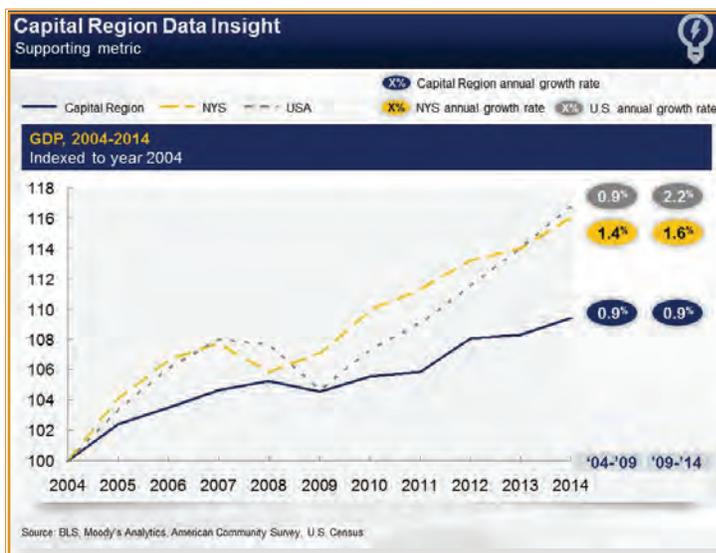
Fourth, we are home to a thriving entrepreneurial environment. According to the UBRI, the region leads Upstate New York in innovation, and we have a strong infrastructure to support these entrepreneurs from a scientific accelerator to shared spaces for creative professionals.

Fifth, the Capital Region is in the midst of a collective mindset shift. Fostered by necessity and enabled by technology, we are re-envisioning how we see ourselves. We are erasing the entrenched, parochial divisions that have too long defined the area and impeded progress. The recent examples of this unity are striking, and they form the basis for further, deeper collaboration.

The following section summarizes some of the key insights from our macroeconomic diagnostic.

## THE CAPITAL REGION'S ECONOMY IS IN TRANSITION

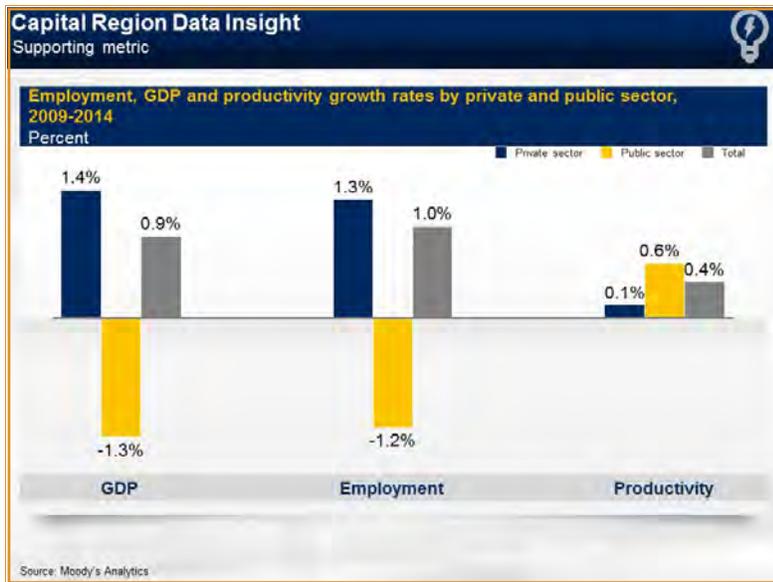
The Capital Region is an indispensable driver of New York State's economy<sup>1</sup>. In the recent past, we have experienced positive, but weak GDP growth. Since 2009, the Capital Region GDP grew at 0.9% per year (U.S. GDP grew at 2.2% per year during this period) and the Albany-Schenectady-Troy metro area, which accounts for roughly 70% of the Capital Region's GDP, grew at 1.6%.



However, the region faces several headwinds to continued growth for our economy and our people. First, the underlying contributors to our economy are shifting: as the public sector is right-sized the private sector needs to drive Capital Region GDP growth even more than it has in the recent past; recent productivity growth is low relative to previous time periods; and our population is aging and our growth is nearly flat. Second, while most of our residents have weathered the transition given growth in median household income and a lower unemployment rate, uneven growth across the region means we have an obligation to create stronger and more inclusive growth going forward.

## HEADWINDS FACING THE CAPITAL REGION ECONOMY

The Capital Region’s ability to maintain positive GDP growth faces several challenges at an economy-wide level.



The Capital Region economy, which has traditionally had a strong dependence on the public sector for GDP and employment growth, is increasingly reliant on the private sector as the main growth engine. This is a very positive development. However, productivity challenges are becoming evident as a result of this transition from public to private. At the same time, the region is experiencing demographic challenges with nearly flat population growth and lower labor force participation, despite a large influx of young people from a strong higher education sector.

Since his election in 2010, Governor Cuomo made great strides in right-sizing the government. As a result, the slowed rate of government expenditures and consumption resulted in a contraction of public sector GDP by 1.3% per year and an overall decrease in public sector GDP by ~4.5% in absolute terms. In 2014, the public sector contributed ~18% of the Albany-Schenectady-Troy metro area’s total GDP down from ~20% in 2009, a ~10% drop in absolute terms and the largest drop among peers that are state capitals. But the public sector is still important to the Capital Region: Government remains the largest Capital Region employer at 22% of employment, but employment in government dropped by 5% between 2010 and 2014 (from ~123,000 jobs to ~117,000 jobs).

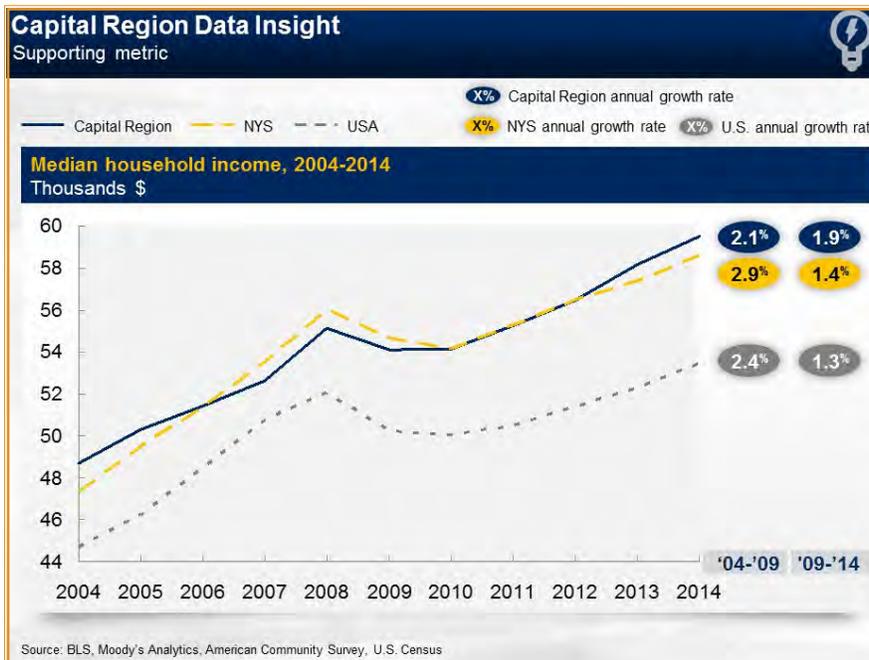
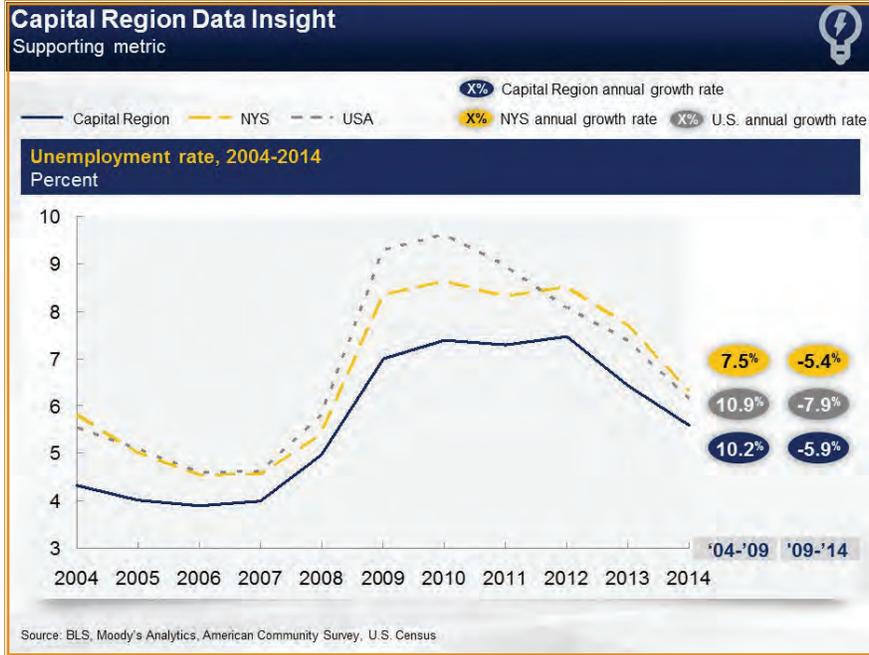
**During the same time period, the Capital Region private sector has experienced strong GDP growth.**

Between 2009 and 2014, the Capital Region’s private sector grew at 1.4% per year with overall private sector GDP increasing by 6.9% between 2009 and 2014 in absolute growth. According to *INC Magazine*, the Capital Region is home to 15 of the fastest growing companies in the U.S.—a clear sign of a positive private-sector growth trajectory. During this same time period, private-sector GDP for the Albany-Schenectady-Troy metro area grew at 2.1% per year, which is two percentage points higher than the median annual private sector GDP for peers with a state capital.

**State-wide investments have been crucial to private-sector growth in the Capital Region.** For example, the investment in GlobalFoundries and the expansion of SUNY Poly’s Colleges of Nanoscale Science and Engineering (CNSE) have driven strong growth in the technology sector. CFA funding in the past several years has contributed to key infrastructure projects, including expansion of the Albany airport’s maintenance facilities, broadband installation throughout the region, and installation of a paperboard mill in Rensselaer County. Governor Cuomo’s visionary START-UP NY and NYSUNY 2020 initiatives have driven growth in and around the Capital Region’s higher education sector.

## RESILIENCE IN LIGHT OF OUR ECONOMIC TRANSITION

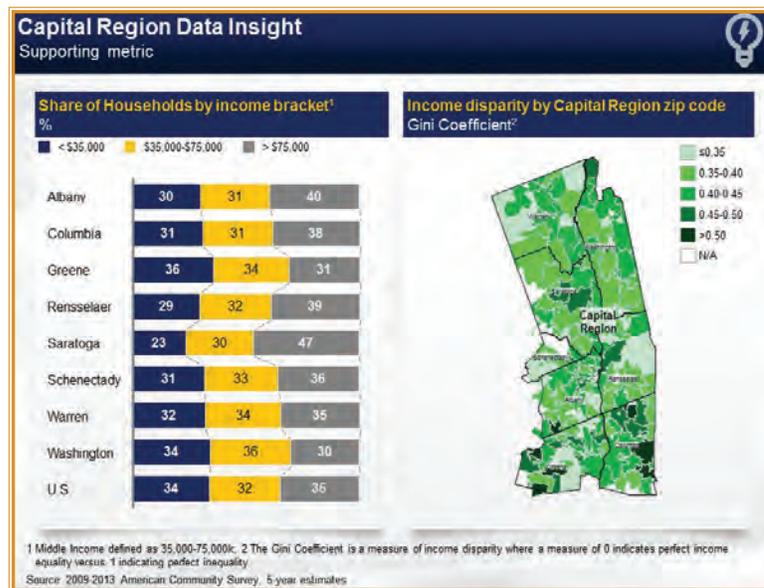
Overall, Capital Region families and individuals have weathered the economic transition reasonably well. At the topline, Capital Region median household income, at ~\$57,000, grew at ~1.9% per year between 2009 and 2014, slightly better than the 1.4% annual growth for New York State and 1.3% for the U.S. Moreover, at a regional level, unemployment in the Capital Region is low. At ~5.6% in 2014, Capital Region unemployment was below the peer median rate of 6.1%<sup>2</sup>. After reaching an unemployment rate of 7.5% in 2012 after the recession, like all peers, unemployment in the Capital Region decreased between 2009 and 2014.



However, progress has been uneven and some residents have been left out. Despite positive topline performance, income inequality persists in the Capital Region both between and within counties.



Saratoga County has the highest median household income at just over \$73,000, while Greene County lags all other counties with a median household income of \$48,600. The most extreme income inequality is in Albany's urban core and parts of the southern counties. Each of these areas have zip codes with Gini Coefficients greater than 0.5<sup>3</sup>. For reference, the U.S. Gini Coefficient is 0.38 and the Gini Coefficient for New York State is 0.499, which is the highest in the U.S. Addressing income inequality will be critical to achieving future inclusive growth.



## ECONOMIC IMPERATIVES FOR THE CAPITAL REGION

Moving forward, the Capital Region is committed to continued growth—but growth that exceeds our recent performance, that is sustainable, and that is inclusive of all of our residents. This diagnostic has made clear the path to achieve this kind of growth: we need **more jobs, more people, higher productivity, and broader labor participation** from historically disadvantaged members of our community.

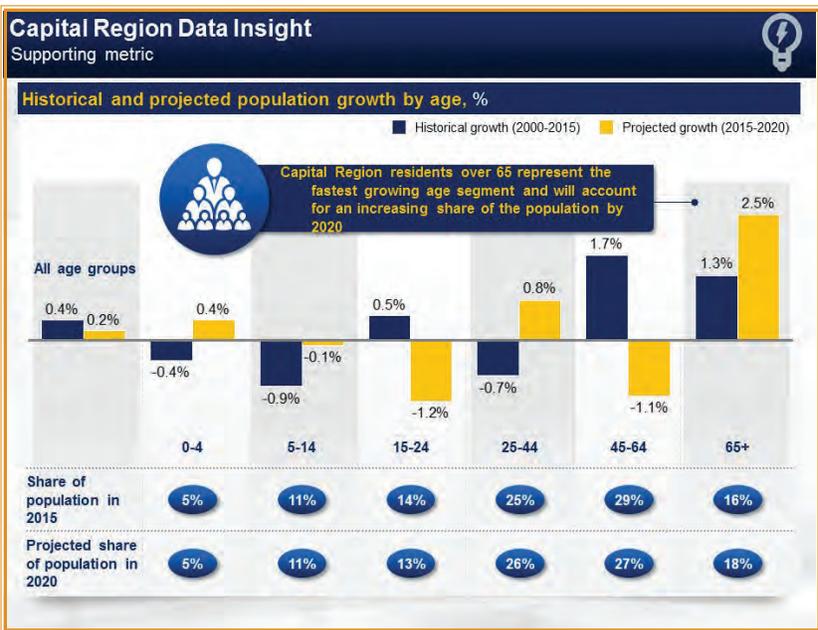
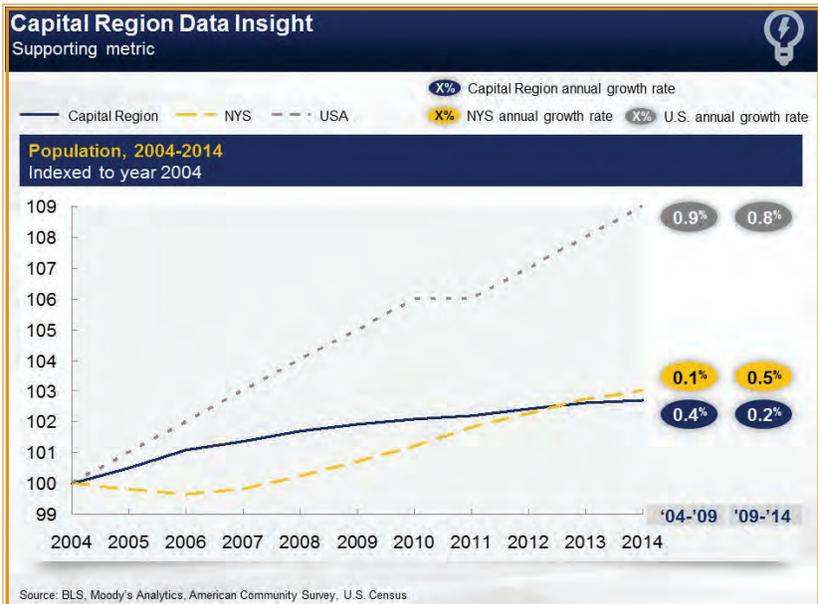
### More jobs: Creating more employment opportunities

Between 2010 and 2014, ~21,000 jobs were created in the Capital Region, an overall annual growth rate of 1%. Private-sector employment, growing at an annual rate of 1.3%, contributed ~27,000 new jobs, while the public sector shrunk by 1.2% per year and decreased by ~6,000 jobs. However, our job growth lagged peers. Between 2010 and 2014, peers with state capitals added an average of ~28,000 jobs—an average of ~28,500 from the private sector and a loss of ~500 jobs in the public sector. To grow in line with and compete with peers, we must increase employment growth for the Capital Region.

## More people: Growing our population and expanding our workforce

**Population growth in the Capital Region has steadily declined over the past 25 years.** Between 2010 and 2015, population growth was nearly flat at 0.15% growth per year, which was slower than U.S. (0.8%) and New York State (~0.5%) averages. At the current rate of economic development, population growth is expected to stay nearly flat at 0.15% growth per year through 2020.

**The Capital Region also has an aging population.** Between 2000 and 2015, younger cohorts contracted (the population of those aged 0-14 shrank by 0.8% per year), while older cohorts grew rapidly (the population of those aged 45-64 grew by 1.7% per year and those aged 65+ grew by 1.3% per year). Looking ahead, Capital Region residents over 65 are projected to be the fastest growing age group from 2015-2020 at 2.5% growth per year and will account for an increasing share of the population (moving from 16% of the population in 2015 to 18% of the population in 2020). Given nearly flat population growth and an aging population, the Capital Region must focus on attracting and retaining residents for future growth.



**Since 2008, the Capital Region labor force<sup>4</sup> has shrunk.** The labor force decreased from almost 570,000 people in 2008 to just under 544,000 people in 2014. Before 2008, the labor force in the Capital Region was growing. According to a 2015 report from the New York State Comptroller on employment trends, the U.S. and New York followed a similar trend of growth prior to the 2008 recession and contraction after the financial crisis. However, the U.S. labor force rebounded to pre-recession levels in 2012 and 2013, and then contracted again marginally in 2014. As discussed above, the Capital Region's population is aging, leading to a smaller share of the population available for the labor force. The recession may have also played a role in lower labor force participation, as many long-term unemployed workers have stopped searching for work. Encouraging disenfranchised residents no longer looking for work to participate in the workforce will be important for both our growth and equity goals.

**Up to a tenth of Capital Region residents may be unemployed or underemployed.** As discussed, the Capital Region unemployment rate is relatively low at 5.6%. In addition to the official unemployment rate, the Bureau of Labor Statistics tracks “underemployment” at the national and state level<sup>5</sup>. For New York and the U.S., the rate of underemployment is ~1.9 times the official unemployment rate. Given this ratio, the rate of underemployment in the Capital Region could be as high as 10.6%. Strategies focused on getting more people into jobs will not alone be sufficient in recapturing those disenfranchised from the workforce. We must focus on up-skilling residents to combat underemployment in the Capital Region.

### Higher productivity: Increasing our economy's productivity

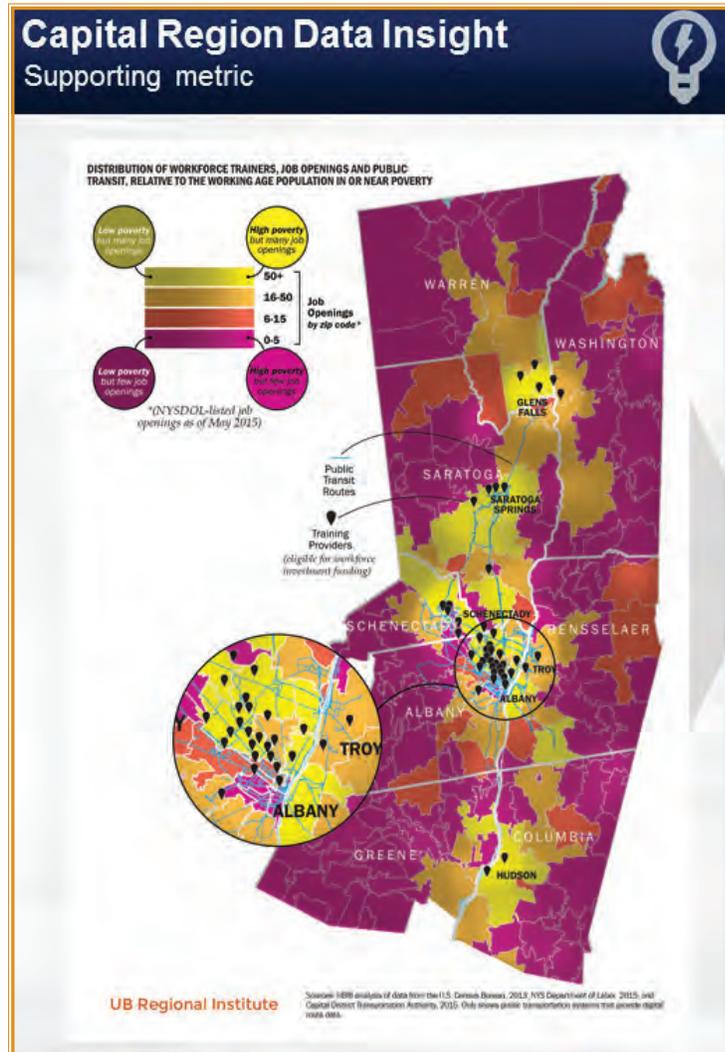
**Between 2009 and 2014, productivity growth in the Capital Region was nearly flat at ~0.3%.** This growth was on par with New York State, at 0.4%, but behind the U.S. productivity growth rate of 1% per year, though longer-term productivity growth for the Capital Region was 1.4% per year from 1995 to 2009. Between 2009 and 2014, productivity growth was positive for both the private and public sectors, with private-sector productivity growing at 0.1% per year and the public sector showing stronger productivity growth at 0.6% per year.

Productivity growth is critical for higher living standards and for long-term economic growth and competitiveness. Productivity gains make it possible for an economy to grow faster than its workforce. Higher economy-wide productivity can come from growth in high-productivity sectors, as well as up-skilling workers to increase productivity in a particular sector. For the Capital Region, private-sector productivity growth will need to increase given the private sector's rising share of total Capital Region GDP.

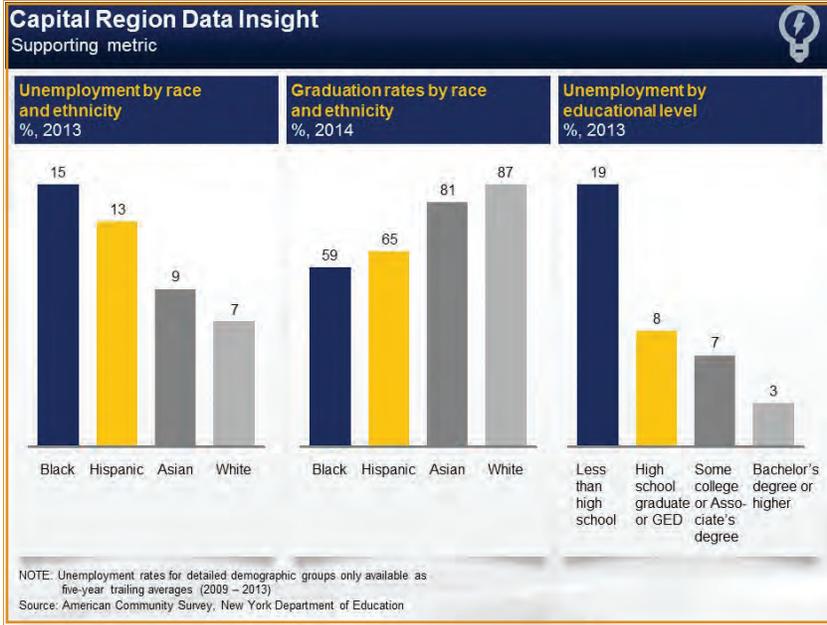
**Productivity varies greatly by sector in the Capital Region.** The top three sectors for employment—government, healthcare, and retail trade—are largely non-tradable sectors where growth is limited by local population size. Our most productive sectors that are growing—information, wholesale trade, finance and insurance, and professional services—only account for less than 15% of total Capital Region employment. Also, between 2014 and 2020, most of these sectors are expected to grow more slowly than the overall economy has grown since 2004 (0.9% per year). Manufacturing, a sector with high productivity, is shrinking and only accounts for 6% of employment (down from 10% in 1990). The Capital Region's future growth strategies must focus on spurring growth in highly productive sectors to offset slower and declining growth in these sectors.

**More inclusive: Broader participation in the workforce**

Over 155,000 working-age individuals (aged 16-64) in the Capital Region are vulnerable (individuals earning income less than 200% of the federal poverty line). While the Albany-Schenectady-Troy metro area accounts for ~20% of the region's working age population, it accounts for 35% of the vulnerable population. Another third of the vulnerable population live in rural areas. Connecting these vulnerable populations to more and better employment opportunities is essential to the kind of inclusive growth the Capital Region seeks.

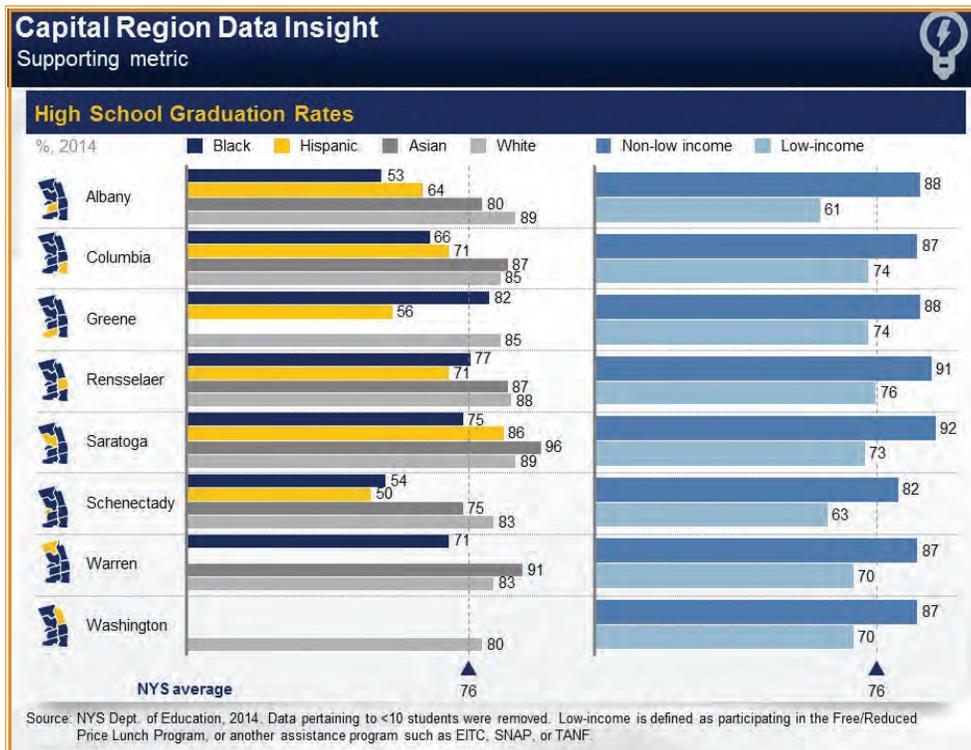


**The vulnerable population is concentrated in traditionally hard-to-place groups.** These groups include residents with a high school diploma or less, part-time workers, single parents, those without access to transportation, and homeless residents. Over 126,000 residents do not have a high school diploma and over a quarter of these residents are in poverty. Of the 85,000 part-time workers in the Capital Region, ~26% are in poverty and 70% of part-time workers in poverty live in the Albany-Schenectady-Troy metro area. There are approximately 19,000 single-parent households in the Capital Region; over half are in poverty and 70% of those in poverty are in the Albany-Schenectady-Troy metro area. About 24,000 residents in the Capital Region do not have access to a vehicle and 75% of these residents live in the Albany-Schenectady-Troy metro area. There are roughly 1,200 homeless Capital Region residents, and over half of these residents live in Albany County.

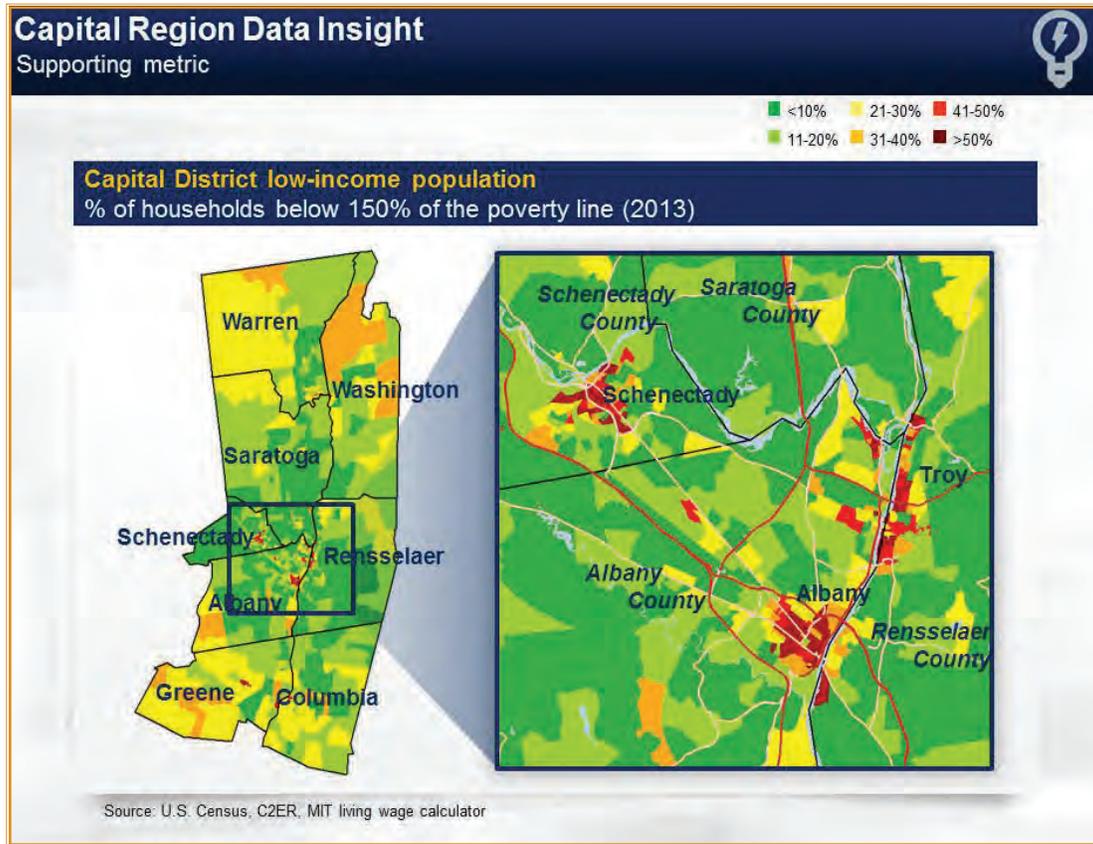


Unemployment rates and educational attainment in the Capital Region vary by race and income. In 2013, unemployment rates for black and Hispanic residents were nearly twice that of white unemployment. Nearly 20% of residents with less than a high school degree were unemployed, which is more than twice the unemployment rates for high school graduates (8%) and those with some college or an associate degree (7%), and nearly six times higher than unemployment for those with a bachelor's degree or higher (3%).

Education outcomes follow a similar pattern. Nearly nine out of ten white residents (87%) graduate from high school, compared roughly six out of ten for Hispanic residents (65%) and black residents (59%). Across the Capital Region, high-income students have a graduation rate of 88%, while low-income students (defined as participating in the Free/Reduced Price Lunch Program, or another assistance program such as EITC, SNAP, or TANF) graduate at a rate of 68%. Approaches to reducing unemployment must take into account disparities across race and educational attainment to get Capital Region residents into jobs.



Nearly 12% of Capital Region residents are living in poverty. However, disparity across race underlies this number and poverty rates by race vary greatly. A little more than 9% of the white population in the Capital Region is in poverty versus nearly 28% of the Hispanic population and almost 29% of the black population. At least a quarter of female-headed households (with at least one child) are in poverty in each county. Over two-thirds of households receiving food stamps are working families.



**Concentrated poverty (>30% of the area below the poverty line) is clustered in the urban core.** Albany, Schenectady, and Troy have the highest rates of poverty, with 25%, 24%, and 28% of their populations in poverty, respectively. Together, these three areas are home to nearly half of the Capital Region’s population that is in poverty. The rate of poverty for children (under 18) is even higher in these areas, with 32% of the 18-and-under population in Albany in poverty, 42% in Schenectady, and 46% in Troy. Interventions to reduce childhood poverty should be focused in urban areas, as nearly 55% of all children in poverty in the Capital Region live in the Albany-Schenectady-Troy metro area. Addressing poverty in the urban core must be part of any growth strategy for the Capital Region.

### STRONG ASSETS TO BUILD UPON

**The Capital Region is poised for growth.** To build on our positive trajectory, the Capital Region will leverage like never before its key assets: talented and well-educated people, prime location, prioritized industries and sectors poised for growth, and increasing regionalism. Each of the Capital Region’s key assets below is discussed at length in the strategy sections of this document.

**Asset: Our human capital**

**The Capital Region has high overall educational attainment.** The region's levels of college attendance and attainment are ahead of state and national averages at 62% vs. 58% attendance and attainment for both the U.S. and New York State. Nearly 18% of all Capital Region graduates earn a STEM associate or bachelor's degree.

**Asset: Our location**

**The Capital Region is home to the New York State capital and ideally located among major metropolitan areas.** As the state capital, the Capital Region is the seat of the New York State government, which is an anchor for talent and consumption. Also, the Capital Region is centrally located in the heart of the U.S. northeast, only one day's drive to over half of the purchasing power of the North America. Located at the intersection of two major highways, I-90 and I-87, the region is equidistant from New York City, Boston, and Montreal (e.g., <3 hours away) and easy reach in all directions to natural and cultural attractions.

**Asset: Our diversified economy**

**The Capital Region has a diversified economy with a range of sectors and industries that contributes to positive employment growth.** Government remains the largest sector for employment in the Capital Region, though its share of employment decreased from 26% in 1990 to 22% in 2014. By 2021, government's share of employment is projected to decline to 21%. On the other hand, the private sector has grown employment by 1.3% per year from 2010 to 2014 on the strength of the contribution of many sectors<sup>6</sup>. This diversification provides a platform to help smooth our transition from an economy dependent on government to one driven by private-sector growth.

While the Capital Region has a strong, diverse economy, our core sectors with the greatest potential for growth are as follows:

- Tech and R&D. Advanced industries is our major economic sector, growing three times faster than the rest of the economy and driving more than half of our exports. Cutting-edge tech firms, including GE and GlobalFoundries, as well as SUNY Poly's CNSE, drive huge economic returns for the region.

- Transportation and logistics. We are well connected to the rest of the northeast and the U.S., and are a prime location for transport and logistics operations.
- Higher education. We are home to 20+ higher education institutions, including world-renowned research institutions, nationally ranked four-year universities and colleges, distinctive community colleges, as well as being home to both SUNY System Administration and the State Education Department.
- Creative Economy. Our Creative Economy employs over 24,000 residents, and has the second highest concentration of creative professionals when compared to areas of similar size.
- Tourism. We have over 350 tourist destinations, which in 2014 attracted ~\$2.6B in visitor spending and accounted for ~5.6% of total employment.
- Agriculture. Agriculture and local food systems account for ~10% of employment, with local farmers actively transitioning to alternative, high-margin products such as craft beverages, specialty products, and agro tourism.

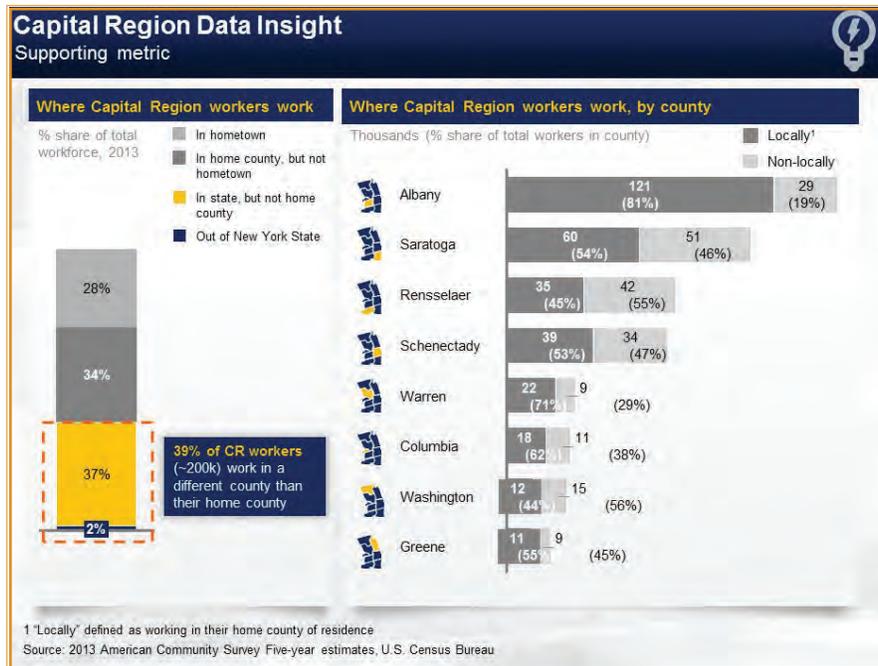
**Asset: Ecosystem for entrepreneurs**

**The Capital Region has a thriving entrepreneurial atmosphere, with a diverse set of business owners.**

This region is more prolific in terms of new and small ventures than any other region in Upstate New York. Since 2009, small-business loan volume has grown by 50%, the fastest rate among the upstate regions. Also, the Capital Region is home to 15 companies on the 2015 *Inc. Magazine's* 5,000 list of fastest-growing companies. The region also has strong support infrastructure to maintain these business owners from scientific accelerators (e.g., Albany Med Accelerator) to shared spaces for creative professional (e.g., the Beahive) to a shared maker space (e.g., the Tech Valley Center of Gravity in Troy).

**Asset: Regionalism**

Fostered by necessity and enabled by technology, the Capital Region is in the midst of a collective mindset shift that is re-envisioning how we see ourselves, erasing the entrenched, parochial divisions that too long defined the area and acted as an obstacle to advancement.



**The Capital Region is an integrated region.** Roughly 39% of Capital Region workers work in a different county than their home county. We have seen examples of multi-county collaboration, such as the coalition of stakeholders from Washington and Warren counties coming together to ensure a healthy Lake George ecosystem.

Collaborative efforts to preserve the health and economic vitality of Lake George, one of New York State’s most iconic tourism and natural assets, is an example of the Capital Region coming together for its shared future. For example, the Lake George Watershed Coalition is a unique partnership between three counties, eight towns, one village, five non-traditional state agency partners and multiple local non-profits and regional economic planning agencies. This group realized that it was only through collective action and coordination that such an essential resource would be preserved for generations to come – for example, launching the incredibly impactful Lake George Nutrient Redox Initiative (LGNRI). Likewise, the Jefferson Project is a unique science-driven collaboration between The FUND for Lake George (a private non-profit), IBM, and

Rensselaer Polytechnic Institute to build in the Capital Region a global best practice example of using data and analytics to understand and protect a critical ecosystem.

**State-wide investments have helped drive growth throughout the Capital Region.** For example, the attraction of GlobalFoundries and the expansion of SUNY Poly’s CNSE have driven strong growth in the technology sector and bolstered the Capital Region’s STEM assets. CFA awards in the past several years have benefited all eight counties. START-UP NY and NYSUNY 2020 have driven growth in and around the Capital Region’s higher education sector, which serves the educational needs of all eight counties.

**LOOKING AHEAD**

**We are highly optimistic about the future of the Capital Region.** We will tackle our challenges head-on by building off our considerable, enduring assets. This transformative economic-development plan lays out the blueprint for a stronger future for the Capital Region and, ultimately, New York State as a whole.

## ENDNOTES

<sup>1</sup>In 2014, the Capital Region's GDP was ~\$62B, the third highest GDP in Upstate New York. The Capital Region has a population of ~1.1M. We have selected a set of peers for the Albany-Schenectady-Troy MSA to understand better the overall Capital Region's performance. The peer set contains nine MSAs with similar GDP and employment characteristics as of 2009, including four MSAs with a state capital. Peers include: Fresno, CA; Omaha-Council Bluffs, NE-IA; Syracuse, NY; Tucson, AZ; Worcester, MA; Columbia, SC; Madison, WI; Richmond, VA; and Hartford, CT.

<sup>2</sup>This unemployment rate is based on BLS seasonally adjusted data, which takes into account variations in unemployment throughout the year and enables peer comparisons. The non-seasonally adjusted unemployment rate for 2014 is 5.2% according to New York Department of Labor.

<sup>3</sup>The Gini Coefficient is a commonly used measure of inequality and coefficients close to 0 signal income equality, while coefficients close to 1 signal income inequality. The Gini Coefficient is calculated by understanding the share of income held by a given percent of the population.

<sup>4</sup>The labor force, as defined by the Bureau of Labor Statistics, is the employed and unemployed who are looking for work and not voluntarily out of the labor force population; older than 16; not incarcerated, institutionalized, or on active military duty. According to the BLS, "labor force growth is an important supply constraint on overall economic growth."

<sup>5</sup>The Bureau of Labor Statistics defines "underemployment" as the total unemployed plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers.

<sup>6</sup>Nine private sector industries (Professional Services; Utilities; Management of Companies; Real Estate; Transportation and Warehousing; Manufacturing; Administrative and Support and Waste Management and Remediation Services Sector; Wholesale Trade; and Management of Companies) are projected to grow at a faster rate than the national average in the next five years.

# CAPITAL 20.20

## STRATEGIES



## INTRODUCTION

The Capital Region's five URI strategies emerged from the intersection of our greatest assets and greatest needs—where and how we can leverage our core strengths to drive growth in our eight counties and beyond. These strategies are backed by distinctive assets, built upon existing momentum and energy, and are supported by our community. We have the vision, resources, and commitment to work as a region to deploy our assets together for the greatest possible impact on the region and state.

Importantly, this is not a plan of a series of individual projects or five separate strategies. Our strategies are mutually reinforcing—they have been designed so that when executed in concert their impact will be greater than if implemented individually. Likewise, we have designed and invested for scale. We are committed to helping these strategies and initiatives scale to support the future revitalization of all of Upstate New York.

In the following five sections—one per strategic area—we describe the scope and scale of what we are talking about. Each strategy section begins with a summary that explains the core idea and its high-level impact. Each section then goes on to provide details at the strategy and initiative level, including: challenges and opportunities being addressed, the assets and existing projects our proposal builds upon, elements of the future detailed design, and expected impact. The job creation estimates that follow include both direct and indirect employment. The indirect employment estimates were calculated using the industry specific RIMS II multipliers produced by the Bureau of Economic Analysis. Where confidentiality allows us, we have also included, the private and public partners who have already—and enthusiastically—committed to driving these initiatives.

## STRATEGY 1

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

The playbook for New York's modern high-tech growth was largely written in the Capital Region. As we continue to refine and improve upon that playbook, we have identified the next two growth horizons where we will replicate it: developing new clusters in health-tech and clean-tech. The Capital Region will help New York assume a leadership role nationally in transforming the healthcare and energy sectors. Upon implementation, this strategy will have created between 10,500–13,000 jobs and ~\$1.6B in GDP over its first five years. These two initiatives will also: save taxpayers billions of dollars, improve social outcomes, and develop companies, platforms, and knowledge that will scale across New York and beyond.

As a region we have a track record of success and a model that works when it comes to technology and advanced industries: we identify and get in front of trends, develop innovative partnerships, and collaborate on state priorities to seize growth opportunities and scale for impact. For example, New York's nanotechnology industry was created and launched in the Capital Region with incredible success, and has now spread to the Mohawk Valley, Finger Lakes, and Western New York. Given our distinctive assets in health, advanced analytics, nanotechnology, energy, and proximity to government, extending into health-tech and clean-tech are our two priority horizons for investment.



This strategy is anchored by two new initiatives:

### Initiative 1: A Capital Region Population Health Technology Cluster

The Capital Region will launch a Population Health Technology Cluster that will transform healthcare in New York State and then be scaled nationally to help overhaul the U.S. healthcare system. The Capital Region has developed a unique consortium of providers, payors, technology companies, community organizations, and government programs to: improve patient outcomes, save New York State billions in healthcare costs, create thousands of new jobs, and attract and launch dozens of new private sector companies.

### Initiative 2: A Capital Region clean-tech cluster

The Capital Region will integrate its technology and energy assets to develop a thriving clean-tech cluster that will be nationally recognized for its industry-leading companies and economic impact. Critical to the success of this cluster will be new investments to develop a clean-tech innovation, commercialization, and training hub in Rensselaer, and build a supportive ecosystem for clean-tech manufacturing in Saratoga. These two initiatives will be supported by targeted efforts to help launch and recruit new clean-tech firms to the region.

As a region, we are also actively exploring opportunities for developing a gov-tech cluster, anchored around our assets in cybersecurity, software, advanced analytics, and IT infrastructure. An ideal place for this sector to grow and be nurtured will be downtown Albany's emerging Soft Warehouse District.

## CONTEXT

The Capital Region has a history of being a powerhouse of knowledge creation and innovation. Bringing discoveries to life has underscored our region's economy from the Industrial Revolution to the Information Age—in sectors across electrical innovations, nanotechnology, pharmaceuticals, polymers, medical devices, and other fields.

Today, Advanced Industries is a locomotive of the Capital Region's economy. It drives more than half of our exports, its employment is growing three times faster compared to the rest of the private sector, and it offers wages two times higher than average local private sector wages. Overall, Advanced Industries represents a large

share of the Capital Region's economy – 19% of private sector GDP and 11% of private sector employment.

### Assets and existing momentum

The Capital Region's journey as a tech leader and innovator started in 1900, when Willis Whitney came to Schenectady and helped found what eventually became General Electric's corporate research and development arm. Today, General Electric is a Fortune 10 company with two of its most important businesses located in the Capital Region—General Electric Global Research Center and its Power and Water Division, which employ over 6,000 people locally, delivering ~\$4B in annual impact to the region's economy.

Years of commitment by New York State leaders and a series of successful high-return investments have established a globally leading nanotechnology cluster in the Capital Region—a nanotechnology industry that is fundamentally transforming the Capital Region and the New York State economy. Our nanotechnology cluster is not just one of the largest sources of high-paying jobs, it is also a magnet for innovation and private investment in the region. One of two main nanotechnology assets in the region is SUNY Poly, the world's most advanced university-driven research enterprise which with more than \$24B in high-tech investments and 300 corporate partners worldwide employs 3,500 people. The other main nanotechnology asset is the leading-edge GlobalFoundries chip fab that stimulated \$13.5B in private investments (more than two times initially planned) and employs more than 3,000 people (nearly three times initially planned).

The Capital Region's nanotechnology cluster is a leading innovator in the semiconductor industry. For example, a next-generation test-chip with a 7nm node was produced for the first time ever in the Capital Region as a result of collaboration between SUNY Poly, GlobalFoundries, IBM Research, and Samsung. This cutting-edge technology will enable up to 20B transistors on a chip the size of a human fingernail.

The nanotechnology boom in the Capital Region has spread to the rest of New York State as a result of the vision and leadership of Governor Cuomo. For example, SolarCity built a \$900M solar panel manufacturing facility in Buffalo, a \$600M photonics institute will be established

in Rochester, and a \$2B AMS AG fab and \$200M General Electric research lab will be established in Utica.

The Capital Region’s R&D Cluster extends beyond nanotechnology. The region possesses a flourishing pharmaceuticals and medical devices cluster that is comprised of research and development located mainly on UAlbany’s East Campus. For example, Regeneron Pharmaceuticals, a rapidly growing \$57B global drug maker with local manufacturing facilities is one of our greatest success stories. Regeneron has seen a 48-times share growth since 2000 and now employs over 1,100 people in the Capital Region.

The success of the Capital Region’s R&D Cluster has been enabled by a diverse ecosystem of 20+ higher education institutions delivering a pipeline of more than 4,000 STEM graduates annually. The interplay between our R&D and Education Clusters creates a unique environment for collaboration and innovation.

**INITIATIVE 1: A CAPITAL REGION POPULATION HEALTH TECHNOLOGY CLUSTER**

**Summary**

The Capital Region will build a Population Health Technology Cluster that will transform the quality and efficiency of healthcare in New York, the U.S., and the world. Inspired by the leadership of New York State, we will build a unique public-private ecosystem that will bring together regional healthcare providers and payors with world-class technology firms, local community organizations, and other partners to share, aggregate, analyze, and mobilize data to enable smarter healthcare solutions. This unique ecosystem for collaboration and innovation will support the launch and refinement of the programs, tools, and companies that will improve healthcare outcomes, decrease per capita costs, improve the care experience, create jobs, and strengthen our economy.

Ten years from now, the Capital Region’s health-tech cluster will have played a critical role in improving the healthcare performance of the entire state by: dramatically improving the health of our residents and curbing projected state healthcare costs by 6-10% (saving ~\$20-45B per year). In the near-term, this

initiative will create ~9,000-11,000 local jobs in the Capital Region during its first five years.

Our ecosystem will include a consortium of committed partners actively collaborating and sharing data and knowledge. There will be a common, central platform for sharing, aggregating, and analyzing population data. “Living Labs” or “Digital Health Labs” will be enabled with the incentives and supports necessary to design and



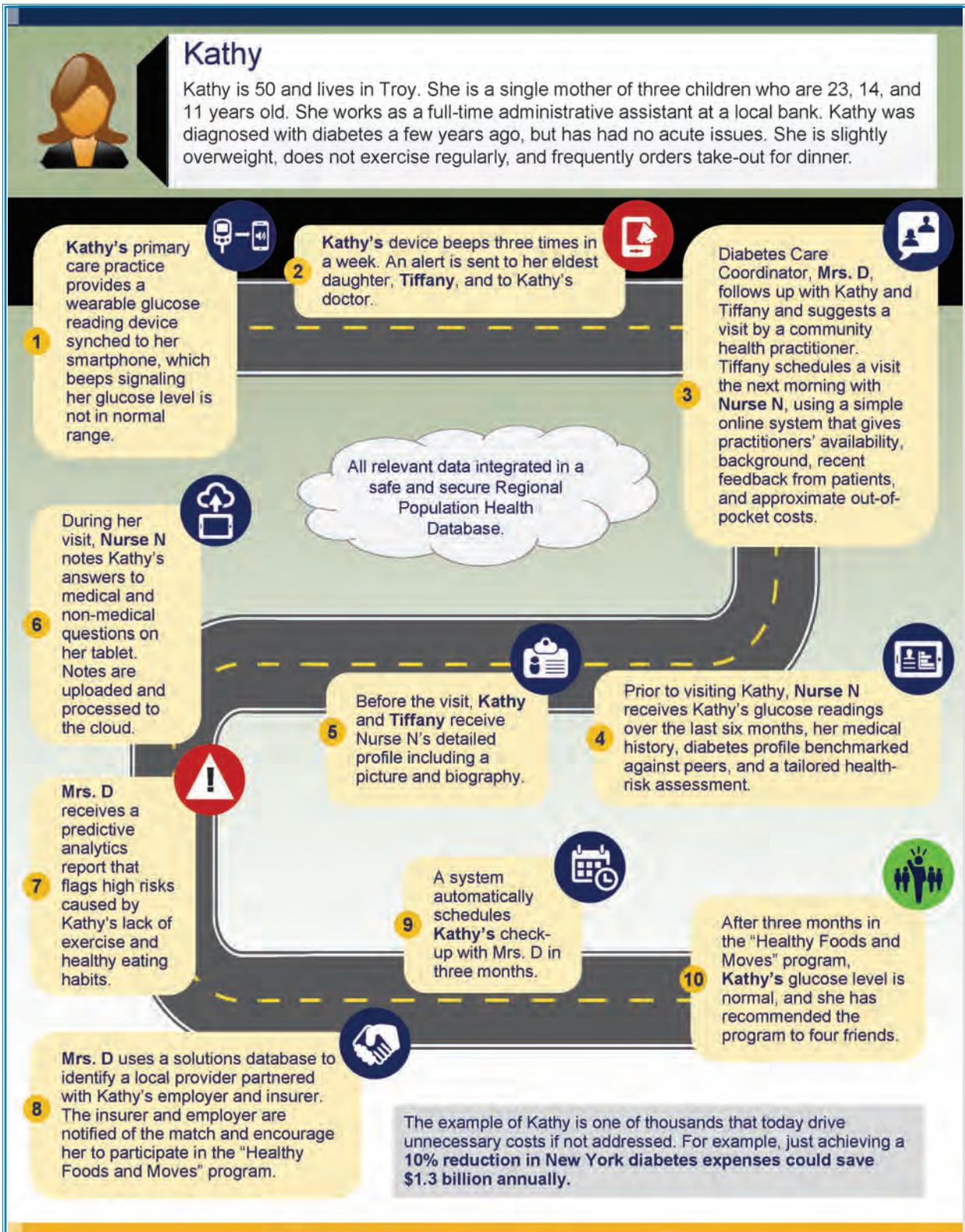
deploy new, better care models. A dedicated funding mechanism will encourage innovation and cooperation, and attract the best established and new healthcare and technology firms to the region. Partnerships with local universities will retrain our local workforce, attract students from across the country, and provide critically important measurement of results and codification of “what works.”





As a result, the Capital Region will become a model example of next generation healthcare—one that will look and feel fundamentally different from today's antiquated system:

- Healthcare decisions will be made with a complete, holistic understanding of patients, including their clinical, personal, genomic, financial, social, and behavioral data.
- Powerful analytics will be harnessed so that bespoke interventions are applied against specific priority populations.
- Interventions will occur earlier, and will be preventative vs. reactive.
- Care will be coordinated at a community level, will be personalized, and will be more comprehensive; and delivery will shift from the hospital to the community and home.
- Care providers will be tech-enabled with hardware and software that improve data collection, diagnosis, and delivery.
- Patient-centered processes and systems will be designed to be practical and logical, allowing for improved access and outcomes.
- Patients will be empowered with the transparency and information they need.
- New types of healthcare workers will emerge to drive end-to-end health monitoring and care delivery.



### Challenges and opportunities

The United States healthcare model is unsustainable and must be transformed. Healthcare spending in the U.S. is \$2.9T and is expected to grow annually by 5.8%—1% faster than expected average annual GDP growth. Waste and inefficiencies are generally estimated to be 30-35% of total healthcare expenditure. And while the U.S. healthcare cost per capita is highest in the world and is twice as large as the average for other developed countries, U.S. life expectancy is ranked only 27<sup>th</sup> out of 34 developed countries.



A small percentage of the population with chronic diseases is driving U.S. healthcare costs: 75% of expenses are triggered by chronic diseases, and more than 50% of expenses are spent on this small percentage of the population. Additionally, the majority of the top healthcare consumers in the U.S. have several chronic conditions. Studies demonstrate that the current lack of emphasis on prevention is a contributing factor toward the skyrocketing costs of care for the chronically ill.

The annual cost of healthcare to New York State government, employers, and residents is approximately \$235B, and is expected to rise to around \$320B in the next five years.

To date, several challenges have prevented us from designing and delivering the healthcare system our residents need. For example:

- Misaligned incentives among government, payors, and providers

- Poor understanding of what are the priority sources of value (e.g., biggest opportunities for improvement, the greatest sources of waste and variation)
- Lack of access to all the right data needed to do analytics and make decisions
- Incompatibility and poor inter-operability across data types and technology tools
- Incomplete knowledge of how to use data to create the right insights
- Lack of good predictive analytical tools
- Inability to get insights to users when they need them and in a way they will use them (e.g., poor understanding of how consumers use health data, lack of training, poor IT interfaces)
- Fragmentation of population health technology tools and sunk costs leading to user fatigue, confusion, and reluctance to try or integrate new products
- Benefit plans that don't motivate consumers to behave differently

To date, many governments, healthcare providers, universities, and technology companies have launched efforts across the country to improve current models. These efforts have begun to show potential for solutions but remain isolated and unable to scale or drive true system change. Whether because of a lack of partnership, lack of coordination, lack of technology, or lack of funding, a true breakthrough has alluded us. The challenge is so important and the potential is so large that one region will eventually need to take the lead in cracking the code. We believe that, with the support of New York State, the Capital Region is where those breakthroughs will happen.

Systematic regional investments to tackle specific healthcare challenges can be powerful engines for economic growth. Healthcare represents over 7% of the U.S. economy (\$1.15T in GDP) and 13% of jobs (18M), and accounted for ~20% of U.S. job growth since 2009. Over half of the economic growth in the U.S. during the 20<sup>th</sup> century can be attributed to healthcare. States have shown how state-supported public-private partnerships in healthcare can create jobs and attract private-sector investment:

- **Texas and cancer research.** In 2007 Texas voters approved a constitutional amendment to establish the Cancer Prevention and Research Institute of Texas (CPRIT) to fund groundbreaking cancer research and prevention programs and services. CPRIT's goal is to expedite innovation in cancer research and product development, and to enhance access to evidence-based prevention programs throughout the state. Under the guidance of its Oversight Committee, CPRIT accepts applications and awards grants for a wide variety of cancer-related research and for the delivery of cancer-prevention programs by public and private entities located in Texas. The \$2.3B in public and private investments made to date have had tremendous impact, by 2014 having been credited with directly creating \$580M in output (real gross product) and 8,000 jobs. After secondary benefits are considered, these values rise to \$3.6B in output and over 37,690 jobs.



- **California and stem cell research.** The California Institute for Regenerative Medicine (CIRM) is a private-public partnership that was established in 2004 after 59% of California voters approved California Proposition 71: the California Stem Cell Research and Cures Initiative. CIRM was created to allocate \$3B in funds for stem cell research in the state, and is overseen by a governing board composed of researchers, business leaders, and patient advocates. Since 2006, CIRM is credited with mobilizing over \$2.8B in public and private investment, and helping create over 38,000 jobs. On an annual basis, these investments are also credited with creating ~\$800M in additional annual tax revenues for local government, and help drive \$3.7B in annual healthcare savings.

### Assets and existing momentum

The Capital Region is uniquely positioned to be the national leader in population healthcare given five distinctive attributes matched by no other region in the state:

#### (1) Unique partner ecosystem and alignment.

The Capital Region has a consortium of local partners across the end-to-end healthcare delivery chain. These partners are not only sophisticated and cover a large share of the local population, but as anchor institutions, they are deeply rooted in the Capital Region. Examples of these potential partners include:

- **Hospital networks:** Albany Medical Center (8,700 employees; 734 certified beds); St. Peter's Health Partners (12,000 employees; 1,170 certified beds); Columbia Memorial Hospital (1,420 employees; 192 certified beds); Saratoga Hospital and Nursing Home (2,300 employees; 207 certified beds); Ellis Medicine (3,500 employees; 438 certified beds); Glens Falls Hospital (2,800 employees; 410 certified beds). The catchment area of these hospitals spreads beyond the Capital Region, reaching an additional 1.9 million residents in the North Country, Mohawk Valley, Hudson Valley, and neighboring states.
- **Physician networks:** Community Care Physicians P.C. (182 local physicians; 910,000 patient visits a year) and CapitalCare Medical Group (78 local physicians; 402,000 patient visits a year).
- **Insurers:** CDPHP (1,100 employees, \$2B revenue) and MVP Health Care (800 employees, \$1.7B in revenue).
- **Community-based organizations:** Northern Rivers Family Services (1,300 employees serving 13,000 families and children).
- **Research and educational institutions:** New York State Department of Health Wadsworth Center, Rensselaer Polytechnic Institute, Union College, University at Albany School of Public Health.
- **Tech companies:** GE Research & Development, Hearst Health, IBM, and many IBM healthcare technology partners.



**(2) New York State's healthcare leadership.**

New York State is committed to being a leader in healthcare, and is investing millions of dollars to improve outcomes and cost efficiency. Through the Delivery System Reform Incentive Program (DSRIP), New York State is attempting to fundamentally restructure the healthcare delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25% over five years. Up to \$6.42B is allocated to this program with payouts based upon achieving predefined results in system transformation, clinical management, and population health. The Capital Region has two DSRIP-participating performing provider systems (PPS): Albany Medical Center and Ellis Medicine-St. Peter's Health Partners.

Similarly, in December 2014, New York State was awarded a \$100M Round Two Model Test Award State Innovation Models (SIM) grant by the Centers for Medicare and Medicaid Innovation (CMMI) to implement New York State's Health Innovation Plan. New York was one of only 11 states to receive a Round Two SIM award. The SIM funding will be used to help identify and stimulate the spread of promising innovations in healthcare delivery and finance that result in optimal health outcomes for all New Yorkers.

**Case study: Albany Medical Center PPS**  
Capital Region success story

Albany Medical Center is a member of one of the 25-approved PPSs around the state, leading a provider network serving over 100,000 Medicaid-eligible individuals residing in a five-county area. The PPS engaged with 176 organizational partners and over 4,000 individual providers to identify 11 individual projects that collectively make up the activities that the PPS will collaborate on to transform the healthcare system across the region. In particular, substantial efforts have been put forth to address two important underlying items: information systems and finance. To ensure successful implementation of the projects, Albany Medical Center established the Center for Health Systems Transformation (CHST) in late 2014 to coordinate the effort.

**(3) Cutting-edge local innovation.**

Healthcare experimentation and innovation is exceptionally active in the Capital Region, for example:

- **Albany Medical Center.** Since adopting protocols to closely monitor, report, and treat patients’ hypertension in collaboration with patients’ primary care physicians, the percentage of Albany Medical Center’s patients diagnosed with hypertension who were able to lower their blood pressure through treatment rose to 90% in 2014 from 66% in 2012. In addition, Albany Medical College’s Project MedSCOPE (Medical Student Community Outreach for Prevention & Education) offers medical students the opportunity to partner with community organizations and physicians to address the unmet healthcare needs of the underserved.
- **St. Peter’s Health Partners and Ellis Medicine.** In May 2014, St. Peter’s Health Partners and Ellis Medicine formed The Innovative Health Alliance of New York (IHANY). In fact, IHANY, is the first Accountable Care Organization (ACO) in the Capital Region/Mohawk Valley to operate a Medicare Shared Savings Program (MSSP). IHANY is represented by hospitals from three health care systems, a federally qualified health center, and a network of private practices spanning primary and specialty care.
- **CDPHP.** CDPHP Shared Health is a long-term solution based on a unique partnership among CDPHP, its brokers, and employer groups to encourage healthy lifestyles and bend the healthcare cost curve. CDPHP provides participating employers with group-specific data and health promotion interventions that develop a culture of wellness.
- **MVP.** MVP has assembled a value-based payment toolkit that provides a platform for the innovative, more collaborative development of flexible, successful payment models. Each provider is at a different state of readiness, and the toolkit offers a means to

discover, implement, measure, and evaluate value-based payment opportunities that enable success along a continuum of programs.

- **General Electric Global Research.** GE Global Research dedicates \$100M of its research budget in the Capital Region to the next generation of imaging, monitoring, information management, and clinical decision support products across the continuum of care, from primary to high-acuity care. GE Global Research has active partnerships in the region with Albany Medical Center, RPI, Ellis Medicine, and Hixny.

**(4) An ideal laboratory for action and investment.**

The Capital Region can be an ideal test market, with cities large and small; urban, suburban, and rural communities in close proximity; and a demographic mix similar to national averages. The region is an ideal lab for innovation, and it has been recognized as a top consumer test market in the nation.

**(5) The Upstate Revitalization Initiative.**

The URI itself provides a unique opportunity to inject funds into our ecosystem to accelerate action and change, and help create new incentives for cooperation and partnership. More importantly, it will help ensure that this innovation will happen in New York State in a way that will drive local economic development.

**Case study: Innovative Health Alliance of New York, LLC (IHANY)**  
Capital Region success story

Innovative Health Alliance of New York, LLC (IHANY) is the Capital Region’s first clinically integrated network that is bringing together employed and independent physicians working collaboratively with Ellis Medicine and St. Peter’s Health Partners to improve health and service for the residents of our community while reducing the rate of increase in the cost of healthcare. IHANY became the Capital Region’s first Medicare Shared Savings Accountable Care organization in 2015. IHANY’s mission is to achieve the triple aim of better care for individuals, better health for populations, and lower growth in expenditures, and improve healthcare delivery by developing and implementing effective clinical and administrative systems, founded upon evidence-based clinical protocols and practices for the purpose of improving the quality and efficiency of care.

IHANY and the Alliance for Better Health Care, LLC, are working together to transform how care is delivered to our patients and communities and to drive sustainable long-term growth for each of our organizations. The Alliance for Better Health Care is one of 25 PPSs selected to participate in the Medicaid Redesign initiative covering six counties within the Capital Region and Mohawk Valley.

## DESIGN

Building on this constellation of assets, the Capital Region will launch a collaboration unlike any other to create a globally recognized center of population health technology and services. This will be a partnership between the region's major hospitals and physician networks, world-class research institutions, innovative payors, and government programs. The unique existing partnership between IBM Watson Health and Albany Medical Center will be a foundational element of the strategy, but many other private-sector players will have critical roles. With New York State's support—as a data, strategy, and coordination partner—and financial resources from the Upstate Revitalization Initiative, we will be able to expand and accelerate our initiatives to maximize impact for the region and state.

Our new cluster will invest and collaborate to develop insights into what types of population health innovations are needed, and then design, launch, and scale the results of this knowledge. For example, we will:

- Deeply understand population health trends, needs, and improvement opportunities
- Identify and aggregate from multiple, presently not-connected data sources to inform granular characterization of priority populations
- Develop meaningful measures of health, cost, and care delivery
- Build and launch new patient and provider technologies, including interactive user platforms and channels that bring actionable insights and facilitate user decision making
- Enable healthcare innovation across the end-to-end delivery spectrum

### Case study: IBM Watson Health Source of inspiration



IBM is a globally integrated company headquartered in Armonk, New York with operations in more than 170 countries. The company develops and sells software and systems hardware and a broad range of infrastructure, cloud and consulting services. IBM attracts and retains some of the world's most talented people to help solve problems and provide an edge for businesses, governments and non-profits. Innovation is at the core of IBM's strategy.

In March 2015, IBM announced Watson Health. Watson Health is dedicated to enabling healthcare organizations to achieve greater efficiency within their operations; collaborate to improve outcomes; and integrate with new partners (Apple, Medtronic, Johnson & Johnson, CVS) for a more sustainable, personalized and patient-centric system focused on value.

For the first time, IBM Watson Health is creating a more complete and personalized picture of health, powered by cognitive computing. Now, individuals are empowered to understand more about their health while doctors, researchers and insurers can make better, faster and more cost-effective decisions.

IBM Watson has been engaged for several years with a number of leading healthcare institutions to develop innovative technologies to fuel the transformation of healthcare. Collaborators that have made public announcements include the Cleveland Clinic, Mayo Clinic, and Memorial Sloan-Kettering Cancer Center. The institutions have been tackling some of the thorniest problems that hamper the use of the ever-expanding wealth of clinical, biomedical device, social and genetic data.

One promising area of focus is the distillation of large volumes of data to provide insights that lead to the most appropriate treatments in the most efficient manner. Achievement of Triple Aim objectives will require the gathering, analyzing and application of data, and then the distillation that leads clinicians to actions that improve patient outcomes.

IBM Watson Health and Albany Medical Center have been collaborating closely for two years around one of these breakthrough technologies. The parties believe that the technology will be pivotal to any Capital Region Population Health Technology Cluster, and to population health initiatives worldwide.

**"The ability to provide efficient and cost-effective medical care for a person living with chronic medical conditions, in an era of multiple healthcare specialists, multiple sites of care, and multiple unlinked electronic health records can be daunting and unmanageable. Watson Health provides a system with vast computing power that will enable the practitioner to capture efficiently the breadth of medical information relevant to individual medical decision. Moreover, Watson Health will also be able to capture similar information for communities, finally enabling us to truly employ the population health approach."**

Dr. Richard J. Blinkhorn M.D., Richard T Beebe Professor, and Chairman, Department of Medicine, Albany Medical Center

**“One of the main challenges faced by Emergency Department providers today is delivering care to a complex patient population in a rapidly paced environment, complicated by the need to assemble medical data from disparate sources and aggregate them into a single view that can be used to provide best care to the patient. The Watson Health distillation capability is that transformative tool that will look for and extract pertinent medical information from multiple sources and bring it together. It will position providers to be able to deliver more efficient and cost-effective care.”**

**Dr. Dennis P. McKenna M.D., Senior Vice President for Medical Affairs and Medical Director, Albany Medical Center**

As we build and grow our cluster, we will do so guided by a series of design principles core to who we want to be and the impact we want to achieve:

- **Outcomes first.** We will not sacrifice health outcomes for cost savings. All of our interventions must maintain or improve current outcomes.
- **Inclusive.** Our focus must be on priority populations, whether driven by potential cost savings or by the need to improve outcomes. Incentives will be put in place to ensure that the specific needs of lower-income populations are addressed, even if the market potential of these challenges may be less.
- **Open.** This challenge will not be solved by a few companies working in isolation; it will take a level of partnership and collaboration that the Capital Region is increasingly adept in exercising. It will require sharing data and building platforms so that universities, companies, and non-profits can collaborate to innovate. Whenever possible, we will support initiatives that create open vs. closed platforms and standards.
- **Transparent and results-based.** To learn “what works” we must monitor and measure results. Monitoring and evaluation, as well as transparent sharing of results, will be a requirement of participation. Our region’s local universities will play a key role in ensuring that the knowledge generated by our clusters supports research and education goals.
- **Design and invest for scale.** We are not building a cluster to serve the Capital Region. We are building

a cluster to be proven and refined in the Capital Region but then scaled to the rest of New York State and beyond. Investment and design decisions will be done with the understanding that local economic-development impact will be maximized if new solutions, tools, and companies scale beyond the Capital Region.

The execution of this new model will require a world-class technology platform, robust data aggregation, powerful analytics, smarter care solutions, modernized patient engagement models and tools, close collaboration between provider networks, and aligned clinical and social care services.

The Capital Region will build the core elements below to drive the most robust possible population health cluster. The titles are merely illustrative at this time, and most design elements have been withheld given confidentiality requirements.

- **The Capital Region Population Health Consortia.**

This broad consortium of committed partners will sign-on to collaborate and build the cluster together. The consortium will include providers, payors, universities, private-sector healthcare and technology companies, community-based organizations and non-profits, and government. These partners will become a “Living Lab” for the sharing of data, and testing and refinement of solutions. Partners will work together to address specific challenges—both cross-cutting (e.g., behavioral/clinical-integration, chronically ill monitoring, social worker tools, patient wearables, etc.) and condition-specific (e.g., mental illness, diabetes, heart disease, etc.).



- **The Capital Region Population Health Trust.** This coordinating body will ensure the cluster's growth and investment. This group would have a Board with representation from the key regional partners and stakeholders, and could be designed to play several important roles, including: ensuring alignment with New York State priorities and programs; convening cross-cluster forums, discussions, and negotiations; managing disbursement of partner seed-funding and matching grants; hosting research fellows; and coordinating monitoring and evaluation, etc.
- **The Watson Health Engine.** A private cloud infrastructure to host the myriad applications and data required for advanced population health. The center will also have world-class data management capabilities to provide very high security and compliance with regulations, especially around Protected Health Information. The center will be provided and managed by a leading vendor such as



IBM Watson Health. The supplier and other partners will provide world-class analytics such as IBM Watson to gain insights from data to power care and patient engagement solutions.

- **The Health Data Warehouse.** This population care-management data venture will centrally collect and aggregate data from across partners in a secure way and in compliance with all confidentiality requirements. This will go beyond existing frequently used health data (e.g., EMR, lab results, disease history) and pull in

new valuable sources (e.g., doctor notes, social history, family history) and other forms of non-health-specific data (e.g., social, behavioral, financial).

- **Population Care Partner Service Center.** Population care service support ventures will provide first-level and second-level support to coordinate and empower providers with the access, information, data, and tools needed. This information will also be packaged so that it is easily accessible by patients, enabling them with 24/7 information exchange with their tech-enabled health providers (e.g., "Personal Health Data Concierge").
- **Cluster Growth Incentives.** Targeted incentives will cultivate a robust ecosystem of startups and attract established healthcare technology and services providers to the region as collaborators. The Capital Region already has a vibrant and well-established entrepreneur community to support start-up companies, for example RPI's partnership with Albany Medical College's new Biomedical Acceleration and Commercialization Center (BACC) to support rising biomedical/biotech entrepreneurs and start-ups. The region also has seven academic institutions that can offer START-UP NY incentives. We will also work with existing initiatives, such as Accelerate 518 and Tech Valley Meet Up, to help them nurture the specific needs of healthcare start-ups.
- **Population Healthcare Technology Institute.** Academic research and education programs will train and supply the skilled talent that will be needed, as well as support knowledge sharing and results measurement. Many existing health workers will need to be trained and certified in new programs and tools, many new workers will need to be trained and on-boarded as the sector's employment grows, and Capital Region universities will become nationally known for their programs in population health technology and analytics. A research center will be created to bring together university researchers and private sector companies to become a globally known center for population health technology.

In addition to the above core elements, we are actively exploring additional enhancements that could strengthen the cluster's energy and impact, including:

- Selecting a specific neighborhood to saturate with state-of-the-art healthcare solutions, sensors, tele-health devices, and wearables (e.g., a "Digital Health District"). This special economic zone would attract the world's leading hardware and software makers to invest and deploy their latest technologies
- Designing and launching neighborhood-behavior-change competitions creating incentives for the design and participation in the most impactful healthy behavior change programs (e.g., smoking cessation, exercising)
- A targeted extension of the very successful New York Capital Region Research Alliance (NY CAP) program, with specific funding for healthcare tech- and healthcare analytics-specific research collaborations between area universities (e.g., "NY CAP PopTech")
- Creation of a physical place for in-person collaboration between cluster partners and housing of cluster-related start-ups (e.g., a "Digital Health Hub & Accelerator")
- Launch of new patient-transportation services, ensuring that transportation challenges do not prevent patients from receiving critical preventative care (e.g., "Health Rides")
- Recruiting large area employers to participate in behavior change, wellness, and technology adoption programs (e.g., "Capital Region Employee Healthcare Competition")
- Partnering with a national foundation to create a competition to attract attention and new ideas to specific problems related to population health, with the requirement that the solution be tested and deployed in the Capital Region (e.g., a "Population Health Tech Prize")
- Co-funding a targeted fund to invest in population health-related start-ups and recruit a Tier One investor group to manage the fund (e.g., a "Population Health Venture Fund")
- Partnerships with local media companies to engage the public on specific population healthcare initiatives and priorities, building awareness and increasing the quality of engagement



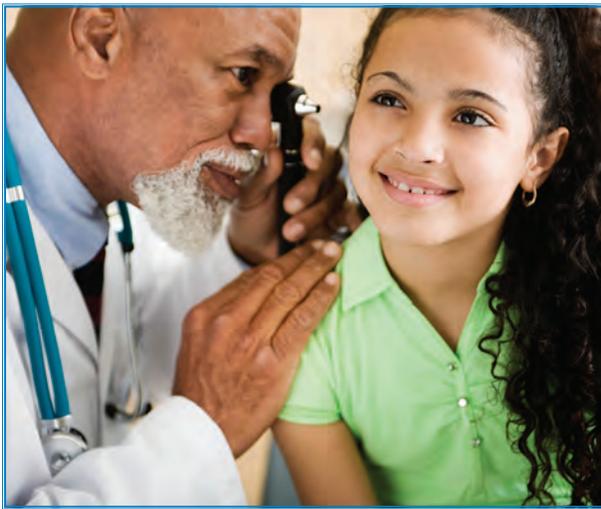
Our initial priority will be to focus on the most costly populations and individuals as well as the most controllable costs. Over half of healthcare costs are driven by a small percentage of the population—we believe these should be priority populations for action. Fortunately, many of the solutions built for costly populations will benefit the entire system.

### **PARTNERS—EXISTING AND POTENTIAL**

Success will require multiple partners at all stages of the healthcare value-chain. The main partner archetypes will be:

- Providers who will: recruit patients; collect and share data; engage patients and deliver care; innovate care solutions; and deploy new technologies
- Insurance companies that will: recruit customers; collect and share data; develop new patient products and incentives; partner with care providers; and champion a shift to value-based, and customer-centric models
- Large employers who will: recruit staff; collect and share data; facilitate access to providers and payors; pilot new care programs; champion population health solutions, technology adoption, and behavior change incentives
- Technology companies that will: collect, aggregate, store, and manage critical and confidential data; develop and manage new software and apply advanced analytics; develop and manage new hardware solutions; manage critical infrastructure; and generate new insights and knowledge to support new care solutions

- Access and engagement enabling organizations that will: help recruit, onboard, and reach patients to increase adoption and impact; improve transparency and access to information; community- and population-specific community organizations mobilizing at a local level; and execute media and other communication initiatives
- Funding and innovation enabling organizations that will: fund pilots, prizes, and challenges; launch initiatives to attract talent and new ideas to the ecosystem; and create incentives for sharing and deployment of global best practices



- Colleges and universities that will: train, re-train, and certify workers; conduct world-class research and knowledge codification; monitor and evaluate performance / impact; and help operate ecosystem elements
- Government leaders and programs who will: provide access to data and knowledge; provide funding support; champion the realignment of market incentives; and help convene and align ecosystem players

Dozens of conversations and detailed design discussions have already happened with potential local and national partners. To date, we have secured many formal letters of support from essential partners—a number only capped by our desire to limit our external outreach until post-URI submission. These letters may be found in the appendix. IBM has also engaged their IBM Watson Health Partners as part of this engagement.

A cross-cutting group of these partners has already begun meeting regularly to plan and design the cluster's launch, including design of critical wave one projects.

### RESOURCE REQUIREMENTS

The Population Health Technology Cluster will require between \$500M-1B in private and public investments over its first five years. The Capital Region would recommend allocating between \$100-200M in URI funds to support project acceleration and scaling. We suspect that this initiative will be very deserving of additional funds and support as it matures, grows, and begins to deliver results.

### IMPACT

When implemented, this new cluster will have supported the creation of between 9,000-11,000 jobs and \$1.4B in GDP contribution during its first five years of operation. Just as important, the cluster will also play a critical role in slowing down the growth in New York State's total healthcare spending, cutting it by 6-10% and saving ~\$20-45B per year by 2025. This will be achieved by eliminating 20-30% of waste and inefficiencies that today constitute ~30-35% of total healthcare expenditure.

## INITIATIVE 2: A CAPITAL REGION CLEAN-TECH CLUSTER

### Summary

The Capital Region will integrate its technology and energy assets to develop a thriving clean-tech cluster that will be nationally recognized for its industry-leading companies and economic impact. Critical to the success of this cluster will be new investments to develop a clean-tech innovation, commercialization, and training hub in Rensselaer, and build a supportive ecosystem for clean-tech manufacturing in Saratoga. These two initiatives will be driven by targeted efforts to help launch and recruit new clean-tech firms to the region.

Five years from now, the Capital Region's clean-tech cluster will have created ~1,500-2,000 jobs in the region. In addition, the cluster will have also played an important role in delivering on Governor Cuomo's comprehensive energy strategy.

Inspired by the progressive energy leadership of the New York State government, the Capital Region will leverage

our existing strength in semiconductors, sensors, and energy to build a private-public ecosystem that will bring together private companies, local universities, and government programs to design, launch, and manufacture new clean-tech solutions that will create local jobs and investment, and help accelerate the success and impact of New York State's energy priorities.

This initiative's two main components are:

- **The Rensselaer Clean Energy Deployment Center (CEDC).** This new, riverside development in Rensselaer will attract clean-tech firms with prime office and light manufacturing space. The site will also include a training and education facility tailored for private industry partners. The mixed-used development will attract commercial traffic and provide residential space that will revitalize Rensselaer and the area around the Amtrak train station—a critical gateway for the region. The investment will also support the ongoing transformation of our waterfronts and our investment in the economic potential of our rivers.
- **The Saratoga Technology+Energy Park (T+E Park).** New investments in Saratoga's Technology + Energy Park will be made to attract industrial clean-tech manufacturing companies to the region. The 280-acre site in Malta is master-planned for 1.25M square feet of office, lab, and manufacturing space.

### Challenges and opportunities

Both the United States and New York State have made energy efficiency and clean energy priorities. President Obama has announced a goal of reducing net greenhouse gas emissions to 26-28% of 2005 levels by 2025. Likewise, New York State is a leader in championing new standards and carrying out innovative programs to curb greenhouse gas emissions and shift to clean technologies. Governor Cuomo's Reforming the Energy Vision (REV) Strategy, a joint effort between the Public Service Commission, NYSERDA, and state and local governments, sets an ambitious goal of reducing greenhouse gas emissions by 40% while generating 50% of electricity needs from renewable energy sources by 2030. New York State is aiming to achieve this ambitious goal through a set of decisive actions and commitments: (1) to champion groundbreaking regulatory reform to New York State's energy policy to put customers first and make sure energy efficiency, increased use of

renewables, and reliance on more resilient distributed energy resources happens; (2) to grow the clean-energy economy through the Clean Energy Fund (CEF), which will mobilize private capital, jumpstart innovation, and eliminate market barriers to make clean energy affordable and scalable for all New Yorkers; and (3) to actively invest in energy efficiency in public buildings and facilities to reduce energy costs and save taxpayers' money.

The combination of changing regulations, new government incentives, evolving consumer demand, and new technology innovations makes clean-tech an important economic-development opportunity. Achieving the bold sustainability targets that have been set will require billions in investment, fundamental changes to behaviors, and technology breakthroughs. For example, renewable energy and clean technologies is a \$30B market in the U.S. Likewise, new renewable power capacity expanded in 2013 at its fastest pace ever. As a result of these large investments and rapid growth, clean energy is a major industry in terms of employment—employing more than 3.4M people in the U.S.

Clean-tech investments can serve as a catalyst for economic development and growth. An example of that is the Copenhagen Clean-Tech Cluster, a Danish public-private partnership that was established in 2009 to create an environment for companies, researchers, and innovators to collaborate. Between 2009 and 2014, over \$20M in public investments were made, creating over 1,000 new jobs and attracting more than 200 companies.



## New York State clean-tech rankings

**2nd** overall clean tech patenting**4th** number of clean tech companies**5th** DOE R&D funding**4th** green goods and services employment**1st** wind patenting**3rd** state energy efficiency policies**3rd** university research expenditures**4th** renewable consumption**2nd** STEM degrees awarded**2nd** electric and gas energy efficiency investment**3rd** venture capital investment**Assets and existing momentum**

New York State's leadership in energy innovation and the Capital Region's distinctive assets related to clean energy provide the region with an unparalleled ability to help local companies drive innovation and commercialize next-generation clean-tech solutions.

**New York State leadership in energy transformation.**

New York State has taken bold action to support its REV strategy, including: NY-Sun, NY Green Bank, NY Prize, K-Solar, and a commitment to improve energy affordability for low-income communities. One of the critical pieces of the REV strategy is the Clean Energy Fund (CEF) administered by the Capital Region-based New York State Energy Research and Development Authority (NYSERDA). The \$5B CEF will support clean-energy market development in addition to a \$1.5B NYSERDA proposal to support utility-scale solar and wind projects.

**SUNY Poly.** SUNY Poly has world-class expertise in photovoltaics, energy storage, and smart-grid technology innovations. Examples of SUNY Poly's clean-tech assets include:

- The Solar Energy Development Center, which provides a prototyping and demonstration line for next-generation thin-film solar cells.
- The Advanced Grid Innovation Laboratory for Energy (AGILe) will be the world's most powerful smart-energy lab. AGILe will allow the New York Power Authority (NYPA), distribution utilities, and private companies to test new technology in a real-world environment—testing, for example, new sensors, novel power electronics, and cybersecurity solutions.
- The Incubator for Collaborating & Leveraging Energy And Nanotechnology (iCLEAN), which serves clean-energy technology start-ups throughout Tech Valley and is one of six clean-tech incubator programs funded by NYSERDA. To date, iCLEAN has worked with nearly 30 clean-tech companies (e.g., BESSTECH, ThermoAura).

### Case study: National Grid innovations Capital Region success story

National Grid - through community partnerships and pioneering economic development programs - is creating new, sustainable energy solutions for the future. "Connect 21" strategy and a proactive approach to REV are examples of innovations led by National Grid. In particular, National Grid has proposed REV projects demonstrating next generation technology throughout the Capital Region and the rest of upstate. In the future, National Grid is preparing to integrate more renewable energy onto its system and strategic partnerships with colleges, universities, and industry groups – such as SUNY Poly, RPI and NY-BEST – are helping to develop a new energy ecosystem.

**New York Power Electronics Manufacturing Consortium (NY-PEMC).** Announced in 2014 by Governor Cuomo, NY-PEMC is a public-private partnership managed through SUNY Poly, whose mission is to develop the next generation of materials used in semiconductors, which will enable devices to get smaller, faster, and more energy efficient—all of which is critical for the development of next-generation energy technologies. The consortium will partner with over 100 private companies, led by General Electric and including GlobalFoundries, Lockheed Martin, and IBM, and will attract a total investment of \$500M over five years. The partnership has been enabled by the START-UP NY tax-free initiative.

**General Electric.** The Capital Region is the global headquarters for both GE Research & Development and GE Energy & Power, employing more than 6,000 employees locally. As one of the leading global players in clean-tech research and manufacturing (e.g., solar panels, wind turbines), GE has made clean-tech a priority area for investment, dedicating over \$10B to clean-tech R&D through 2020.

**Utility companies.** The Capital Region is a major market for two of New York State's leading utilities, National Grid and NYPA, both of which are undertaking innovations as a part of REV to integrate clean energy, harness new technologies, and deliver new options and more control for customers.

**Rensselaer Polytechnic Institute (RPI).** RPI is home to the Center for Future Energy Systems (CFES). CFES is the Energy Center for Advanced Technology (Energy CAT) in New York State and is funded by NYSTAR (New York State Office of Science, Technology and Innovation) and industrial partners. CFES conducts fundamental and applied research to accelerate the development of clean-tech solutions and technologies.

**Talent pipeline.** As a result of the high concentration of research and development in clean-tech, power-utility providers, and higher education institutions, the Capital Region possesses a robust pipeline of STEM talent with clean-energy focus that could become a catalyst for the Capital Region Clean-Tech Cluster.

For example, Hudson Valley Community College's Training and Education Center for Semiconductor Manufacturing and Alternative and Renewable Technologies (TEC-SMART) program is a clean-tech-focused education program in the Capital Region that features more than a dozen state-of-the-art classrooms and laboratories to train the workforce in semiconductor manufacturing and green technologies, including photovoltaic, geothermal and wind energy. Through TEC-SMART, Hudson Valley Community College is producing a skilled workforce for New York State's high-tech sector, including major employers such as GlobalFoundries, General Electric, SunPower Inc., and SolarCity.



## DESIGN

The Capital Region's emerging Clean-Tech Cluster will be built on two pillars: the Saratoga Technology + Energy Park (T+E Park) and the Rensselaer Clean Energy Deployment Center (CEDC). T+E Park will mainly focus on industrial clean-tech manufacturing, while CEDC will be a strategic partnership between the city of Rensselaer and SUNY Poly to catalyze a local ecosystem of clean-tech light manufacturing, assembly, and workforce development.

CEDC will support the development and scaling of energy storage, grid technology, and photovoltaics innovations by providing space and facilities for:

- Local universities, like SUNY Poly, that provide IP, knowledge, and expertise.
- Entrepreneurial companies that will be attracted through a combination of incentives, including START-UP NY, to drive innovation.
- Private companies specialized in low-intensity end manufacturing and system integration of clean-tech solutions (e.g., light assembly companies focused on micro-grid systems, photovoltaics, or energy storage).
- Supply chain companies co-located on site to be close to their customers.
- A workforce training facility to help ensure that Capital Region clean-tech companies can find the skilled workers they need.

CEDC will be located on the shores of the Hudson River, next to the Albany-Rensselaer Amtrak Train Station. Part of the investment will support clean-tech-related improvement to the train station as a demonstration point of the potential of new technologies. The site will also be used for mixed-use development, including new housing units and retail space. In addition, waterfront investment will be made to increase recreational access to one of the best waterfront views in the state and vastly improve the visible welcome for train riders arriving in the Capital Region.

To date, CEDC has mobilized a strong coalition of partners, including the city of Rensselaer and SUNY Poly. Confidential discussions have advanced with multiple partners, including developers interested in leading the project, industrial partners interested in co-investing,

and a multiple potential year-one tenants.

The specific details of the design for the T+E Park remains preliminarily confidential. Discussions to formalize the acquisition of the land are advanced and ongoing.

## IMPACT

Overall impact over the first five years of operation is estimated to be ~1,500-2,000 jobs. In addition, successful implementation of the project will help revitalize one of the region's Opportunity Zones in Rensselaer and redevelop the waterfront area.

The current projected budget for the Rensselaer Development is \$300M, around \$270-280M of which will be provided by developers and clean-tech companies that will establish their presence in the region. Upon finalization of the plans and securing initial commitments from investors and tenants, the Capital Region would recommend allocating between \$20-30M in URI funds to support this project during its first five years.

## STRATEGY 2

# GATEWAY: CONNECTING MARKETS AND BUSINESS

The Capital Region has one of the most unique and desirable geographic positions in North America. Situated at the confluence of major rivers and highways, every point in the eight counties in our region is within close proximity of large metropolitan areas and innumerable cities, towns, and villages of all sizes—a position that has empowered us to become a distribution and logistics hub, from the fur trade through today. This strategy will invest in our port infrastructure and waterways, and support our fast-growing distribution and logistics cluster, to make sure that our companies and entrepreneurs are able to respond to external opportunities and have better access to critical inputs. Upon implementation, this strategy will have created between 11,500-13,100 jobs and approximately \$1.6B in GDP over its first five years.

A truck departing from the Capital Region can cover in one day's drive ground that's home to almost 40% of North America's population, making this one of the largest markets in the world. Moreover, our flourishing ports are a maritime gateway for our region and all of Upstate New York, with the Port of Albany being the northern-most, 12-month port in the state. The soon-to-be-finalized expansion of the Panama Canal, and the huge increase in east coast port traffic the expansion will create, only increases the urgency for expanding our capabilities in the Capital Region. Both of the initiatives in this strategy will be complemented by targeted investments in training and workforce development to ensure that workers from our hard-to-place populations benefit especially from these new positions.

**This strategy is anchored by two new priority initiatives:**

### Initiative 1: Ports Modernization and Expansion

Investments in the Port of Albany and Port of Coeymans for catalytic infrastructure improvements will translate to new middle-skill jobs. These improvements will drive down costs for our regional importers and exporters, position us to respond to future market trends and opportunities, and continue our commitment to investing in the sustainability of our rivers.

### Initiative 2: Fulfillment Hub Expansion

Attracting new major fulfillment centers will enhance our existing robust warehousing and distribution center ecosystem and create thousands of new middle-skill jobs.

11,500-  
13,100  
JOBS

\$1.6B  
GDP

\$90-100M  
URI ASK

### Challenges and opportunities

The expansion of the Panama Canal will be the headline event in the global distribution and logistics industry in 2016. With the expansion, east coast ports stand to gain 10% additional share of container traffic from East Asia to the U.S. that will be brought by extra-large vessels. The Port of New York and New Jersey is well-positioned to capture a large portion of this colossal influx, which will bring major economic benefit to New York State.

### Easing port and road congestion

The expansion of the Panama Canal, however, will also result in increased congestion at the Port of New York and New Jersey, a dynamic that makes expanding Albany's and Coeymans' capabilities that much more necessary and urgent. Congestion increase in the downstate port will slow turnaround times there, making it more expensive and less attractive for some shippers.

Moreover, the increase in the quantity of goods landing in the Port of New York and New Jersey and being trucked out on the roads places an increased burden on New York State road infrastructure, leading to high traffic and increased need for repairs. With time, the situation is projected to worsen; the number of trucks on each mile of the interstate highway system is expected to at least double by 2035.

There is a tremendous opportunity to reduce road traffic out of the Port of New York and New Jersey if some of the goods are shipped directly to the Capital Region's ports. For example, one typical barge can substitute 58 large trucks.

### Increasing competitiveness of local companies

The ports are regional assets that support businesses that import and export goods. Expanding port activity supports export of the Capital Region's R&D cluster products (e.g., General Electric turbines) and reduces the cost of imports for businesses in a variety of sectors in the Capital Region, including import of agriculture feed, ethanol, petroleum, wood pulp, steel and other raw materials, as well as components for value-added manufacturing and assembly. More opportunities for easier and faster import and export will increase the business competitiveness of the Capital Region and New York State.

The distribution and logistics industry creates good-paying jobs with annual incomes between \$30,000-60,000. These jobs offer training in transferable skills (e.g., driving, working with warehouse equipment), and are located in areas with strong needs for employment. This provides a great opportunity to revitalize communities by training and hiring local populations for jobs in distribution and logistics (e.g., drivers, warehouse associates, forklift operators, dock workers), including those who are traditionally hard-to-place.

### Expanding demand for regional storage space

Regionally, more industrial and storage space is needed given the warehouse demand boom. One million square feet of industrial and storage space was absorbed by the market between the second half of 2014 to the first half of 2015, leading to a 7.3% industrial and storage space availability rate—the lowest since the recession and 2.5% in absolute terms lower than the national average.

Industrial storage space absorption has been primarily led by third-party logistics companies related to a broad array of industries, including GlobalFoundries, Walmart (two million square feet), Target (two million square feet), and Ace Hardware (0.8 million square feet). The shortage of industrial storage space is most evident in the 2,500- to 5,000-square foot market for cold storage and intermediate light manufacturing driven by small businesses and incubator companies going into the next stage of development.

### Assets and existing momentum

To know New York’s Capital Region at all is to know that it is a crossroads. Our natural features and built infrastructure have long made it a commercial hub, and we have a profound competitive advantage over other regions in the northeast due to our extensive road, rail, and maritime infrastructure, all of which have the potential to absorb larger traffic and goods flow.

### Prime geographic location

Even the briefest of surveys of the Capital Region’s transportation assets brings to light unparalleled centrality and accessibility.

Located at the intersection of two major interstate corridors, I-90 and I-87, the epicenter of the Capital Region is generally equidistant from New York City, Boston, and Montreal (approximately three hours by road). Our region’s settlement is owed to the confluence of the Hudson and Mohawk rivers, the usefulness of which were enhanced by the world-changing construction of the Champlain and Erie canals, which offer unparalleled water access to the U.S. interior.

The region is also the location of a robust freight railway network, which consists of CSX, Canadian Pacific Railway, and Norfolk Southern. A major CSX rail yard in Selkirk

serves the northeast. In addition, the new \$40M multi-modal yard in Mechanicville for Pan Am and Norfolk Southern and the Railex fresh and perishable goods freight and intermodal operations center in Rotterdam is also served by CSX. Furthermore, Albany International Airport’s Air Cargo Facility is served by major airfreight carriers FedEx, UPS, and Mobile Air Transport.

#### Case study: Ohio’s distribution footprint Source of inspiration

“Ohio’s distribution and logistics industry has become a cornerstone of the Buckeye State’s economy, enjoying double-digit growth for several years. Having taken advantage of its geographical location (50% of the U.S. and Canadian population live within a day’s drive), Ohio has become a key distribution and logistics hub of North America. Today, this \$16B industry in Ohio employs approximately 200,000 people.”

### Two thriving ports

The Capital Region is home to Upstate New York’s only two year-round ports—the Port of Albany and the Port of Coeymans—both of which are thriving.

The Port of Albany, a part of the Federal Marine Highway system, is a deep, inland, public international seaport that has been in operation since the 17th century and home to many historically significant ships. It possesses heavy lift, on-dock rail capabilities with a 20-mile standard-gauge switching railroad jointly owned by CSX and Canadian Pacific Rail. It also possesses a 13.5M-bushel capacity grain elevator—the largest in the U.S. east of the Mississippi River—as well as the tallest harbor crane in New York State.



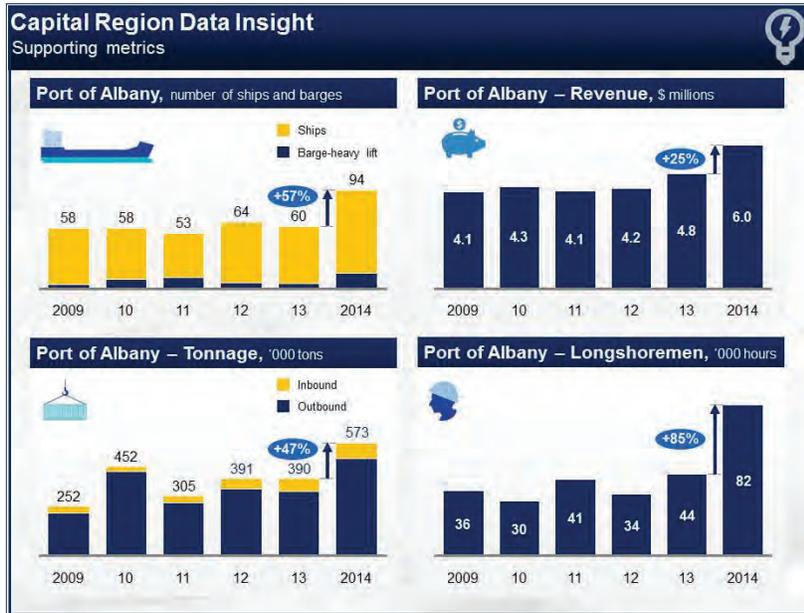
**Case study: General Electric and the Port of Albany collaboration**  
Capital Region success story

One of the most voluminous heavy-lift and project cargo customers of the Port of Albany is General Electric. Primarily fueled by a General Electric \$2.7B order to provide 38 power plant steam and gas generators to Algeria, this thriving relationship has proved to be beneficial both the port and GE. The port achieved record-high performance in 2014, while General Electric has efficiently delivered its products to its international markets. This collaboration is a strong example of intra-regional collaboration—state-of-the-art technological products manufactured in Schenectady County, a part of the Capital Region's R&D Cluster, were shipped leveraging Albany County's maritime infrastructure.

**Case study: Port of Albany impact**  
Capital Region success story

The Port of Albany has long served as a major economic engine for the entire Capital Region and beyond. It has not only been a major import and export gateway for the region, but has enabled job creation—1,400 local jobs and 4,500 jobs throughout New York State. The middle-skill jobs created by the port's tenants pay on average \$57,000 annually with overall payroll estimated at \$80M. Overall, the annual economic impact on the region is estimated at \$800M, equivalent to roughly 1.3% of the region's GDP.

The Port of Albany has been developing extensively in recent years as a result of \$95M in investments equally split between public and private sources. In 2014, the port achieved record high results in terms of ships serviced, tonnage shipped, longshoremen hours worked, and revenue. This revenue has been reinvested in infrastructure improvements to continue the port's mission of increasing commerce and job opportunities on the Hudson, and to serve as the premier transportation partner for Upstate New York's business needs.



The Port of Coeymans is a privately owned inland deep seaport located two miles from the railway CSX junction at the Lafarge Cement Plant, with full-service barge and tugboat operations, and heavy-lift capability and storage facilities.

The Port of Coeymans has been rapidly growing in a place previously occupied by a brick factory that was shut down in 2001 and 150 jobs were lost overnight. \$35M in private investments have positioned the Port of Coeymans to become a flourishing bridge assembly, construction, and warehouse facility and created nearly 250 private-sector jobs with an annual payroll of over \$15.6M flowing into the local economy. The port manages 33% of the scrap export and 50% of the salt import in the region and collaborates with suppliers and customers in 20 countries.

The Port of Coeymans can continue its upward trajectory by reducing the transportation costs of its tenants and commercial prospects by extending the CSX rail line from a junction at the Lafarge Cement Plant and making the Port a true multi-modal facility. The rail extension would allow the port to expand the client and employment base in the region; the Port of Coeymans has a robust pipeline of potential tenants as well as new export and import opportunities, which are contingent upon the rail construction.

#### Case study: Tappan Zee Bridge construction at the Port of Coeymans



#### Capital Region success story

When the \$3.9B Tappan Zee Bridge construction project was announced by Governor Andrew Cuomo, he referred to the state's first major new bridge in more than four decades as a symbol of America's ability to again take on big infrastructure projects. The Port of Coeymans has been an instrumental part of the construction project since March 2014, when it was awarded a multi-year contract with Tappan Zee Constructors (TPZ) for the construction of the new New York bridge. The on-going construction efforts in the Port of Coeymans have resulted in approximately 60 new jobs.

Expanding the local distribution industry opens new opportunities for both the Capital Region and New York State more broadly. Our Gateway Strategy is focused on the whole state and is aimed at keeping economic gains in the State of New York. To do this, additional infrastructure will be required to reduce the pressure and burden on downstate infrastructure.

In the following section, we outline the two mutually reinforcing initiatives that will deliver direct economic benefits to the residents of the Capital Region.

## INITIATIVE 1: PORTS MODERNIZATION AND EXPANSION

Investments in the Port of Albany and Port of Coeymans for catalytic infrastructure improvements will translate to new middle-skill jobs. These improvements will drive down costs for our regional importers and exporters, position us to respond to future market trends and opportunities, and continue our commitment to investing in the sustainability of our rivers. Upon implementation, this initiative will have created between 5,500-6,500 jobs.

The distinct purpose of this initiative is to modernize and expand the Capital Region's ports, adding significant infrastructure upgrades to enable them to serve as even more powerful gateways to robust and inclusive economic growth for the region and state. Overall, the Capital Region's vision for this initiative includes:

- The region's ports will offer sought-after industrial storage space and cheaper goods-transportation options for businesses that require economic and global transportation access, and will create middle-skills jobs.
- As a result of investments made, the ports will alleviate congestion in the Port of New York and New Jersey by launching container on-barge operations between the Port of Albany and the downstate port, as well as re-routing some ships from downstate to the Port of Albany or Coeymans.

The two distinct maritime assets—the Port of Albany and the Port of Coeymans—the cornerstones of this initiative, each require tailored support.

### DESIGN

#### Port of Albany

A limiting factor to further growth and expansion of the Port of Albany is available land. The port is currently at maximum capacity with all its developable land occupied by its 25 tenants. The expansion will entail four different parts:

- The Port of Albany will acquire 80 acres of industrially zoned developable land with significant shoreline acreage estimated at \$10M to support the expansion of existing tenants and the location of new tenants. New tenants will include construction, manufacturing, cold-chain, e-commerce, and other companies that either need space or will benefit from increased container traffic to the Port of Albany.
- The port would add a minimum of 2,000 linear feet of new wharf space (37% increase in current wharf space) that will cost approximately \$25M.
- The port will construct a new 56,000-square foot maritime heavy-lift cargo operations building inside the secure marine terminal (submitted CFA). The building will be built with enough capacity to handle the weight and dimension of the new heavy-lift cargo that is manufactured in the region, and expected to

grow in 2017-2018. The building will be constructed adjacent to the existing maritime warehouses, along the port's heavy rail lines and adjacent to the marine terminal and the port's wharf on the Hudson River. This will allow movement of cargo from rail to building to ship, or from barge to building to ship, as needed. The Port of Albany has had pre-design engineering work completed for the building that estimates \$8M cost for construction. The proposal is that the building will be owned by the port and will be on port-owned land with lease or use agreements with local manufacturing customers such as General Electric. This expansion will equip the port with the necessary specialized operations building for the next generation of heavy-lift cargo that is expected from regional manufacturers.

- The port will utilize a part of the new land to build a container terminal to re-route containers bound north of Capital Region from the Port of New York and New Jersey to the Port of Albany. The port has already begun conversations with the Port of New York and New Jersey about the off-take volume.



**Port of Albany**

### **Port of Coeymans**

Direct rail-to-water access will be built at the Port of Coeymans by constructing a 10,000-foot rail extension that will connect at a CSX junction at the Lafarge Cement Plant and connect both the industrial park and the port to the existing commercial line. This extension will allow for a 25% increase in productivity and utilization, an increase in jobs, and firmly establish the Capital Region's place in goods movement and employment.

In addition, the Port of Coeymans will leverage its multi-modal transport capabilities to become a final destination for some of the container vessels coming to New York State, thus absorbing some of the state's increasing container flow. As a first step, the Port of Coeymans will deploy an additional 15 ships that will be needed as a result of the increased activity.

### **PARTNERS—EXISTING AND POTENTIAL**

For the Port of Albany, cities of Albany and Rensselaer are host cities and are represented on the board of the Port of Albany; CSX and CP Rail will provide the rail connection to the port; Federal Marine Terminal will operate and service the Port of Albany's new terminal.

Also, Port of Albany tenants and customers, including General Electric, are partners who support the port's expansion and will create new jobs around the port and throughout the Capital Region.

For the Port of Coeymans, Lafarge Cement will provide an easement on their property to connect to the CSX line and has signed a Memorandum of Understanding. Albany County Planning Board and Town of Coeymans Planning Board are the approval agencies; New York State Thruway Authority and New York State Department of Transportation are permitting agencies. Also, Port of Coeymans tenants are partners who support the port's expansion and will create new jobs.

### **LINK TO STATEWIDE INITIATIVES/ OBJECTIVES**

Global NY is an initiative launched by Governor Cuomo that offers a "one stop shop" to both foreign businesses looking to invest in New York and to local businesses that want to export globally. The Ports Modernization and Expansion initiative specifically builds upon the latter, providing local businesses new and cheaper opportunities to export their products to world markets.

This initiative directly complements Governor Cuomo's Opportunity Agenda, part of which he dedicated to investments in the ports and rail hub infrastructure. In particular, \$15M has already been invested in the Port of Albany to ensure Upstate New York is ready to handle a share of the projected increase in the volume of containerized cargo.

Substitution of a portion of trucking by maritime shipping will ease environmental strain and empower the Capital Region and neighboring regions to create more sustainable development and encourage smart growth practices, which is perfectly in line with the Cleaner, Greener Communities Program led by New York State Energy Research and Development Authority. For example, barging is estimated to be four-to-five times more efficient in terms of fuel consumption per ton of goods moved per mile.

## PROJECTS THIS BUILDS ON

This initiative builds on current and previous New York State support, as well as federal grants. In 2015, the Port of Albany submitted a proposal through the CFA process to construct the new \$8M maritime heavy-lift cargo operations building inside the secure marine terminal. The Port of Albany's planned reconstruction of the Cargill Dock leverages the \$15M awarded to the port by Governor Cuomo as a part of his Opportunity Agenda. The Port of Albany was awarded a \$1M Federal Port Security grant that has been put toward the construction of a Security Operations Center. The Port of Coeymans submitted an application through the CFA process for the CSX rail extension that is a part of this initiative.

## IMPACT

Upon completion, this initiative will create ~5,500-6,500 new jobs. These jobs will be made up of a combination of additional employment at Federal Marine Terminal as well as from the attraction of new tenants and the expansion of existing tenants. (See letters of support in the Appendix.)

In addition to the created jobs, the ports will offer world-class facilities for import and export opportunities for businesses from the Capital Region and the rest of New York State, thus increasing their competitiveness. Moreover, the initiative will reduce highway gridlock, lower greenhouse gas emissions, and reduce pollution in New York State.

## RESOURCE REQUIREMENTS

The Capital Region would recommend allocating \$45M to support this initiative; which will be matched by at least \$22.85M in private and public investments.

- The Port of Albany has requested \$43M in support: \$10M for new land acquisition; \$25M for new wharf construction; and \$8M for the construction of the maritime heavy-lift cargo operations building (requested through the CFA process). The Port of Albany will also be delivering \$57M in wages and benefits to new employees as a result of the expansion and modernization.
- The Port of Coeymans requires \$2M in addition to the \$7.85M of private funds that will be provided by the Port of Coeymans; \$6.85M of the private funds will come from a loan from Pioneer Bank to the Port of Coeymans. (See letters of support in the Appendix.)

With the current infrastructure and proposed improvements to the Capital Region's ports, they will play a major role in continued economic development and job creation in Upstate New York. The ports will become a fully integrated, essential transportation partner, as more local industry will be able to finally locate on the water. This will make shipping, both foreign and domestic, a viable economic option for more businesses and will prepare the region to cultivate opportunities for outstanding returns for the Capital Region and New York State.

## INITIATIVE 2: FULFILLMENT HUB EXPANSION

Attracting new major fulfillment centers to enhance our existing robust warehousing and distribution center ecosystem will create thousands of great, new middle-skill jobs. Upon implementation, this initiative will have created between 6,000-6,600 jobs.

The Capital Region is already established as a fulfillment hub, with several large companies—Ace Hardware, Coca-Cola, Dunkin Donuts, FedEx, Target, UPS, Walmart—recognizing the value of our centralized, connected physical location in the northeast. They know, as we know, that there is simply no beating the Capital Region for ease of moving from point A to B, both within the region and traveling outside it from here.

Through the fulfillment-hub expansion initiative, the Capital Region has set its sights on expanding and developing our extensive distribution and logistics infrastructure, including third-party logistics, by attracting more companies to anchor here. This targeted expansion will enhance the warehouse and distribution center ecosystem in the Capital Region and will become an integral part of the region's thriving distribution and logistics industry.

The addition of another fulfillment center to the region's economy on top of the existing ones will attract more third-party logistics companies that will drive the creation of more jobs across the Capital Region and New York State.



About 2,000 direct jobs will be created at the new fulfillment center, offering prime opportunity for hard-to-place workers to obtain permanent jobs with salaries of \$30,000-60,000 and to master new transferable skills. These will be predominantly middle-skill jobs that will offer training opportunities for its workers, for example, in forklift and radio frequency scanning device operations. The acquired skills will enable many of the Capital Region's workers to be more competitive in the job market and be able to explore new job opportunities at other companies within or outside the distribution and logistics industry of the Capital Region.

### IMPACT

A new modern fulfillment hub of the necessary scale and quality is estimated to create between 6,000-6,500 jobs, and generate ~\$200M in private capital investments for the center's construction.

## STRATEGY 3

# TALENT: BUILDING THE WORKFORCE OF TODAY AND TOMORROW

As Governor Cuomo highlighted in his Opportunity Agenda, bolstering workforce development through education and skills training is critical for a healthy, growing economy. The Capital Region will invest in its education cluster to develop an innovative workforce solution that will address the national middle skills gap. This strategy is a fundamentally different approach that seeks to better link job-seekers, employers, and education institution employers to higher education institutions. Over five years, this strategy will create 1,165-1,420 new jobs in the Capital Region and contribute nearly \$100M to GDP.

This strategy will leverage the Capital Region's strong assets – 20+ universities and colleges, private sector employers and higher education degree programs concentrated in STEM and existing K-12 support programs – to address challenges faced by the region, including a middle skills gap, declining enrollment at Capital Region higher education institutions and gaps in support for the pipeline of talent from the Capital Region's K-12 system. Addressing these shortcomings collectively will create a strong talent pipeline in the Capital Region with which to fill jobs, attract new business and industry, and build a vibrant, radiant economy. Our education strategy has wide-ranging support from stakeholders that are eager to explore partnership opportunities to find workforce solutions for the Capital Region. Our supporters include private sector employers of all sizes, including GlobalFoundries who is a trailblazer in workforce development in the Capital Region; General Assembly, a leader in creating and delivering employer-driven education; presidents of higher education institutions who are excited to leverage their organizations to drive economic growth in the region; and the SUNY Administration and the New York State Education Department who believe the Capital Region's approach to workforce development can be a model for the rest of New York State.



**This strategy is anchored by three new priority initiatives:**

### **Initiative 1: Launch the Partnership for Talent Aligned to Employers' Needs for Tomorrow (TALENT)**

The Partnership for TALENT, the first organization of its kind in the U.S., will take an innovative approach to workforce development by actively engaging employers and link them to the region's 20+ higher education institutions to rapidly create and deliver the specific training that job seekers need – with a state-backed credential. This initiative will take existing work in the Capital Region – education providers in the region who are already partnering with employers to deliver the skills employers are seeking – to the next level by proactively seeking out opportunities to connect employers to solutions for their workforce needs, and rapidly prototyping and codifying best practices for delivering employer-driven curriculum. Once fully developed, New York State Capital Region's approach to workforce development will serve as a prototype that can be scaled throughout New York State.

## Initiative 2: Enhance the region's higher education footprint

The Capital Region will invest in its higher education institutions to ensure the region is prepared to innovate in workforce development and to build on Governor Cuomo's vision to employ New York's higher education institutions as powerful drivers of economic growth (e.g., START-UP New York, NYSUNY 2020). Specifically, this initiative will launch "Ingenuity Investments," a competition for matching funding to establish an endowed chair or research center to attract faculty and researchers that are innovative in their respective fields, and create the Capital Region EDucational Investments for Tomorrow (CREDIT) Fund, a revolving-loan fund to support Capital Region colleges and universities in launching new programs that meet specific workforce needs for a Capital Region industry. Combined, these investments will bring expert faculty and student populations to our institutions. In the long term, we believe once the Capital Region successfully demonstrates its commitment to emboldening higher education, the region will naturally attract and launch new education companies (including those in the education technology space) to work with the region's colleges and universities as "live labs" to develop and test cutting-edge innovation in education.

## Initiative 3: Create a strong, seamless regional cradle-to-career pipeline, with a focus on STEM

To prepare the Capital Region's workforce of tomorrow, the Capital Region will invest in the expansion of high-potential programs, with a large focus on STEM, across the K-12 and post-high school value-chain. This initiative will link K-12 schools and students to the Capital Region's technology assets and culture, leveraging partnerships with higher education institutions, significant expansion of SUNY Poly's Children's Museum of Science & Technology (CMOST+), and deliver targeted support to the Capital Region's most challenging neighborhoods, with emphasis on students from traditionally hard-to-place populations (e.g., expansion of The Albany Promise and Early College High Schools).

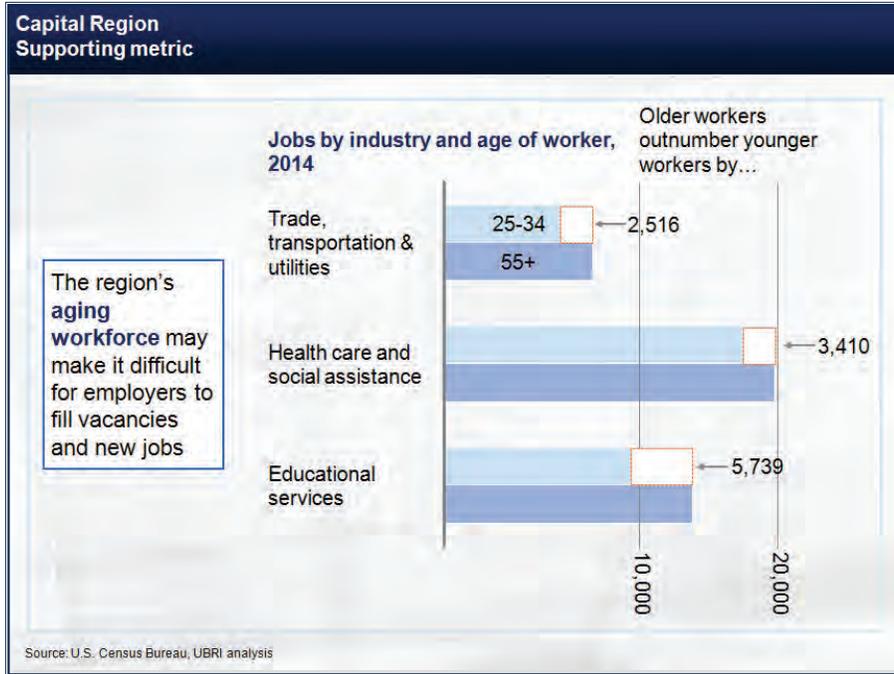
## CONTEXT

### Challenges and opportunities

This strategy is focused on finding solutions to the challenges faced by the Capital Region, including a skills gap similar to the one faced at a national level, declining enrollment in higher education and graduation rates from high school, and disparity in graduation rates across race and income.

### National and Capital Region skills gap

At a national level, over half of employers report that a talent shortage has a medium-to-high impact on their business. Yet, even when a degree is not required, employers continue to use a college degree as a proxy for skills despite 70% of Americans not having a college degree. However, most employers are not collaborating with education institutions. Current structures and processes make it difficult and costly for education providers to systematically collaborate with employers and build programs relevant for work skills. Through the URI plan development process, we engaged more than 50 employers in the Capital Region across a range of industries and varying sizes that pointed to a lack of talent with the skill they're looking for as a major barrier to their organization's growth. Also, as the population ages, the Capital Region may find it difficult to fill vacancies in sectors where workers aged 55+ outnumber workers aged 25 to 34, including in strategic URI sectors transport, healthcare, and education.



**Declining enrollment**

Higher education institutions will be critical to closing the skills gap. However, after years of strong growth, enrollment in Capital Region universities declined by nearly 1,000 students between 2010 and 2013. While not drastic, the decline in Capital Region enrollment is alarming given the importance of the education sector to our economy in terms of its direct employment impact and the economic benefits of student activity in the region.

**Disparity in graduation rates**

In addition to providing the right training to ensure Capital Region residents have the skills they need for employment, we must ensure that all residents, regardless of income or race, are prepared for and have access to these opportunities. In the Capital Region, educational attainment varies by race, income and location. The high school graduation rate for white residents is 87%; for Hispanic residents, 65%; and for black residents, 59%. Across the Capital Region, students from high-income families have a graduation rate of 88%, while low-income students (defined as participating in the Free/Reduced Price Lunch Program, or another assistance program such



as EITC, SNAP, or TANF) have a graduation rate of just 68%. Nearly 40% of all high school drop outs in the Capital Region live in Albany, Schenectady and Troy. This achievement gap has a pernicious effect on historically underserved and vulnerable communities. Closing the gap will first and foremost have a positive impact on those families while also strengthening the Capital Region's economy as a whole.

### Assets and existing momentum

To develop workforce solutions and support the region's K-12 pipeline, the Capital Region will build on its existing education sector and higher education footprint, and will continue to leverage the region's vibrant tech sector to connect students to STEM opportunities.

### Capital Region education sector

As a sector, education is growing in the Capital Region, and added 20,000 jobs in the last 25 years, moving from 2.5% of employment in 1990 to more than 6% in 2014. The Capital Region has a demonstrated competitive advantage in education on which to build: as a sector, education has a Location Quotient (LQ) of 2.5, given its high specialization relative to the U.S. education sector—a measure that implies a relative competitiveness based on strong business processes or products demanded globally.

### Capital Region higher education institutions

The Capital Region is home to 20+ higher education institutions, including world-renowned research institutions, nationally ranked four-year universities and colleges, and distinctive community colleges, as well as the system administration headquarters of The State University of New York (SUNY) and the State Education Department. The Capital Region's education institutions are well-regarded and have received extensive accolades. The list of accomplishments is too numerous to detail, but a few examples include, four Capital Region higher education institutions have nationally ranked programs according to *U.S. News & World*

*Report's "Best Colleges" and "Best Graduate Schools"*<sup>1</sup>. For two years in a row, 2014 and 2015, *Small Times* magazine ranked SUNY Polytechnic Institute's College of Nanoscale Science and Engineering as the number one school for micro and nanotechnology, topping programs at Cornell (2) and Stanford (12). According to a 2015 survey of the National Center for Education Statistics, SUNY's Adirondack Community College and Hudson Valley Community College are the ninth and tenth best community colleges in New York State, respectively. Also, The White House identified SUNY's University at Albany as an "engine of opportunity"—i.e., a college that enrolls a large share of low-income students and is comparatively affordable and has a high completion rate<sup>2</sup>.

Through their research, Capital Region higher education institutions draw in research funding to the region, which not only attracts students and has positive economic impact, but also positions the region and New York State as thought leaders tackling some of the world's toughest challenges. Just one example of this is University at Albany professor of atmospheric and environmental sciences, Jiping Liu, receiving this year a federal grant for over \$275,000 to improve forecasts of the seasonal variation of arctic ice. His work will play a critical role in better understanding the impact of climate change.

Effectively linking the Capital Region's population with higher education opportunities that prepare students for high and middle-skill jobs is key to our region's vibrancy and quality of life today and in the future. Fortunately, Capital Region education institutions are already working with employers to develop and deliver targeted curriculum, and the goal of this strategy is to scale these efforts.

### Case study: Capital Region success story



Capital Region higher education institutions are already working directly with employers, and here are a great examples to demonstrate:

- Hudson Valley Community College and GE have installed and are operating a 50-kilowatt class fuel cell power generation demonstration system at the HVCC's TEC-SMART campus. Students are able to receive hands-on training on the emerging technologies from GE.
- Albany Medical Center, through its Biomedical Acceleration and Commercialization Center, is setting a up a formal biodesign innovation curriculum in partnership with Rensselaer Polytechnic Institute's Emerging Ventures Ecosystem, as part of a regional push to capitalize on resources in biomedical science and healthcare.

### Capital Region technology sector

Discussed at length in the Next-Tech Strategy section, is that Capital Region is home to leading tech companies and institutions, including SUNY Poly, GlobalFoundries, GE, IBM and Regeneron, which provides tremendous incentive and promise for retaining local STEM graduates and strengthening the local STEM pipeline, from cradle to career.

In the following section, we outline the three mutually reinforcing initiatives that will deliver direct economic benefits of the residents in all eight counties, as well as serve as a major asset in attraction of people to the Capital Region.

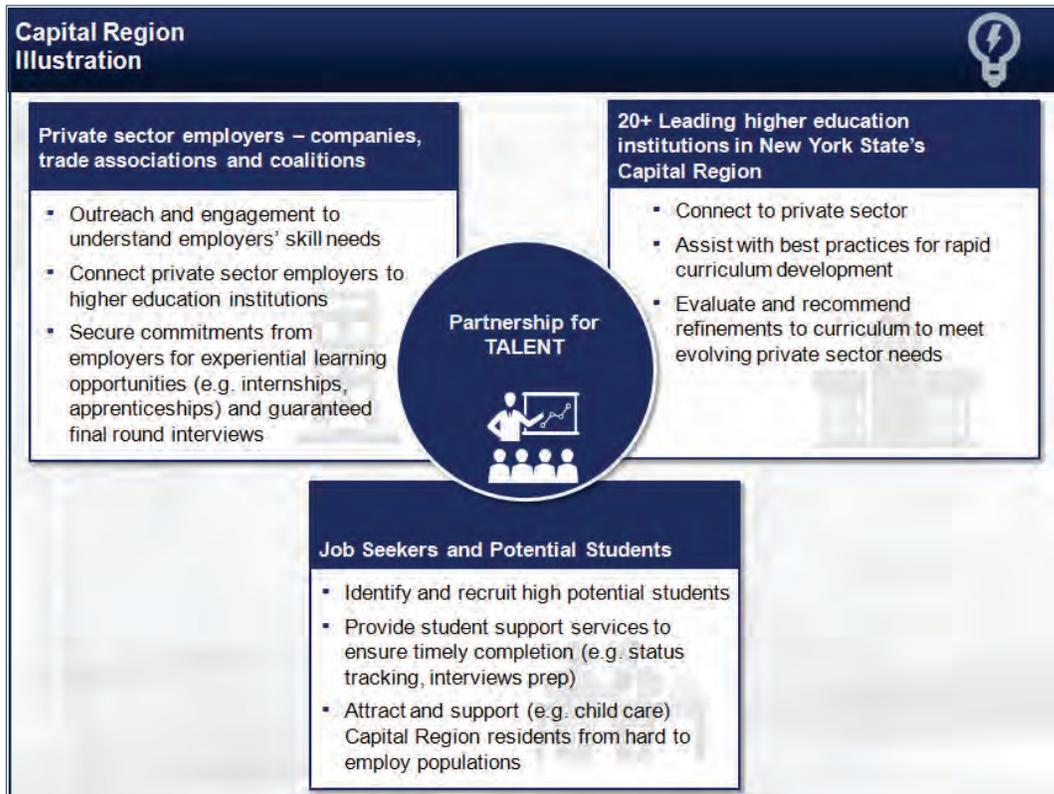
## INITIATIVE 1: LAUNCH THE PARTNERSHIP FOR TALENT ALIGNED TO EMPLOYERS' NEEDS FOR TOMORROW (TALENT)

The Partnership for TALENT, the first organization of its kind in the U.S., will take an innovative approach to workforce development by actively engaging employers and link them to the region's 20+ higher education institutions to rapidly create and deliver the specific training that job seekers need – with a state-backed credential. This initiative will take existing work in the Capital Region – education providers in the region who are already partnering with employers to deliver the skills employers are seeking – to the next level by proactively seeking out opportunities to connect employers to solutions for their workforce needs, and rapidly prototyping and codifying best practices for delivering employer-driven curriculum. Once fully developed, the New York State's Capital Region's approach to workforce development will serve as a prototype that can be scaled throughout New York State. The Partnership for TALENT will create 75-100 new jobs from the establishment of a new organization and will help fill jobs in the Capital Region, New York State, and beyond based on existing demands in the health care, software, advanced manufacturing, hospitality, and retail sectors from employers who have already expressed interest in exploring curriculum development with an entity like the Partnership for TALENT.

Specifically, the Partnership for TALENT will actively cultivate and develop partnerships with employers with talent needs; design and deliver targeted curriculum by directly linking employers to the Capital Region's 20+ programmatically diverse, highly rated higher education institutions and private-sector education providers; secure state-backed stackable (when appropriate and a full degree may be desired) credentials with the New York State Education Department (SED) to provide students long-term flexibility and mobility in their careers, while also creating the opportunity for students to earn a full degree over time; and connect job seekers and students with the support and programs that will give them the skills they need to plan for and excel in their careers.

## DESIGN

Solutions to workforce skills challenges are needed now, so the Capital Region has thought extensively about how the Partnership for TALENT could work so that a detailed design phase can be started immediately. In this section, we share our preliminary approach for how the Partnership for TALENT will operate, how the Partnership for TALENT will be structured, and how the Partnership for Talent will pilot curriculum.



### How the Partnership for TALENT will operate

The Partnership for TALENT will carry out this work through four types of activities: (1) private sector outreach and partnership development; (2) curriculum development driven by a collaboration between employers and education providers; (3) student recruitment and support services; and (4) curriculum delivery and evaluation.

#### (1) Private sector outreach and partnership development

The Partnership for TALENT will employ an active outreach model to engage employers. This direct engagement will help employers better understand their own skills gaps and create tailored solutions available to meet their talent needs. The Partnership for TALENT will also connect coalitions of employers (e.g.,

trade associations) who have similar skills needs, but may only hire a few skilled workers a year as individual organizations.

Once an employer (or coalition of employers) is ready to develop a tailored curriculum, the Partnership for TALENT will formalize a partnership agreement. First, expert staff will carry out a detailed assessment of an employer's skill needs and then identify a short list of three to five high potential Capital Region higher education institutions with demonstrated capabilities in the employer's sector. A partnership agreement signed by the Partnership for TALENT, the employer, and the education institution will detail a plan for experiential learning opportunities, such as internships and apprenticeships, and a guarantee from the employer to offer final-round interviews to students who complete the program.

**(2) Curriculum development driven by a collaboration between employers and education providers**

Curriculum design will be led by the Capital Region’s higher education providers with heavy input from industry employers. The region’s education footprint is expansive, and includes world-renowned research centers, nationally ranked institutions offering four-year degree programs, and distinctive community colleges. The Partnership for TALENT will draw on the experiences of more than 20 education institutions in the Capital Region, which have an established history of working directly with employers to design and deliver tailored curriculum.

The Partnership for TALENT itself will not create curriculum, but will serve the critical role as the coordinating liaison between employers, Capital Region education providers, and the State Education Department, enabling them to develop and deploy curriculum. The Partnership for TALENT will be continuously focused and up to date on best practices that ensure the curriculum reflects the latest needs and is made readily available at the participating institution(s).

While early focus will be on rapid development of middle-skills programs, the Partnership for TALENT will be committed to enabling targeted curriculum for all skills levels, including tailored stackable credentials that build to bachelor’s and master’s degrees.

In the long term, the Partnership for TALENT will explore opportunities to build “degree ladders” tailored to specific needs of an industry or employer. For example, the Partnership for TALENT would work closely with a biotech firm to develop, with a community college, an associate-degree program for technicians, a bachelor’s degree program with a reputable college or university focused on STEM, and master’s-level program with one of the strong STEM-offering universities.



**Capital Region Data Insight Readiness**

**Top STEM Institutions in Capital Region**

Institution	Students Enrolled in STEM Majors
Rensselaer Polytechnic Institute	4,541
SUNY at Albany	2,391
Albany Medical College	840
Union College	793
SUNY Empire State College	699
Siena College	588
SUNY Poly	321
The Sage Colleges	220
The College of Saint Rose	193
Union Graduate College	181
Skidmore College	149
SUNY College of Agriculture and Technology at Cobleskill	34

Source: US Dept. of Education IPEDS

### (3) Student recruitment and support

Through plugging into the State University's existing – and growing – PTECH and Early College High Schools networks, the Partnership for TALENT will be able to actively recruit and support students, if requested by the private sector partners or the education institutions. High-potential students will be identified and recruited from the Capital Region and other regions in New York and the U.S. Student support services, including education planning, progress tracking, and career coaching, will be provided to centralize information on possible career pathways and ensure timely completion of programs. Human Resources offices in the larger companies currently engage in these activities, and this function would alleviate that need to a large extent, plus offer these services, for the first time, to the smaller business incapable of manning these activities.

While having a national focus for skills development, the Partnership for TALENT will be firmly committed to serving the needs of New York State's Capital Region residents. The Partnership for TALENT will oversee a community-based program to match "hard-to-place" residents to programs and will provide these students with needs-based financial aid and support services, such as child care.

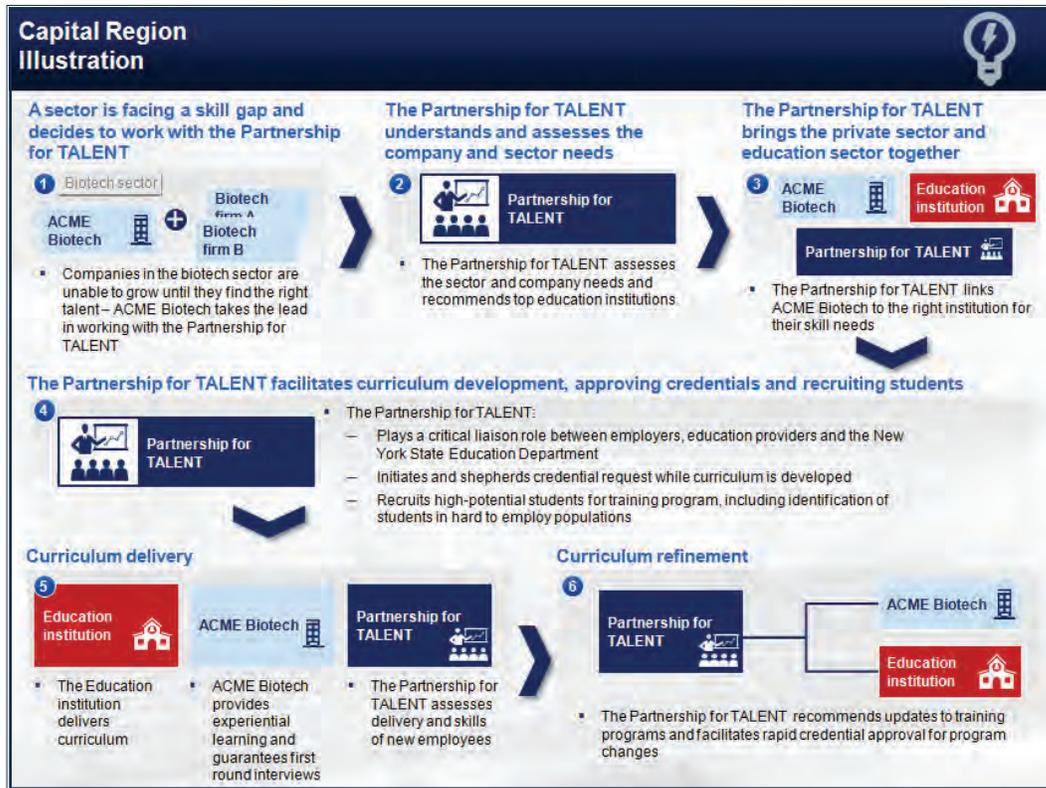
Curriculum will be delivered through a mix of leading higher education instructors and private sector faculty

with hands-on experience. The Capital Region has two additional models of delivery it will leverage: Board of Cooperative Educational Services (BOCES) and Early College High Schools. The Capital Region's BOCES, the sixth largest BOCES in New York State, works closely with Capital Region school districts and can play a key role in attracting and engaging students, as well as a role in content delivery. Early college high schools are programs developed to increase high school graduation rates and college completion rates for disadvantaged students by allowing high school students to earn college credit. Partners in STEP will work closely with Early College High Schools to ensure there are opportunities for students to complete employer-driven curriculum for credit.

### (4) Curriculum delivery and evaluation

Curriculum will be delivered through a mix of leading higher education instructors and private sector faculty with hands-on experience. Agility in curriculum design and delivery will be crucial to meeting employers' evolving needs. To ensure all curricula are relevant and cutting edge, the Partnership for TALENT will hold regular consultations with employers.

The image on the next page illustrates how the Partnership for TALENT would help ACME Biotech, a Capital Region leader in the biotech sector, develop and deliver a tailored curriculum program to provide the skills their employees need.



**How the Partnership for TALENT will be structured**

The Partnership for TALENT will hire and deploy a high-caliber team to find and deliver innovative solutions for workforce challenges. It will be established as a not-for-profit organization that will be comprised of four departments: 1) private sector outreach and partnership development, 2) curriculum development, 3) student support services, and 4) finance and administration. An advisory board, comprised of private and education sector leaders, will be tasked with identifying sectors with acute skills challenges and potential corporate clients.

**Across its four departments, the Partnership for TALENT will have eight roles:**

- **Executive Director** will be responsible for strategic direction and major partnership development
- **Head of Curriculum** will manage curriculum development program and compile best practices for designing employer-driven curriculum and will lead pilot curriculum for “in-demand” sectors

- **Head of Private Sector Outreach** will manage external relationships with employers and education providers, and oversee financing and funding disbursements to education providers
- **Head of Administration and Finance** will oversee day-to-day operations
- **Program Managers** will be direct liaisons with employers and education providers for curriculum development and delivery
- **Instructional Designers** will provide supplemental support to faculty from education providers who will be leading the development of curriculum
- **Private Sector Outreach Representatives** will carry out day-to-day activities related to employer and education provider relationships
- **State Department of Education Liaison Officer** will be knowledgeable about state regulations and develop a working relationship with offices and employees in SED
- **Finance and Administration Officers** will manage day-to-day operations

### How the Partnership for TALENT will pilot curriculum

In its first 12 months, the Partnership for TALENT will initiate five to six high profile pilot programs that will have impact in the Capital Region as a visible demonstration of their presence and impact. An example of a pilot program would be linking the Partnership for TALENT to Lighthouse Schools. The pilot would be centered on advancing the skill sets of teachers and school

leaders in the region, so they are better prepared to help students achieve mastery of core academic content. This would be an important pilot because it links directly to the Capital Region’s efforts to support K-12 students, and prepares a future workforce that will drive economic growth in the Capital Region and New York State. It will require further investment in our region’s teachers and school leaders to transform the schools of today into 21<sup>st</sup> century learning schools. Also, focusing on better preparing teachers will build on examples of “excellence in teaching” in the Capital Region, such as the Clean Technologies & Sustainable Industries, Early College High School and the Schenectady Smart Scholars Early College.

**Case study:**  
A Capital Region success story

New York’s Capital Region is the home to beacons of excellence in teaching and deep learning.

- **The Clean Technologies & Sustainable Industries Early College High School** (Clean Tech ECHS), located on Hudson Valley Community College’s TEC-SMART campus in Malta, NY, is an innovative STEM school lead by the Ballston Spa Central School District in partnership with Hudson Valley Community College, NYSERDA and over 40 partners in business and education. The Clean Tech ECHS was launched as a member of the Smart Scholars Early College High School Network in September 2011 to provide an early college program to address the workforce and economic development needs of the Capital Region. High school students are co-enrolled in college classes in pathways that lead to an Associate’s Degree in the fields of Clean Energy, Information Technology, Mechatronics (Semiconductor Manufacturing), and Entrepreneurship. In 2013, the program was recognized as a NYS P-TECH school. Clean Tech ECHS boasts a 100 percent high school graduation rate and 95 percent of graduates are attending college.
- **The Schenectady Smart Scholars Early College** is an innovative partnership between SUNY, Schenectady County Community College (SCCC) and Schenectady High School that improves learning outcomes for at-risk students while they also earn college credit. Schenectady Smart Scholars ECHS began in 2010 establishing a collaborative learning and teaching environment for incoming 9th graders. Students are provided with comprehensive academic and social/emotional support services and graduate from high school with a Regents Diploma. They successfully transition into college with at least 20 credit hours earned and transferrable toward a degree. Over 92 percent of Smart Scholars students graduated from high school last year compared to the district average of 56 percent. Eighty-six percent of Schenectady Smart Scholars students continued on directly to college.

### PARTNERS—EXISTING AND POTENTIAL

In the near-term, the Capital Region will engage a wide range of stakeholders in and out of the region to launch the Partnership for TALENT.

The Capital Region’s higher education institutions, BOCES, and early college high schools will all be crucial partners in developing and delivering curriculum. The State Education Department will also play a critical role in enabling fast-tracked approvals for new, tailored curriculum. Employers will play an integral role as well, not just as customers, but as partners in curriculum development and delivery. Together, SUNY and SED are committed to rapidly prototyping the Capital Region approach to workforce development so that the approach can be leveraged throughout New York State.

Throughout the design process, the URI Advisory Council discussed workforce development solutions with national organizations dedicated to solving the skills gap and strong private sector players on the cutting edge of employer-driven curriculum development. In particular, we have had multiple discussions with General Assembly – a VC-backed educational institution with 14 global locations that transforms thinkers into creators through education in technology, business, and design – and they are excited to collaborate with the Capital Region’s higher education institutions and help launch the Partnership for TALENT.

**Case study:**  
Source of inspiration

Whether online or offline, we build our products the same way, starting first with the employer. Employers help us understand what fields (such as business or design) or skills (such as user experience or product management) are most relevant in the market today. As such, employers are our best way to gauge emerging trends in the workforce.”

– General Assembly on its approach to curriculum development



**RESOURCE REQUIREMENTS**

The nation’s workforce challenges need solutions now, so the Partnership for TALENT will be started at near-scale and will be seeded to grow rapidly in year one and two before reaching full-scale in year three.

In the long term, the Partnership for TALENT will earn fees for the curriculum it helps develop, as well as philanthropic support for programs targeting hard-to-place populations. The Capital Region would recommend allocating between \$10-15M in funding for start-up

costs for the Partnership for TALENT, including the development of curriculum for high-need sectors, such as healthcare workers, to demonstrate that the Capital Region’s approach to workforce development is a winning model. Start-up costs in year one and two will cover:

- **Overhead expenses:** Work at the Partnership for TALENT will begin immediately, and overhead expenses will include employee salaries, employee benefits, rent, equipment, and supplies

- **Financing and funding solutions:** Bridge loans and grants will be invested in education providers and programs to ensure they are competitive nationally
- **Pilot curriculum development:** In its first 12 months, the Center will initiate five to six high-profile pilot programs that will impact the Capital Region as a visible demonstration of the Partnership for TALENT's presence and impact
- **Financial aid and support for hard-to-place New York State's Capital Region residents:** In conjunction with other community-based programs, such as Cradle-to-Career to support and Early College High School, The Partnership for TALENT will manage a fund to provide financial aid and wrap-around services to Capital Region citizens in hard-to-place populations

## INITIATIVE 2: ENHANCE THE CAPITAL REGION'S HIGHER EDUCATION FOOTPRINT

The Capital Region will invest in its higher education institutions to ensure the region is prepared to innovate in workforce development and to build on Governor Cuomo's vision to employ New York's higher education institutions as powerful drivers of economic growth (e.g., START-UP New York, NYSUNY 2020). Specifically, this initiative will launch "Ingenuity Investments," a competition for matching funding to establish an endowed chair or research center to attract faculty and researchers that are innovative in their respective fields, and create the Capital Region EDucational Investments for Tomorrow (CREDIT) Fund, a revolving-loan fund to support Capital Region colleges and universities in launching new programs that meet specific workforce needs for a Capital Region industry. Combined, these investments will bring expert faculty and student populations to our institutions and attract new companies from across the education value chain that will support innovation in education. In the long term, we believe once the Capital Region successfully demonstrates its commitment to emboldening higher education, the region will naturally attract and launch new education companies (including those in the education technology space) to work with the region's colleges and universities as "live labs" to develop and test cutting-edge innovation in education. This initiative

will lead to new endowment chairs, research centers and degree programs, which means more economic output and created by higher education institutions. Upon implementation, this initiative will have created 1,000-1,200 new jobs over its first five years.

### DESIGN

The Capital Region will launch "Ingenuity Investments" and create the Capital Region EDucational Investments for Tomorrow (Credit) Fund to ensure the region's higher education institutions are fully prepared to find solutions to the region and nation's workforce development challenges.

#### Establish Ingenuity Investments

The Ingenuity Investments will be a competition for matching funds to establish new endowed chairs at selected higher education institutions with the intent of recruiting recognized experts from outside New York State who specialize in disciplines that complement the region's strategic development areas—health-tech, clean-tech, urban revitalization, transport and logistics, and education. New faculty will be leaders in their respective fields, and by virtue of their high profiles and renowned expertise, will attract the best and brightest students to Capital Region institutions, increase research activity, and feed the region's tourism industry through conferences, symposia, and the like. In short, the Ingenuity Investments will serve as a significant attractor for new brainpower. Private dollars would come from philanthropic investment in our colleges, in addition to additional, significant external funding, guarantees of which would be required of the chair-holders (e.g., from the National Institutes of Health or the National Science Foundation).

Ingenuity Investments will be a one-time competition to receive matching funding for an endowed chair or research center and all Capital Region higher education institutions may participate—public and private, four-year degree colleges, and community colleges. Institutions can compete for up to two allocations of \$250,000, \$500,000, or \$1M in matching funding for a new endowment chair. To compete, the institution will submit business plans that detail how a new chair will have a demonstrable positive economic impact on the institution and the Capital Region, such as increased struggle to do even that, let alone launch

student enrollment, external funding, and increased jobs from new teaching fellows and researchers. Institutions selected to receive an Ingenuity Investment award must demonstrate philanthropic or private match that is equivalent to or exceeds the funding requested through the competition. A “blue-ribbon” panel of state leaders (e.g., SED commissioner, Lt. Governor) will be convened to review submissions and select winners. Additional conditions for disbursement would be as follows:

- The endowed chair must be in a discipline related to the Capital Region’s transformative economic development plan (e.g., transport & logistics, entrepreneurship, urban revitalization, high tech, community healthcare, clean-tech, educational technology and innovation).
- The endowed chair must be recruited from outside of New York State.
- The endowed chair must come with transportable external funding in support of his or her program.
- The philanthropic or other private pledge must be validated to be from a source capable of fulfilling the pledge.
- A five-year pledge is acceptable, however the URI matching funds would be disbursed at the same schedule as the pledge. Internal bridge funding is available until full fulfillment is an option.
- The potential new external funds generated by the chair must be equivalent to or exceed the state investment, in the chair’s first five years.

Together the collective increase of endowed chairs into the Capital Region would be a mighty force in moving forward the overall transformative economic development plan. Endowed chairs will attend an annual conference to share their work and discuss future research initiatives. The initiative would also be supplemented with regular networking events for the chairs and their participating institutions to revisit and advance the goals of this plan.

This Ingenuity Investment initiative will have an impact on both job creation (new faculty and their associated hires—students, post-docs, technicians, support staff, research team members, as well as multiplier-effect jobs) and income generation (endowment proceeds, new grant dollars, and the benefits reaped from the execution of the ideas these chairs have in fulfillment of the URI initiatives). It will also further enhance the research and development cluster that is already a strength in the Capital Region.

**Case study: “Brains for Bucks”**  
Source of inspiration

In 1997 the Kentucky legislature approved a bold plan to reform the state’s system of higher education. The goal was to develop a “seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.” A key component of this reform was the state’s creation of the Research Challenge Trust Fund, a strategic investment in university research designed to create new jobs, generate new economic activity and provide new opportunities for Kentucky citizens. Commonly known as “Bucks for Brains,” the program uses state funds to match private donations, effectively doubling the impact of private investment supporting research in strategically defined areas and planting the seeds for a better future.

After the Kentucky legislature invested \$100M in 1998, the University of Louisville grew from 29 endowed chairs in 1997 to 126 in 2008 and secured \$144M in additional research funds. Ten years after the program’s launch, the University of Louisville reported that for every dollar generated from the chairs in extramural funding, an additional 2.2 of non-grant funded dollars is generated for local and state economies. The outcomes included the creation of new partnerships between the university and industry and many new spin-off companies. By 2008, University of Louisville’s grant funding sky-rocketed and propelled the medical school into the top 50 NIH funded institutions in the Country. In addition in 2015, largely through Bucks for Brains, the university achieved Carnegie classification designation of Research I – which requires the highest level of external funding.”

**Create the CREDIT Fund**

The Capital Region will set up the Capital Region EDucational Investments for Tomorrow (CREDIT) Fund, a \$10M fund that the region’s higher education institutions can access to launch new degree programs. As a revolving loan fund, the CREDIT Fund will be a self-replenishing pool of money. As loans are repaid and interest is accrued, additional loans are made. The total amount lent out over time will greatly exceed the starting size of the revolving loan fund. To grow, our universities and colleges need to create academic programs that align with and better meet the evolving needs of our industry. University budgets are typically built to deliver current programmatic offerings, but many struggle to do even that, let alone launch new degree programs. Currently, SED policy requires education institutions

new degree programs. Currently, SED policy requires education institutions hire faculty prior to approval of new programs. However, many institutions in the Capital Region do not have the resources to hire these faculty members until the program is launched, limiting the institution's ability to expand.

The CREDIT Fund would make competitively available investment monies for new programs that meet specific criteria. This includes submission by applicants of a detailed business plan that explicitly demonstrates that the program would be instrumental in meeting workforce-development needs in a core Capital Region industry and shows the payback period of the loan. Repaid loans would replenish the fund for future investment.

The Credit Fund would be administered by the Partnership for TALENT. Academic institutions will apply for support from the Credit Fund to launch a new degree program. Loans can be used for curriculum development, administrative costs (e.g., costs for securing state credentials), or student attraction, and will be paid back over eight years as programs successfully scale.

## **PARTNERS—EXISTING AND POTENTIAL**

The Capital Region's higher education institutions are the core partners for this initiative, as well as private sector employers to enable higher education institutions to demonstrate a demand for their new program.

## **LINK TO STATEWIDE INITIATIVES AND OBJECTIVES**

This initiative builds upon two of Governor Cuomo's state-wide initiatives aimed at boosting economic growth and bolstering the state's higher education footprint: START-UP NY and NYSUNY 2020.

### **START-UP NY**

The Capital Region believes the energy generated from this initiative will attract innovative education companies to the Capital Region, and START-UP NY will be an additional incentive for these companies. The START-UP NY initiative has already attracted education companies to the Capital Region, including Classbook.com, the first and only company to offer schools access to the

entire market of eBooks and eTextbooks, through the University at Albany.

### **NYSUNY 2020**

The NYSUNY 2020 Challenge Grant Program, an innovative partnership between SUNY and the Office of the Governor, has spurred economic growth and bolstered academic institutions. The goal of the program is to leverage SUNY as a catalyst for regional economic growth and education. As an example of the program's impact, the University at Albany will be building a state-of-the-art complex thanks to the support of NYSUNY 2020, the Emerging Technology and Entrepreneurship Complex (E-TEC) – designed to be a state-of-the-art research and development (R&D) hub for emerging technologies and entrepreneurial leadership.

## **IMPACT**

This initiative will lead to new endowment chairs, research centers and degree programs, which means more economic output and created by higher education institutions. Over the next five years, we estimate 1,000-1,200 new jobs will be added from increased higher education activities which will require new faculty and support staff needed to launch and operate new endowment chairs, research centers and curriculum programs.

## **RESOURCE REQUIREMENTS**

The Capital Region would recommend allocating between \$15-20M to support Ingenuity Investments and the (CREDIT) Fund—which combined will attract over \$20M in matching funding. We would allocate approximately \$10M for the Ingenuity Investments, which will be matched at least 2:1 with private and philanthropic contributions and funding attracted by endowed chair recipients. We would allocate between \$5-10M for the (CREDIT) Fund, as seed funding that will last in perpetuity since the loans will be paid back. Attraction of new companies will not require any direct investment, and will leverage existing New York State programs, such as START-UP NY, and other URI strategies, including entrepreneurship.

## INITIATIVE 3: CRADLE-TO-CAREER SUPPORT

To prepare the Capital Region's workforce of tomorrow, the Capital Region will invest in the expansion of high-potential programs, with a large focus on STEM, across the K-12 and post-high school value-chain. This initiative will link K-12 schools and students to the Capital Region's technology assets and culture, leveraging partnerships with higher education institutions, significant expansion of SUNY Poly's Children's Museum of Science & Technology (CMOST+), and deliver targeted support to the Capital Region's most challenging neighborhoods, with emphasis on students from traditionally hard-to-place populations (e.g., expansion of The Albany Promise and Early College High Schools). Upon implementation, this initiative will create 90-120 jobs in the Capital Region.

### A. Linking K-12 to STEM assets

The Capital Region's burgeoning collective approaches to development have already begun to drive necessary change in local K-12 pipelines and develop STEM education and linkages between pre-college students and meaningful experiences in STEM fields. The Capital Region is committed to leveraging its distinctive science and technology assets—which include premier universities with strong STEM offerings and leading tech companies across a range of industries—and integrating them as critical resources into the education of region's K-12 students.

The greatest strength of this initiative is that it builds exclusively on existing assets and programs across the region. For example, most higher education institutions with STEM degrees have programs to engage K-12 students. As just one example, the Albany College of Pharmacy and Health Sciences has started an academy to expose grade school students to STEM concepts (see box for more details). Over time, the Capital Region expects to invest in and scale a number of these types of initiatives across the region in order to keep the region on the cutting edge of linking students to STEM opportunities.

#### Case study: ACPHS Academy Capital Region success story



The Albany College of Pharmacy and Health Sciences Academy enrolls grade school children in an innovative, educational, hands-on experience that gives them a taste of STEM opportunities at an early age. Local school teachers are employed to teach at the college two hours a day, two days a week, for ten weeks each semester, and are assisted by ACPHS student mentors. Over 120 children from grades 3-6 take part in a variety of science projects that culminate in an annual science fair and program graduation each spring. The other Capital Region colleges and universities should follow their successful model and adopt nearby or neighborhood schools for a similar experience. Funding is required to hire the teachers, the program director, purchase disposable equipment, bus the children, and provide afterschool snacks.

The results from the ACPHS Academy are impressive. Children enrolled in the program have scored highly on the New York State fourth grade science exam, out-performing those from their schools who are not taking the program. Many wish to return to the program year after year. Those who complete the program and do well in high school are eligible for scholarships to ACPHS. This successful program creates an early interest in STEM while inspiring students and building confidence."

Among the region's STEM assets, SUNY Poly is an anchor in the Capital Region's approach to linking students to STEM and has launched several programs that demonstrate the region's commitment and ability to build a vibrant ecosystem around STEM, including being home to the Northeast Advanced Technological Education Center, participating in FIRST TECH Challenge and supporting Tech Valley High School:

- **Northeast Advanced Technological Education Center:** Building on Governor Cuomo's leadership in driving high-tech investment and job creation in New York State, the National Science Foundation (NSF) selected the SUNY Poly in Albany as the future home of the Northeast Advanced Technological Education Center (NATEC). The three year, \$2.1M program enables the expansion of the current education and training partnership between Hudson Valley Community College, Mohawk Valley Community College, Fairfield University, NSF and SUNY Poly. NATEC serves as a critical, sustainable resource to create and maintain a skilled technical workforce for the semiconductor and nanotechnology industries in New York State and Western New England. Through an

extensive network of community college, university, and industry partners, NATEC identifies the essential technician competencies and skills required by such a workforce. NATEC uses those findings to develop employee training programs, as well as educate current and future students about future technology career opportunities. Through unique educational materials, partner internships, co-ops, shadowing opportunities and outreach activities, NATEC expands the pipeline of K-12 students interested in semiconductor and nanotechnology career options.

- **FIRST TECH Challenge:** SUNY Poly is a partner with FIRST TECH Challenge (FTC) and the international program FIRST (For Inspiration and Recognition of Science and Technology), an annual robotics competition. However, the FTC is more than a robotics program. It is a community focused on building a better world for tomorrow by engaging students in STEM. FTC is focused on teaching students the value of hard work, innovation and creativity. It goes beyond competition by teaching teenagers the importance of working together, sharing ideas and treating each other with respect and dignity.
- **Tech Valley High School:** Tech Valley High School (TVHS) is a regional public high school that integrates technology, business acumen, and immersive STEM education in a project-based learning environment. Established in 2007 through a collaboration of two BOCES – Questar III and Capital Region BOCES, TVHS is located on the SUNY Poly campus, making it uniquely positioned to provide its students exposure to scientists, researchers and other educational resources that enhance the school's STEM curriculum.

### Expansion of CMOST+

To build on existing STEM-centric programs, a signature feature for linking the region's K-12 students to STEM education and the region's cutting-edge tech assets will be the expansion of SUNY Poly's Children's Museum of Science and Technology (CMOST+)—a plan that will redefine the model for children's museums, as well as K-12 STEM education, around the country.

To expand CMOST+, the Capital Region will catalyze a unique public-private partnership. Building upon its rapidly expanding strategic relationships with many of

the world's leading high-technology companies that are driving innovation and commercialization programs at the SUNY Poly campuses, CMOST+ will directly align industry growth with educational and community outreach.

Early student engagement—piquing interest in STEM, making known STEM career possibilities, and ensuring students are effectively linked to high-quality STEM-preparation programming—is critical to creating an education pipeline that directs regional students to the most promising jobs and can sustain the region's most promising industries. CMOST+ will serve as a critical bridge to STEM education and experience for K-12 students. There will simply be nothing else like it in the world, and it's the Capital Region's existing assets that will make CMOST+ possible.

Centrally located in the region on the SUNY Poly Albany NanoTech Campus, CMOST+ will actively engage and encourage elementary, middle, and high school students to pursue STEM education at the region's Tech Valley High School, as well as the region's other K-12 educational institutions.

CMOST+ support tight linkages between a wide array of hands-on enrichment and engagement K-12 science and technology education initiatives and the region's community-based workforce development and educational achievement leading to associate, bachelor's, and doctoral degree outcomes.

CMOST+ will serve a dual mandate: as a facilitator of educational outreach and as a technology showcase for the breakthrough work of SUNY Poly's industry partners. This includes next-generation solutions in smart city/ Internet of Things solutions, clean-energy systems, visualization interfaces, computational capabilities, cyber security, and cultural and history immersion, among many other areas.

### PARTNERS—EXISTING AND POTENTIAL

The expansion of CMOST+ is supported by over 300 global industry leaders, including private-sector companies, foundations, and the federal government.

## IMPACT

Upon implementation, this initiative will have created between 90-120 new jobs over its first five years.

In addition, through CMOST+, thousands of young people will receive positive and exciting exposure to nanotechnology and high-tech manufacturing, further increasing the number of STEM-literate students who will be ready to embrace the region's emerging technologies. When combined with SUNY Poly's Outreach Services efforts, this initiative will significantly impact the creation of a highly educated workforce prepared to meet the needs for both today's and tomorrow's regional economy.

## RESOURCE REQUIREMENTS

CMOST+ expansion will cost \$100M over five years. Private-sector companies, foundations, and the federal government will contribute \$75M toward capital construction and ongoing operations. The Capital Region would recommend allocating ~\$15M to support CMOST+.

CMOST+ will achieve operating sustainability by supporting deployment of technology while concurrently providing the region with a unique and dynamic science and technology educational and career-exploration portal. This portal will prepare the Capital Region workforce for industry partners, while exposing workers in training to real-world technology, targeted applications, career pathways, and learning programs.

### B. Scale up of Cradle-to-Career support

In line with the URI direction to focus on the urban core and in order to address the workforce needs of the Capital Region, the three largest urban cities (Troy, Albany, Schenectady) will work together to seal the leaks in the education pipeline by adopting a Cradle-to-Career (C2C) vision for education to improve educational outcomes for the children and families living in these cities. Collectively, the Albany, Schenectady, and Troy City School Districts serve 24,000 students a year, giving these three cities the opportunity to realize success for a high number of Capital Region students each year. In addition, there are significant financial implications for the region with

the success of students through the pipeline: increased high school graduation rates correspond with higher college enrollment rates locally, boosting our local higher education sector; cost-savings realized with early interventions relieve districts from high-cost interventions later in the pipeline; a qualified, highly-skilled workforce attracts more business and industry; and degree-holding, employable residents benefits families and neighborhoods across the region.

## DESIGN

Building on an existing successful program, the Capital Region will invest in a scale-up of The Albany Promise—an initiative that has been operating with success in the city of Albany for three years, and uses data-driven decision making and collaborative action to improve outcomes for students, with particular attention to economically disadvantaged and historically underrepresented populations—to Troy and Schenectady. Also, to better link urban school districts in the region, the Capital Region will explore the development of a comprehensive database for the Albany-Schenectady-Troy metro area to track students as they move between school districts. This database will enable a data-driven approach, which is critical to effectively implement Cradle-to-Career support.

This initiative addresses the broken, antiquated system of education, which systematically underserves children who most need a high-quality education. Even with significant local and state investment, consider:

- Not all four-year-olds attend pre-kindergarten, making them unprepared succeed in kindergarten and beyond
- Only 14% of students in grades 3-8 scored proficiently on the state's mathematics exam, and 15% of students in grades 3-8 scored proficiently on the state's English language arts exam
- Only 52% of students graduate high school with their cohort
- Only 60% of those who graduate enroll in some form of post-secondary education after graduation

The leaking education pipeline leaves behind hundreds of students each year with no high school diploma, no marketable skills for employment, and no pathway

to a sustainable, living-wage future. The challenge is building a system in which every child is given the best opportunity to succeed in school and in life, regardless of race, economic background, or family structure.

In parallel to deploying a new comprehensive database, The Albany Promise will expand from its three priority areas (kindergarten readiness, third and fourth-grade math and English proficiency, and college enrollment) to add a new area of focus on opportunity youth—youth aged 16-24 who are not enrolled in school and/or not participating in the labor market. Early estimates indicate there are approximately 10,500 opportunity youth in the Albany-Schenectady-Troy metro area. This would connect existing potential workers to job-training programs to fill workforce gaps immediately.

Next, expansion of this framework would take place in Schenectady, then Troy. Building on the work of The Albany Promise, both cities would benefit from the existing data and partner infrastructure model, reducing start-up time from 24 months to nine months for each city, meaning that Schenectady would begin work in January 2016 and have a partner table, a backbone staff, and adopt the outcome areas of The Albany Promise by August 2016. Troy would begin in September 2016 and have its partnership ready to launch by May 2017.

## PARTNERS—EXISTING AND POTENTIAL

Commitment to a cradle-to-career success strategy for the Capital Region, one that supports every child, requires cross-sector partnership from all stakeholders, including business and industry, education (early childhood, K-12, and higher education), civic/government (city, county, state, federal), non-profit, and community. The Albany Promise currently partners with nearly 300 individuals representing 97 organizations from different sectors, and is convened by Dr. Robert J. Jones, President of the University at Albany; Dr. Marguerite Vanden Wyngaard, Superintendent of the City School District of Albany; City of Albany Mayor Kathy Sheehan; and SUNY Chancellor Nancy L. Zimpher. Chancellor Zimpher is co-conceptualizer and co-founder of Strive Together, the first C2C approach of this kind, in Cincinnati/Northern Kentucky, and which has since been adopted by more than 50 districts and communities nationwide.

## LINK TO STATEWIDE INITIATIVES AND OBJECTIVES

New York Cradle-to-Career partnership, based on successful Strive Together collective-impact approach will build on SUNY’s extensive Cradle to Career work.

## PROJECTS THIS BUILDS ON

Cradle-to-Career partnerships build on existing state and local investments in the education ecosystems already in place; in Albany, the City School District carries a \$221M budget, the University at Albany a \$19M budget, and the city of Albany a \$2.6M budget for youth services, in addition to non-profit and private funding in education-related services. The work of the partnership is to use data to identify practices that deliver results for students and ensure funding alignment to maximize impact. In addition to existing public funding, the initiative builds on a robust education policy agenda set forth by the governor.

### Capital Region Residents In their own words

“Cradle-to-career support requires a collective-impact approach – aligning leaders in the community, education, business, government, and philanthropy to create lasting change.”

– Michael Castellana, Member of Stakeholder Council for The Albany Promise

## IMPACT

Upon implementation, this initiative will have created six jobs over its first five years. By scaling The Albany Promise's collective-impact approach to improving education outcomes to serve the region, we can better meet the education needs of Capital Region students

There is a high level of mobility of families and students within the three cities. For example, only 30% of students within the Albany City Schools K-12 cohort will spend their entire academic career within the district, meaning 70% of students are transferring in and out of school systems. The majority of these transfers are local, within the Capital Region. Without proper articulation, students lose valuable learning time and educators lack the information needed to make the best decision for students. Simply put, we must work together as a region to best serve our most vulnerable students and families.

## RESOURCE REQUIREMENTS

Annual costs of a partnership in the first three years is approximately \$500,000, and there are no start-up costs associated with building a C2C partnership, as many traditional start-up costs are typically absorbed by a lead partner. Annual expenses include staff, data analysis capacity, and programmatic support.

For each city, we ask for a \$500,000 yearly commitment for operating costs of the partnership, to be leveraged and matched by local, private funding. Albany has been operating the partnership for the last three years with local funding provided by SEFCU, the Golub Family, United Way of the Greater Capital Region, Berkshire Bank, CSArch Architecture, TCO Construction, the Lumina Foundation, the WK Kellogg Foundation, the State University of New York, and the University at Albany.

## ENDNOTES

<sup>1</sup>Rankings for the Capital Region include, but are not limited to: Rensselaer Polytechnic Institute (RPI) is ranked as the 41<sup>st</sup> university in the nation and 31<sup>st</sup> in engineering schools. Twelve individual engineering programs at RPI (e.g., electrical engineering, mechanical engineering) are ranked in the top 50 nationally in their respective fields. SUNY's University at Albany has two degree programs ranked in the top 10 nationally: criminology (2) and public affairs-IT management (3). Eight other of UAlbany's degree programs are in the top 50 nationally, including public administration (14), public finance (16), non-profit management (18), social work (24), sociology (28), library services (31), public health (31), and clinical psychology (47). Union College is ranked 33<sup>rd</sup> in undergraduate engineering and 38<sup>th</sup> in national liberal arts programs. Skidmore College is tied with Union College as the 38<sup>th</sup> ranked national liberal arts program.

<sup>2</sup>The insight comes from data compiled by the U.S. Education and Treasury departments, which linked a massive database of all students who got Pell Grants or student loans since 1996 with their income tax records, producing the clearest picture ever of how students who received federal financial aid fared in college and after.

## STRATEGY 4

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

Encouraging innovation and supporting an ecosystem of vibrant entrepreneurs is critical to the future growth of our region. We have identified three high-potential entrepreneurial segments that are critical to our economy, our identity, and are ready to “Lift-off.” Our priority segments will be: commercialization of R&D; expanding the creative economy; and growing our rural economies, primarily those in agriculture, food and/or tourism. We will launch custom solutions for each segment, integrating to a different degree ingredients of financing, technical assistance, and connectivity and collaboration. Upon successful implementation, this strategy will have created between 4,800-5,900 jobs and contributed ~\$900M in GDP over its first five years. This strategy will help launch and grow some of our region’s marquee employers of the future, as well as attract and retain top entrepreneurial talent.



Capital Region Companies on Inc. Magazine’s Top 5,000 List of Fastest Growing Companies in America



In recent years, the share of economic growth contributed by small businesses has been growing in the region and across the U.S. Supporting these small businesses will, in turn, be critical to achieve our economic development goals. Small businesses account for over 60% of the new private sector jobs in the U.S. in recent years. Overall, they account for almost 50% of all private sector jobs. The role of small businesses in the Capital Region is also large and growing, more so than other regions in upstate. In the first half of this year, more than \$45M has been invested in small businesses across the Capital Region—a number which has grown by 50% over the last five years. Small business lending in the Capital Region has grown faster than in almost all upstate regions and almost twice as fast as some of our neighboring regions.

Our catalog of intellectual property from our universities and major R&D companies is also a major asset. According to UBRI, the Capital Region has an Innovation Index score of 104, which is the highest across all the upstate regions. In the last 13 years, we have produced nearly 9,000 patents, and the number of patents per capita issued each year continues to grow. The region's R&D expenditures per capita are also on the rise, having doubled between 2010 and 2013. Our higher education footprint continues to graduate a larger share of STEM

students year-over-year—the share of STEM degrees has grown from 18% to 22% from 2000 to 2013. We also have a large footprint of incubators, accelerators, shared spaces, and entrepreneur social networks that support thousands of people each month. All of this energy and momentum highlights a latent opportunity we must seize – this strategy is about capitalizing on that opportunity and leveraging our assets as an R&D cluster.

**This strategy is anchored by three new priority initiatives:**

**Initiative 1: The Capital Region Commercialization Cluster (CCC)**

The Capital Region Commercialization Cluster is a physical and virtual space focused on the critical gaps in R&D commercialization: funding, business skills, and mentorship. The CCC will initially focus on enterprises that require prototyping and/or deep technical expertise and leverage local latent IP. The CCC will be a place where entrepreneurs can meet investors, access machinery and equipment to create prototypes (e.g., 3D printing), and be connected with experts, mentors, and service providers to refine their product, branding, and business model. The initiative seeks to increase historically low rates of return on IP, as well as fill a gap in entrepreneurial support available to professional researchers, students, and scientists.

**Capital Region Entrepreneurship Support Organizations**



**Initiative 2: Creative Economy Accelerator**

The Creative Economy Accelerator (The Accelerator) is a new entity with the primary goal of translating the Capital Region's vast creative footprint into additional jobs, new net wealth, and national recognition. The Accelerator will help foster creative professionals' connections among themselves, as well as with major business opportunities (e.g., new real estate developments, government projects). The Accelerator has three key functions: (1) Bringing creative professionals into a range of new business opportunities, (2) directing creative professionals to vetted service providers that have a familiarity with the creative economy (e.g., accountants, legal, marketing, PR, lobbyists), and (3) creating and coordinating a curriculum for creative professionals to learn core

business skills and scale-up their commercial footprint (e.g., how to make an Etsy shop, how to approach investors, grant writing).

**Initiative 3: The CRAFT Business Hub**

The Capital Region Agriculture, Food, and Tourism (CRAFT) Business Hub (i.e., The CRAFT Biz Hub) will include a \$20M revolving loan fund targeted at expanding employment opportunities in our rural economies. Agriculture, food, and tourism were prioritized as industries as they represent the major sectors in four of our counties and are ripe for innovation. CRAFT will award loans for start-up and established companies looking to expand. In addition to capital, CRAFT will also connect loan recipients with technical assistance and business skills related to funded projects.

**INITIATIVE 1: THE CAPITAL REGION COMMERCIALIZATION CLUSTER**

The Capital Region Commercialization Cluster is a physical and virtual space focused on the critical gaps in R&D commercialization: funding, business skills, and mentorship. The CCC will initially focus on enterprises that require prototyping and/or deep technical expertise and leverage latent IP. The CCC will be a place where entrepreneurs can meet investors, access machinery and equipment to create prototypes (e.g., 3D printing), and be connected with experts, mentors and service providers to refine their product and business model. The initiative seeks to increase historically low rates of return on IP from the extensive R&D footprint present, as well as fill a gap in entrepreneurial support available to professional and student researchers and scientists.

Upon implementation, this initiative will have created between 1,600-2,000 jobs over its first five years.

**CONTEXT**

Last year, venture capitalists funneled more than \$48B into tech start-up companies in the United States. The CCC seeks to create the missing link between the extensive expertise and intellectual property in the Capital Region and this money. Currently, R&D professionals do not have a centralized location or vehicle that will help them with the skills, tools, and networks that can propel their ideas into revenue-generating businesses. The CCC will be both the physical location and the entity that will mentor, support, and propel shelved IP into a direct revenue and employment operation.

In the long term, we will transform the Capital Region into a nationally recognized breeding ground for scientific and technological innovation, especially in commercializing R&D-heavy ideas. This will attract patent

holders from around the country to our area in hopes of collaborating and expanding their businesses. The CCC will bring a global spotlight to the region, increase the region's entrepreneurs, drive job creation through new businesses locally, and generate economic growth for the region as a whole.

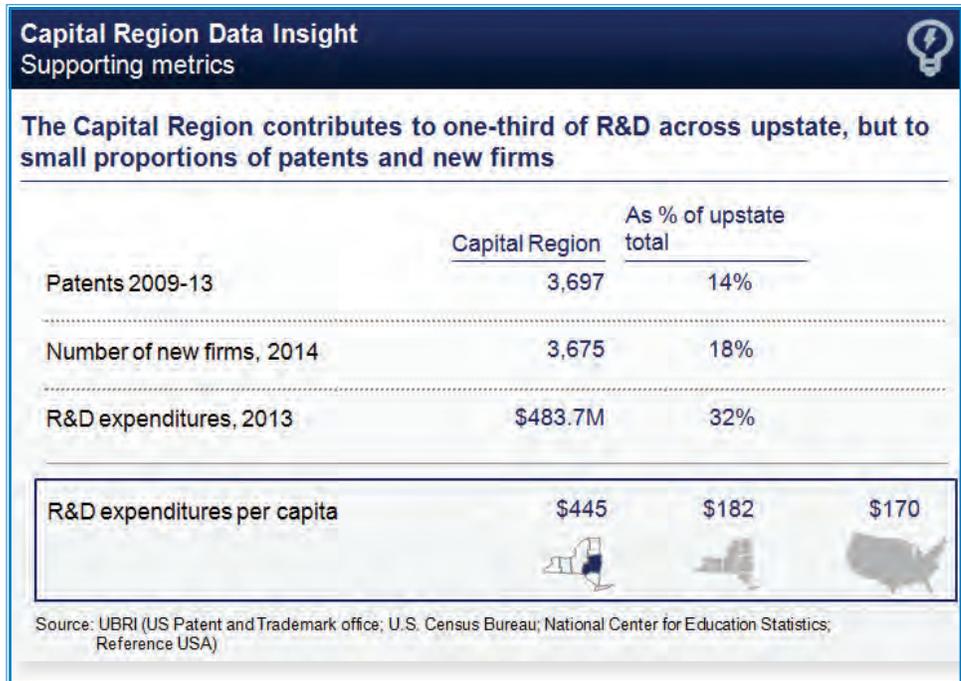
**Challenges and opportunities**

**There is a lack of venture capital for ventures in the hard sciences.** New York State has recently made a significant push to capitalize on this growth in entrepreneurial culture. Governor Cuomo launched initiatives such as START-UP NY, NY Ventures, the Entrepreneurial Assistance Program, and 10 regional Innovation Hot-Spots to attract and retain entrepreneurial talent and companies. These initiatives were aimed at supporting entrepreneurship across the spectrum, from digital technologies to the hard sciences.

However, venture capital investing in our state has mimicked national trends—companies in the hard sciences, as opposed to digital technologies, have received drastically lower levels of funding. Hard sciences are defined as ventures in the life and physical sciences; for example, this might include biotech, medical devices, electronics, semiconductors, and computer hardware as opposed to digital technologies such as software, media and entertainment and financial services. Ventures in the hard sciences space have received all-time low levels of venture capital investment—in 2010, only ~16% of national venture capital financing vs. 84% for digital technologies.

**The return on investment in innovation and IP is extremely low.** Around 97% of patents are never commercialized. However, due to the high concentration of higher education institutions and research corporations here in the Capital Region, our breadth of unused IP represents a significant amount in non-commercialized revenue each year. In addition, the Capital Region contributes one-third of the R&D spend across Upstate New York, but generates smaller proportions of patents and new firms. We have room to improve on the return of R&D capital invested.

**Lack of business mentoring greatly hinders start-up success rates.** There are few things that can double the chance of success of a new venture, but having access to a knowledgeable resource is one of them. During the ideation phase, entrepreneurs who do not receive mentoring or guidance are 13% less likely to end up actually starting their businesses. Post launch, non-mentored small businesses have only a 35% chance of surviving more than five years, compared to a 70% chance if they receive mentorship and support.



Entrepreneurs know how valuable this resource is and actively seek it out — 88% of business owners across the U.S. say having a mentor to lean on is invaluable and businesses with access to experts and mentors grow their revenue 10 times faster than ones without. Though some mentoring opportunities exist, most Capital Region stakeholders agree local businesses could benefit from increased levels of support. Bolstering mentorship and networking opportunities could have a transformational effect on the Capital Region’s entrepreneurial ecosystem.

**Assets and momentum to build on**

This initiative will first and foremost build on our investments in our R&D Cluster Economy—which has led to the establishment of key regional innovative assets.

**The Capital Region has a concentration of well-paid R&D professionals.** R&D professionals typically hold productive high-income jobs that contribute quickly and significantly to the local economy. The Capital Region has one of the highest concentrations of R&D jobs in the nation with more than 9,300 R&D workers locally. The Albany-Schenectady-Troy MSA is ranked #13 in the United States in terms of R&D worker density. If you look at our location quotient, our concentration of R&D jobs is four times the national average. R&D professionals in the Capital Region earn on average \$97,000 per year, almost double our median income.

**Internationally recognized R&D corporations are present in the region.** One of the world’s largest corporate R&D centers is General Electric’s Global Research Center in Niskayuna. Additionally, there is a wide breadth of leading technology-based businesses, including: AMRI, Angiodynamics, GE Energy, GlobalFoundries, Momentive Performance Materials, Regeneron, and SI Group.

**Extensive higher education footprint.** Among the region’s more than 20 major higher education institutions there are several renowned R&D centers, including, but not limited to:

- NYCAP Research Alliance between Albany Medical Center, RPI, and the University at Albany
- SUNY Albany: The Cancer Research Center, RNA Institute
- Albany Medical Center: Biomedical Acceleration Commercialization Center, Interdisciplinary Research and Clinical Trials Center
- RPI: Center for Automation Technologies and Systems, Center for Future Energy Systems
- SUNY Poly: CNSE, SEMATECH

Previous New York State investments, including the CFA process have created our global “Tech Valley” brand. Investments, research, development, and commercialization-centric projects, include: Albany Medical College Biomedical Acceleration Commercialization Center service expansion; NYCAP Research Alliance; and the NYS Mesonet ExTREMEd Collaboration, Innovation and Technology (xCITE) Laboratory.

Capital Region R&D Global Powerhouses



Capital Region Academic Alliances and Higher Education Footprint



## DESIGN

The CCC will be the first of several Capital Region-wide physical locations focused on linking hard sciences entrepreneurs with funding sources, business-skills development, and connections needed to transform an idea into a fully functioning business. The center will consist of three parts:

### (1) The “IP Kickstarter” Fund.

The CCC will include a funding mechanism through which it can provide loans to businesses, with an emphasis on scientific and technical ideas during the prototyping phase. This venture debt lending vehicle will be effective in helping entrepreneurs maintain maximum ownership of their ventures by delaying their need to raise additional equity. The CCC will have \$50M of capital available to lend to these types of businesses as a co-investor. Loan sizes will vary in size, but will likely fall in the \$100,000-\$500,000 range. Access to funding will be contingent on the ability to secure matching funds. In order to secure matching funds, the CCC will attract one or several venture capital partners to locate in the Capital Region. These partners could physically move or commit to being present for one to two days per month for local “road shows” of potential investments. In addition to venture capital funding, the CCC will help entrepreneurs find and leverage federal and state grant-funding available (e.g., NIH or NSF grant funding).

### (2) The Expert Network.

The CCC will be responsible for connecting entrepreneurs with the extensive network of R&D experts and professionals present in the region. There are more than 3,000 retirees from GE living in the area, not including retired scientists from the other globally recognized companies. The CCC will tap into this well of expertise and create networks through which these experts can serve as mentors, coaches, investors, co-founders, or employees of these emerging ventures. Experts in the network will be paid for their participation and services on a pro-rata basis.

### (3) Machinery and Equipment Services.

Due to its primary focus on prototyping, the CCC may include a lab that will be dedicated to developing and providing machinery and equipment these entrepreneurs might need to support their businesses. The CCC will

collect membership fees from start-ups that want to use the machinery and/or co-locate in the physical location. This machinery may include, for example, a 3D printer and other small-scale design and manufacturing equipment. The CCC will leverage the lab space and machinery already available across the network of organizations in the Capital Region. New equipment will only be secured for true “market gaps.” The locations will also have best-in-class connectivity, with video-conferencing technology and high-speed internet.

A potential location for the CCC could be the Electric City Innovation Center in downtown Schenectady, managed by WiseLabs. This structure is expected to serve as the future workspace, meeting ground, and launch pad for start-up businesses, entrepreneurs, world-class technologists, and other creative communities in the Capital Region. Another potential location is the Tech Valley Center of Gravity, where entrepreneurs can leverage existing metal-working equipment and machinery as well as the thriving entrepreneurial community.

## RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between \$15-30M in URI funds to support this initiative, which will include the investment vehicle, stand-up, and operating costs.

The bulk of the capital required for this initiative relates to the venture fund. The venture fund, however, will primarily be a co-investment vehicle. There will be at least a 1:1 match, with up to \$25M in capital from the URI. The need to achieve at least a 1:1 capital match means the fund will have at least \$50M in loanable capital for R&D commercialization. The URI investment will also have a revolving nature—as loans are repaid, this capital is available for new loans. The emphasis on providing only loans, as opposed to grants, will allow this fund to reinvest in the sector as loans are repaid and ensure the fund’s sustainability.

Additionally, funding will be required to stand-up the organization and support operating costs, which will include managing the fund, planning any programming, and facilitating use of the physical space - until the CCC is self-sustaining. Upfront capital investments will be offset by the ability to leverage existing facilities and

equipment of local higher education institutions and previous CFA investments in entrepreneurship support centers (e.g., the 3D printer at the Tech Valley Center of Gravity).

To further ensure sustainability, the CCC will have alternative sources of revenue beyond the interest

accrued on loans made. Other CCC revenue streams include: fees paid for the use of machinery and equipment services, and fees for connections made to experts and entrepreneurs. These two sources will supplement interest payments and lead to financial stability faster.

## INITIATIVE 2: CREATIVE ECONOMY ACCELERATOR

The Creative Economy Accelerator (The Accelerator) is a new entity with the primary goal of translating the vast Capital Region creative footprint into additional jobs, new net wealth, and national recognition. The Accelerator will help foster creative professionals' connections among themselves, as well as with major business opportunities (e.g., new real estate developments, government projects). The Accelerator has three key functions: (1) Bringing creative professionals into a range of new business opportunities, (2) directing creative professionals to vetted service providers that have a familiarity with the creative economy (e.g., accountants, legal, marketing, PR, lobbyists), and (3) creating and coordinating a curriculum for creative professionals to learn core business skills and scale-up their commercial footprint (e.g., how to make an Etsy shop, how to approach investors, grant writing).

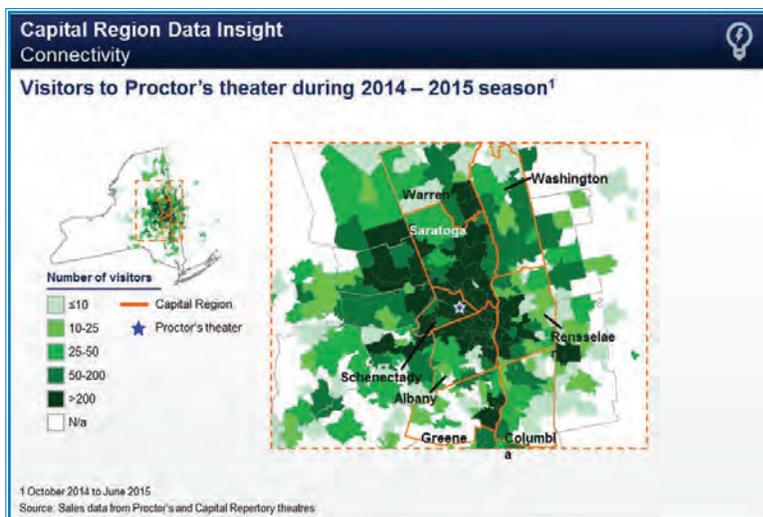
Upon implementation, this initiative will have created between 1,200-1,500 jobs over its first five years.

### CONTEXT

The Capital Region is recognized nationally and globally as a creative economy hub—we are home to major global powerhouses, such as Vicarious Visions and Adirondack Studios. For Vicarious Visions, what started as two brothers building a computer in their basement is now a global video-game leader, with more than \$3B in cumulative sales since its inception from its globally-renowned brands, such as Guitar Hero and Tony Hawk. Adirondack Studios grew from a tiny theatrical set

construction company into a globally-recognized creative institution that builds and installs scenery and other pieces for multi-billion dollar amusement parks, hotels, restaurants, and films. These are just two examples of how our creative talent is not just competitive, but distinctive, on a global scale.

In addition to being a source of regional pride, our creative assets bring us together as a region in that they are essential to our quality of life and the experience of living in our region. For example, residents from all eight counties come see Broadway shows at Proctors, and tourists from beyond our regional boundaries fly and drive to come to our art galleries and exhibitions. The creative talent we have is an important factor in the retention of our young professionals as well as a major draw for new residents to the area.



Through the 2014 CFA process, ESD supported the Capital Region’s efforts to analyze and quantify the size and impact of its “creative economy.” The region hired Mt. Auburn Associates, an economic-development consulting firm with a national reputation as an innovator in the creative economy field, to perform a diagnostic on the current size and the potential growth of this segment. Through this effort, more than 1,000 stakeholders were engaged.

The report found that the Capital Region’s creative economy is a powerful driver of economic growth, employing more than 30,000 professionals in a wide range of creative capacities. It also found that the creative economy supports the Capital Region economy in two powerful ways. First, it is a major driver of the economy. In 2013, the creative industries accounted for over \$850M in earnings in the Capital Region and employed almost as many employees as higher education. Secondly, it is also a major enabler of other sectors (e.g., technology, manufacturing, tourism).

The vision for the Accelerator is two-fold:

- **Drive direct economic growth:** The Accelerator will enable creative professionals across the Capital Region to be powerful contributors to the local economy. By expanding access to diverse market opportunities, the income of creative professionals will increase.
- **Attract and retain Capital Region residents:** Creative place-making is an important attraction tool for young professionals. The existing Capital Region creative assets are crucial parts of the value proposition to both tourists and residents.

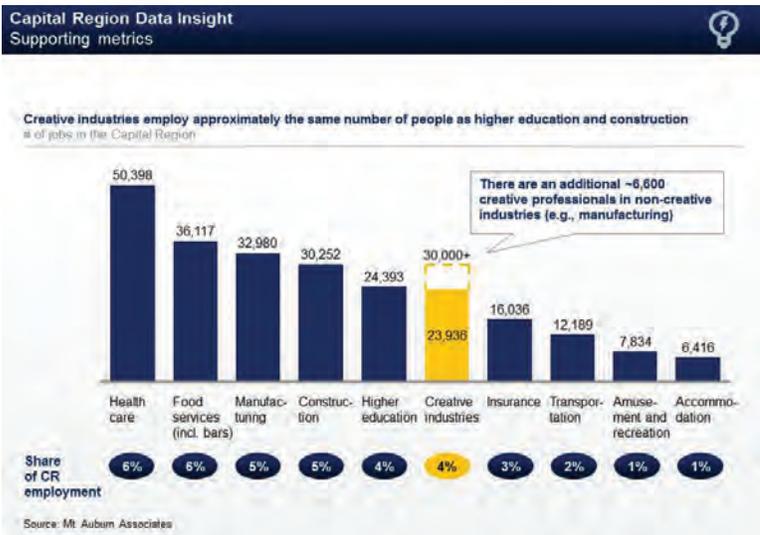
**Challenges and opportunities**

Mt. Auburn’s Captivate Report on the Creative Economy outlined a series of challenges creative professionals face in making a living and generating economic output in the Capital Region, which were further underscored in our stakeholder interviews.

**The Capital Region Creative Economy Segments**

Segment	Description	Total jobs in CR ('13)
<b>Media</b>	Motion picture and video industries, sound recording, radio and television broadcasting, internet publishing, newspapers, advertising, bookstores, books and periodical publishers, public relations agencies, video game developers, independent writers	9,965
<b>Design</b>	Graphic design services, architecture, landscape architecture, interior design, industrial design services, printing, other specialized design	5,047
<b>Performing arts</b>	Performing arts companies, promoters of performing arts, music and dance schools, musical instrument manufacturing and supplies stores, self-employed actors, dancers, directors, musicians	4,700
<b>Visual arts and handcrafted products</b>	Photography, sculpting, painting, jewelry, pottery, textiles, pressed and blown glass, art dealers, galleries, craft making, craft stores	2,342
<b>Heritage and preservation</b>	Museums, historical sites, libraries/archives, antiques, preservation	1,883

Source: Mt. Auburn Associates



Creative professionals often earn low-salaries and cannot find consistent work. There is a tremendous opportunity to increase the wealth of creative professionals by expanding market reach. Increasing their access to markets and deal flow can also allow more creative professionals to pursue their craft full-time, thereby increasing their productivity and likelihood to remain in the region. To illustrate this, there are approximately 13,000 creative freelancing jobs in the Capital Region. Roughly 37% of these creative freelancers earn \$5,000 or less from their creative freelance work. One third of these freelancers claim that creative work is essential to allowing their household to meet minimum financial needs. Growing these incomes will have a major effect on individual incomes.

Creative freelancers are often not as plugged into markets as they could and should be. About 75% of

them report sales outside the Capital Region each year, but only 14% of them report that over 80% of their sales each year are outside the region. Most importantly, these professionals have not exhausted an important channel through which they can reach more customers—the internet. About a third of creative professionals have no internet sales or web presence at all and only 12% earn more than 50% of their sales online. Though recognized outside of the region, creative freelancers can certainly take more advantage of sales and distribution options beyond or region.

Local creative talent can benefit deeply from increased connectivity across region. Creative professionals benefit significantly from networking and collaboration and they are willing to travel great distances to get this feeling of connectivity. A recent survey showed that nearly all creative professionals in Rensselaer, Saratoga and Schenectady travel to Albany at least once a year to meet with each other—the same goes from residents of Columbia and Greene. However, our stakeholder interviews found that there are not enough opportunities to maintain the desired level of connectivity across county lines: local creative professionals would benefit greatly from additional chances to co-locate and collaborate.

### Assets and momentum to build on

There is a significant concentration of creative professionals. The eight-county area is home to 30,000+ creative professionals, of which 24,000 are directly employed in the creative industries (the other 6,000 are creative professionals in non-creative segments e.g., a designer at a manufacturer). There are more creative professionals in the Capital Region than workers in the Insurance sector (~16K). Only two U.S. counties—Kings County, NY (Brooklyn) and Taos County, N.M.—have a higher concentration of independent artists than Columbia County.

We have an opportunity to build on existing creative entrepreneur infrastructure. There is an existing network of more than 20 artist and “maker” support centers, performance spaces and shared studio venues scattered across the Capital Region (e.g., The Albany Barn, The Tech Valley Center of Gravity, The Shirt Factory, The BeaHive, Drop Forge & Tool). In addition, there is a high concentration of local residency programs that support artists in many disciplines, offering them space

and time to focus on new creations as well as a unique environment to generate new ideas among peers.

The region has an emerging ecosystem with the presence of a few major creative companies. The Capital Region is home to several creative powerhouses, companies that are recognized nationally and internationally: for example, Adirondack Studios, Etsy, and Vicarious Visions. These companies bring a global spotlight to our local creative community and contribute to our large creative talent base.



### DESIGN

The Accelerator is designed to boost wealth and grow businesses in the creative industries. To achieve this goal, the Accelerator will provide three main services:

- **Create business opportunities for creative professionals:** The majority of The Accelerator’s staff’s time will be spent here. The Accelerator will take responsibility for connecting creative professionals to a range of work opportunities and ensuring a consistent deal flow for members.
  - For example, this past year, the Regional Alliance for the Creative Economy was successful in connecting the Galesi Group and the Museum of Innovation and Science in a large public-private investment project on the Mohawk Harbor. Together, both organizations were able to construct a riverside tourism attraction, outdoor classroom, and living museum. The urban planning,

design, and architectural prowess required for this collaboration was provided by local creative talent. Without the Regional Alliance for the Creative Economy, the private sector developer may not have known to connect with the local creative asset to work on a new regional attraction.

- **Group learning sessions:** Both lectures and classes, where creative professionals can learn the basics of starting and running their creative business (e.g., how to launch an Etsy shop, how to run your own online marketing campaign).
- **Professional services:** The Accelerator will certify service providers that are familiar with the needs of creative professionals and help connect the creative professionals to these services (e.g., accountants, lawyers). These services will be available on a pro-rata basis to increase affordability and accessibility to these creative professionals.

The Accelerator will consist of one organization to serve as a “backbone” to coordinate the offering across different physical locations. This structure will be ~7-10 people with diverse expertise to ensure high-level access across economic sectors. For example, people with experience in property development, tourism, urban planning, and manufacturing should be involved from the beginning.

The Accelerator will rely on the existing network and physical footprint of the creative and entrepreneurial support organizations present throughout our region. The backbone organization will rely on existing locations across the Capital Region to implement programming. These locations will provide support and shared space to entrepreneurs and creative professionals, such as The Albany Barn in downtown Albany, The Tech Valley Center of Gravity in Troy, and Drop Forge and Tool in Hudson. The Accelerator will require very limited permanent space for its own operations.

## RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between

\$10-15M in URI funds to support covering operating costs of the Accelerator for the first five years. This will allow the organization to focus on its impact and building a solid foundation in its first years and transition to a sustainable financial model over time.

These operating expenses include salaries for those operating The Accelerator as well as a programming, event, and marketing budget. The Accelerator will need ~7-10 employees, which will include one to three leadership positions and six to eight other employees, who will spend the majority of their time connecting creative professionals to work opportunities. The Accelerator will also have access to \$250,000 per year for programming and events to supplement the costs that will be offset by partner organizations (e.g., Albany Barn, Tech Valley Center of Gravity).

To help pave the path to sustainability, creative professionals will pay a small fee to be a part of the community and become members of The Accelerator. This fee will not only allow access to events, meet-ups, and conferences, but it will serve as an indicator to The Accelerator that the creative professional is actively looking to be connected with opportunities. Other revenue sources may include federal grants, philanthropic organizations, and corporate sponsors.

## IMPACT

There are ~9,000 creative professionals who earn less than \$30,000 a year. The Accelerator will strive to increase the wealth of individual creative professionals, but will likely also lead to an expansion in many creative businesses across the region. If 1 in every 20 of these

### Case study: Bloomberg Breathing Lights Capital Region success story

#### Breathing Lights, Bloomberg Philanthropies \$1M grant

In October 2014, Bloomberg Philanthropies announced the Public Art Challenge, a competitive program in which four national finalists would be awarded \$1M each for transformative, temporary public art installations. Of 237 applications nationwide, Bloomberg Philanthropies selected the Capital Region's Breathing Lights proposal as one of the three projects to receive up to \$1M.

The project brought together the mayors of Albany, Schenectady, and Troy to launch a joint application to use art to address urban blight across the downtowns. Breathing Lights will illuminate the street-facing windows of hundreds of abandoned buildings across the three cities. It will help to draw attention to once-vibrant neighborhoods whose properties have fallen into disrepair.

creative professionals can expand their business to hire one more creative professional with the help, mentorship, and support of the Accelerator, this initiative can generate up to ~9,000 new jobs.

Not only will this initiative lead to direct job creation by growing creative enterprises, it will also have tangible, indirect impacts on the social fabric and cultural appeal of the Capital Region. Boosting the creative population will lead to more cultural events, performance centers and, art exhibitions. The creative community can also be an asset in creating regional connectivity to tackle

social issues. Breathing Lights is an example of how creative talent came together to build awareness for a pertinent issue in downtown Troy, Albany and Schenectady. The Capital Region’s creative assets are a key value proposition for current and potential new residents. Supporting this creative ecosystem will lead to better attraction and retention of young professionals in the region as well as increased tourist activity. The Accelerator, will therefore directly help support the region’s overall goals of inclusive economic growth and population attraction.

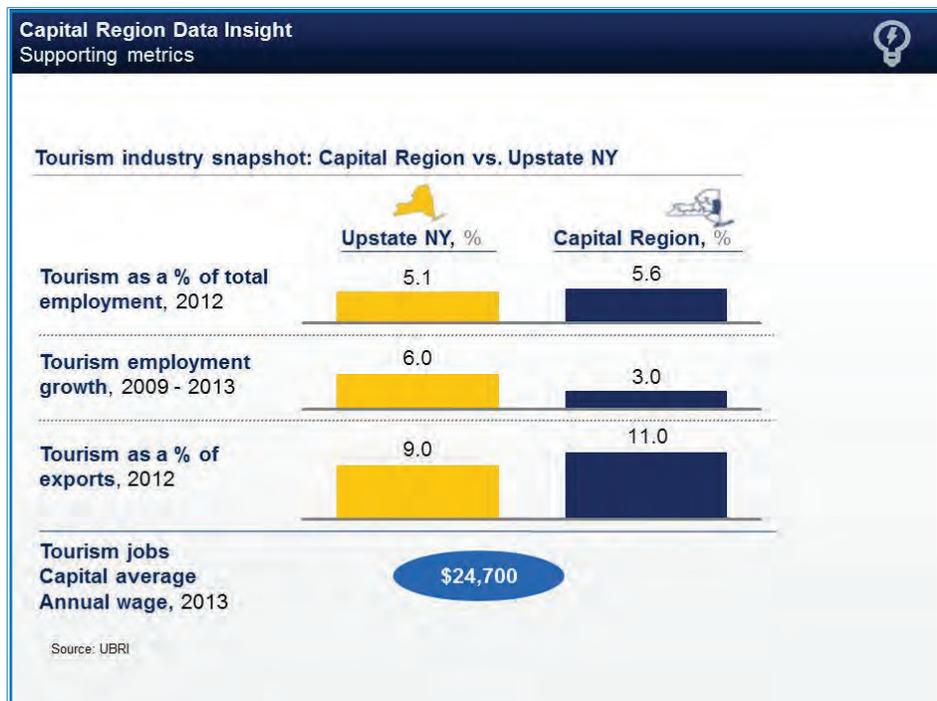
### INITIATIVE 3: CAPITAL REGION AGRICULTURE, FOOD, AND TOURISM BUSINESS HUB—THE CRAFT BUSINESS HUB

The CRAFT Business Hub (i.e., The CRAFT Biz Hub) will manage a revolving fund targeted at businesses in our rural areas that require capital or technical assistance to scale. Our agriculture, food, and tourism businesses are some of our strongest assets, and include many successful entrepreneurs. With tough competition and high overhead costs for many farmers, future success depends on becoming agile, consumer-driven companies. Similar pressures exist for tourism companies. With so many options for a weekend getaway, our tourism players need to be more and more entrepreneurial in service offerings and consumer outreach.

The agriculture, food and tourism sectors serve as powerful economic drivers for New York and particularly the Capital Region. Agriculture and local food systems make up ~10% of the Capital Region’s employment, most of which is in the hospitality segments of the value chain. The sector produces over \$5B a year in output. Tourism is ~6% of Capital Region employment, a slightly larger share than the overall Upstate New York average share of 5.1%. Moreover, these sectors are key to the Capital Region’s value proposition in attracting people to the region, including tourists and potential residents.

This initiative will directly lead to the expansion and growth of businesses in these three sectors. Upon successful implementation of this initiative, between 2,000-2,400 jobs will have been created.

The vision for the CRAFT Biz Hub is that it be a



self-sustaining source of capital for entrepreneurs in rural areas who do not have access to upfront and operating capital to expand their businesses. With access to the fund, rural entrepreneurs, from boutique bed and breakfasts to large-scale farming operations, will be more competitive with national brands and grow into sustainable, profit-generating businesses that create local employment opportunities and enhance quality of life across the Capital Region.

In the long term, the vision is that CRAFT’s mission not be limited to the Capital Region. As CRAFT grows and refines its operating model, its expansion beyond the Capital Region can provide powerful economic benefits to the rest of the state and country. Moreover, there are many other not-for-profit organizations around the state and country that strive to support these same types of rural-based entrepreneurs (e.g., American Rural, The Center for Rural Entrepreneurship). Through the creation of the CRAFT Biz Hub, we see an opportunity to create powerful partnerships with these organizations and continue to deliver significant impact to rural entrepreneurs in the Capital Region and beyond.

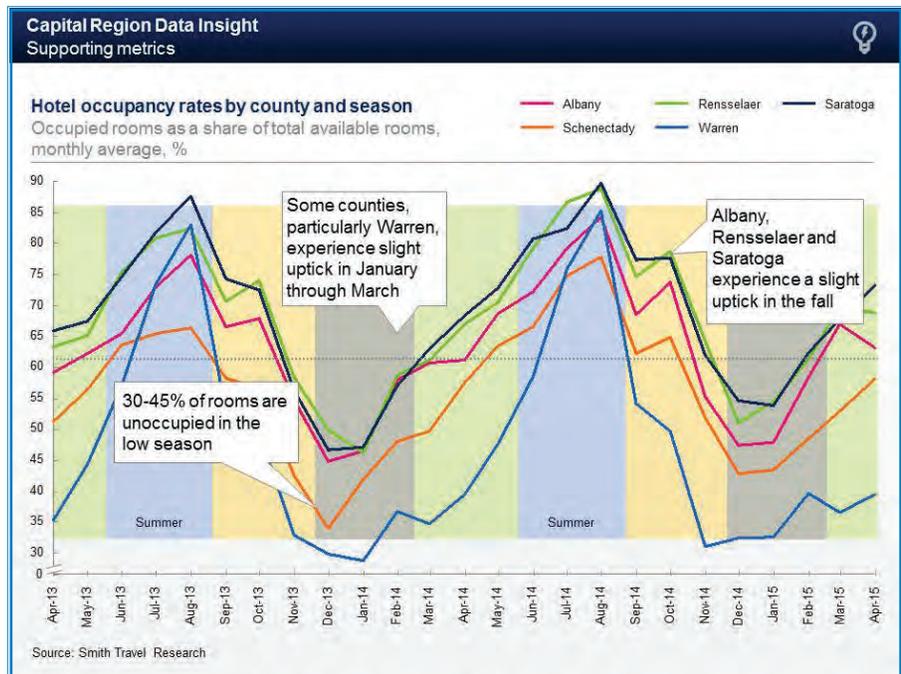
**Challenges and opportunities**

Industry trends in agriculture and tourism have created headwinds and present challenges for local entrepreneurs to remain competitive. In addition, changing consumer preferences have created opportunities for previously underutilized assets and alternate revenue streams. The combination of these two factors have led local agriculture and tourism entrepreneurs to seek new methods and streams of generating revenue. These changes to their business model, however, often require upfront capital and strategic planning.

Farmers require upfront capital to shift their product offerings toward higher-priced, higher-margin options that take advantage of changing consumer preferences and the growing disadvantageous economics of producing their traditional crops in the region (e.g., milk, corn). Approximately 70% of animal product sales in the Capital Region come from milk products. However, milk prices have generally declined over the past 25 years, threatening the viability of the majority of family-owned dairy farms in areas with relatively higher land prices, such as Upstate New York. Many dairy farms in the region have already

transitioned to grain and corn, which will continue to present profitability challenges due to high local production costs. This represents a major opportunity for farmers to transition to higher-margin, higher-priced specialty products such as cheese, yogurt, and kefir from the traditional crops grain, corn, milk, and hay. However, this transition requires capital for machinery and business planning support.

Although tourism already plays a large role in the regional economy, there is still an opportunity to grow its contribution to regional wealth and job creation. Many of the Capital Region’s tourism assets remain largely underutilized in the winter, despite our strong strengths for winter sports assets and their proximity, accessibility,



and affordability (e.g., Gore Mountain near Lake George). The tourism season in the Capital Region is growing but is still strongest in the summer, with 30-45% vacancy in the winter months. Growth, however, shows there is appetite for sustained year-round tourism. For example, 50% of visitors to Lake George currently come for the day. Increased investment in family-run or small-scale hotels and lodging facilities may convert these visitors to overnight tourists. Increasing by just \$25 the daily consumption of the 3.8M day trip visitors to Lake George would create \$95M in additional direct tourist spend each year.

### Assets and existing momentum

The Capital Region is well-positioned to grow and leverage its existing portfolio of agriculture, food, and tourism assets that are critical contributors to the region's high quality of life. There are more than 3,200 farms spread across the Capital Region, including new agri-tourism businesses and venues. There is an abundance of high-quality event spaces for both leisure and business activities (e.g., Glens Falls Civic Center, Proctors, Saratoga Race Track). Proximity to and ease of access to-and-from Boston and New York provides a large potential market for increased tourism and population attraction. Boosting entrepreneurial activity in these three sectors will increase the region's value proposition as a tourist destination and residence, helping to attract people to region temporarily and permanently.

This initiative builds on an existing ecosystem and community supporting these three sectors. There is a network of existing small business lending vehicles to inspire the in-depth design of this non-urban, agriculture- and tourism-focused fund, including, but not limited to: The Community Loan Fund, Columbia Economic Development Corporation Microbusiness Program, UAlbany Small Business Development Center and Incubator Without Walls (an incubator targeted at agri-entrepreneurial ventures). Organized groups of local stakeholders have also come forward, independent of the URI process, to devise, collectively and regionally, tourism and agriculture initiatives, particularly in the more rural counties (e.g., The Hudson Valley Agribusiness Development Corporation).

This initiative will also build on previous investments in these three sectors at the state and regional level. Approximately one-third of submitted CFA projects this year and ~40% of previously funded CREDC projects (145 of 393) relate to agriculture and/or tourism assets. It also builds on existing statewide initiatives, some of which have been recently announced, including, but not limited to, The North Country, Mohawk Valley, and Capital Region Adirondack State Park Marketing Partnership; The Agricultural Enhancement Fund; the I Love NY campaign; and Taste NY.

### DESIGN

The CRAFT Biz Hub will include a \$20M revolving loan fund targeted to business owners and entrepreneurs in the agriculture, food and/or tourism space in our rural communities. CRAFT's goal is to empower non-urban business owners and grow rural tourism and agricultural assets across all eight counties in our region.

The fund will award loans for start-up and operating capital to businesses in agriculture, food, and tourism looking to expand and/or improve their operations and create new jobs. The fund will prioritize entrepreneurs located in rural areas across all eight counties. In agriculture, additional priority will be given to farmers who are recipients of the New York State's New Farmers Grant Fund, a \$1M grant fund created in 2014. Our farmers have gotten increasingly older—the average age of farm operators in the Capital Region is 59, and more than 50% of Capital Region farmers are over the age of 55. By prioritizing recipients of the New Farmers Grant Fund, the Capital Region hopes to build on the statewide initiative's efforts to encourage new farmers and young professionals to enter and/or stay in the agriculture and food space. In addition, CRAFT will also prioritize businesses that are transitioning from traditional crops to specialty products and/or repurposing for tourism purposes. In the tourism space, prioritization will be given to those expanding to accommodate more traffic and/or attract more visitors in the off-season.

Businesses will be expected to create one job for every ~\$40,000 requested in funding and maintain these jobs for at least two years. Loan sizes will vary, but will likely stay within the ~\$50-\$500K range on a term of between

three and five years in length. CRAFT will only cover 50% of project costs, the rest of which should be raised through private and/or philanthropic sources.

In addition to traditional loans, CRAFT will also link entrepreneurs to the technical assistance that is required to support the start-up and expansion of their businesses. To ensure sustainability, the bulk of the technical assistance will be provided by the small full-time team - either directly leveraging personal expertise or through connections to other entrepreneurs in the region. Over time, CRAFT hopes to have sufficient revenue from interest on the loans as well as philanthropic funding to provide more diverse and niche technical assistance offerings.

### RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between \$15-20M over five years, including ~\$1M per year to cover operating costs of conducting due diligence and providing technical assistance to business owners. In addition, interest payments on loans will be used to supplement operating costs and over the long run, completely cover them.

The rest of the capital for the loan fund will be raised from other financial institutions, philanthropic organizations, and federal grants and programs. Co-investing with local financial institutions will help increase the sustainability of CRAFT, and decrease the diligence burden required to vet and select entrepreneurs. Connecting with these financial institutions that do similar work will also be a helpful knowledge partnership for improvements to CRAFT's business model.

### IMPACT

This initiative will create up to ~2,400 jobs over its first five years. Previous investments in small businesses reveal that roughly one job is created per \$40,000 in capital lent. The CRAFT Biz Hub's fund will be revolving, with the \$20M being on the conservative end of total lending. If we assume no additional capital is reinvested—which is a worst case scenario—~2,400 jobs will be created as a result of this investment vehicle.

This initiative can also play a powerful role in the attraction of both tourists and permanent residents, resulting in significant economic growth. Agriculture, food, and tourism businesses are key regional assets. Boosting businesses in these sectors will directly increase the Capital Region's value proposition as an entertainment destination and permanent residence. This will, in turn, help increase our population, tourist visits and by default, economic activity across all eight counties.

## STRATEGY 5

# METRO: BUILDING VIBRANT CITIES FOR BUSINESSES AND FAMILIES

Experience has shown the efficiency and effectiveness of investing in urban cores—vibrant and healthy cities are critical to the economic development of any region. We are committed to investing in our six, unique urban areas—Albany, Glens Falls, Hudson, Saratoga, Schenectady, and Troy—and applying tested Smart Growth Principles when we do so.

This strategy is an integrated portfolio of such investment. We will catalyze mixed-use urban development, support small businesses and tackle blight in our most challenged neighborhoods, and invest in infrastructure to better connect workers to jobs and improve transportation equity. Upon implementation, this strategy will have created between ~12,300-14,800 jobs and ~\$1.8B in incremental GDP over its first five years. This strategy will also contribute millions of dollars in property taxes to our struggling city budgets and help renew the historic vibrancy and attractiveness of our downtowns.

There are nearly 10 million square feet of unused commercial space across the downtowns of the Capital Region. Considering the demographic shifts across the country with more young professionals wanting to live and work in urban environments, this is a tremendous asset. We also have a large urban population—about 660,000 people, or nearly 62% of our total population, live in and around downtowns across the region.

Unfortunately, our urban areas are also where we find our greatest concentrations of poverty—over 50% of our adults and children living in poverty live in Albany, Schenectady, and Troy. This is why investing in our urban centers is absolutely critical. It is the home of both tremendous need and opportunity. It is critical that we restore vibrancy to our metro areas so that we can reliably attract and retain businesses and families, repair the structural deficit faced by our cities, and catalyze and spread economic growth across our eight counties and beyond.



**This strategy is anchored by three new priority initiatives:**

### Initiative 1: Downtown Catalyst Projects

Downtown Catalyst Projects are smart real estate investments that comply with Smart Growth Principles, can be linked to job creation, and have committed investors and tenants. We are committed to identifying and funding these given their huge potential to improve the economic vitality and livability of our urban areas. Our first round of such investments has already been identified, including over \$800M in partner commitments which are largely contingent on winning the URI. These first projects are in Albany and Glens Falls—the two cities where property vacancy and urban blight are the highest in our region.

### Initiative 2: Urban Neighborhood Fund

The Urban Neighborhood Fund will be a \$30M revolving loan fund designed to create jobs and improve the quality of life in our most impoverished neighborhoods. This place-based fund will invest in census tracts that meet specific criteria, as well as alongside Catalyst Projects, to help ensure that the URI benefits our most challenged neighborhoods and hard-to-place populations.

### Initiative 3 : CDTA Extension

This initiative will support CDTA in its efforts to build a model transportation system that increases intraregional connectivity and better connects workers to jobs, especially hard-to-place populations. Transportation efficiency and equity is critical to vibrant metro areas, and CDTA has bold ambitions regarding the expansion and addition of Bus Rapid Transit Lines, and the construction of strategically located transit centers. Given the close alignment between CDTA's plans and several of our Catalyst Projects and other proposed URI initiatives, this initiative will support the construction of a transfer station in downtown Albany and a multimodal facility next to the Rensselaer Amtrak Station. We will also look to partner on specific elements of CDTA's Bus Rapid Transit expansion as plans are finalized, complimentary funding sources are secured, and employer and worker demand materializes.

## CONTEXT

### Challenges and opportunities

Our urban areas face three major challenges: large concentrations of poverty, struggling city budgets, and challenges with attracting and retaining residents.

Over 50% of the region's poverty is concentrated in our urban areas. In Albany, Schenectady and Hudson, a quarter of adults are living in poverty. About 33% of Albany and Hudson's children live below the poverty line—in Troy, this share is as high as 46%. Asset ownership is also fundamentally different in many of our urban areas. For example, vehicle ownership is as low as 66% in the Albany neighborhood of Arbor Hill, whereas it is well over 90% in many other communities in the region.

Many developers have stayed away from our downtowns in recent years, resulting in vacant storefronts and a tarnished reputation for our cities. In Albany, nearly 70% of Class C office space is vacant, and one in five Class A and B office spaces are not currently in use. In Glens Falls, there is an average of nearly 20% commercial vacancy across downtown. While our cities have many beautiful historic buildings that could be transformed into amazing properties, the cost of renovating these buildings is often too costly for most, despite tools like historic tax credits, which can offset up to 40% of the construction value.

The Capital Region's population must grow, and our downtowns must be able to attract and retain young professionals, a critical group for our future. Nearly three-quarters of the 2,000+ new households interested

### Case study: Norfolk Virginia Source of inspiration

Downtown Norfolk was the economic and cultural center of the Hampton Roads region in Virginia for centuries. Originally settled for exporting tobacco to Europe, the waterfront of the downtown quickly became a magnet for economic activity. At some point in the mid-20th century came the suburbanization of many American cities and downtown Norfolk came into decay – its vacant piers and abandoned warehouses once filled with people now became blighted fixtures of a downtown left behind.

From 1996 to 2006, private and public partners came together to revitalize the Norfolk, VA downtown area with \$791M in combined investment. The result was impact felt throughout not only the downtown, but the surrounding region as well. The population in Downtown Norfolk grew by over 33% by 765 new residents. There were a total of 9,780 new sustainable jobs throughout the City and a \$153M increase in spending downtown. Other impacts of the downtown investments include a decline in percent of population in poverty (from 13.7% to 10.6% in the downtown) and an increase in share of residents with a bachelor's degree or higher (35.1% to 43.4% in the downtown)

Although the cost of supporting increased activity increased over the ten years, the investments resulted in a sustainable and annual net \$18.5M fiscal benefit for the City of Norfolk, which included increase sales tax, food and beverage tax, business property tax, personal property tax, real estate tax, lodging tax, admission tax, among other sources of city taxes.

in moving to downtown Albany over the next 10 years are expected to be young singles and couples. Well-educated young adults are about 94% more likely to live in urban neighborhoods vs. other settings. And cities that have been able to attract and retain a well-educated population have seen significantly greater growth in per capita income.

### Assets and existing momentum

Our Metro strategy builds upon core Capital Region assets and clear, demonstrated momentum across our counties. This includes our large student population, previous robust investments made in New York State in downtown projects, and an engaged and driven stakeholder community in the property sector.

The Capital Region is home to an extensive footprint of 20+ higher education institutions, which cumulatively serve over 100,000 students each year. Increasing the appeal of downtown areas will increase foot-traffic and retail spending from this population, and can help increase the retention of students post-graduation.

As a region we have made robust investments in our urban areas with support from New York State, including through past rounds of CFA funding (e.g., the SCiTI Center, the Corning Riverfront Park) and through CORE programs that target specific priority neighborhoods. In the past several years, we have experienced visible growth in the number of new housing units, locally-based businesses, and hotels opening in our downtowns. Some examples of this momentum include:

- The number of permits filed for multi-party homes has increased by more than 30% since last year.
- The Rosenblum Companies is investing \$23.4M in transforming the Troy Record building in downtown Troy into more than 100 apartments and ground-floor retail.
- Columbia Development is investing \$48.5M in a 204-room luxury hotel, The Renaissance by Marriott, in downtown Albany.
- The 82,000 square-foot, \$66.5M Albany City Center for conventions in downtown Albany booked its first customer, the Empire State Society of Association Executives, 19 months prior to construction completion, slated for January 2017.
- Gordon Companies has proposed a \$48.1M “Tower on the Hudson” development that wraps around the Hudson-Green Garage in downtown Albany and includes a 100-room Homewood Suites Hotel, 43 residential units, retail stores, and a 177-space parking garage.
- Kirchhoff Companies and Sequence Development are investing \$25M into the One Monument Square Building in downtown Troy with the goal of creating a new home for the Troy Farmers’ Market, 80-85 residential units, restaurants, retail, and a public promenade along the river.
- The city of Schenectady has invested in demolition of 910 State Street and will continue to demolish other properties along State and Albany Street in Schenectady’s Hamilton Hill neighborhood that currently lie vacant and contribute to urban blight, with the hopes of lowering barriers to redevelopment.

- Sequence Development is investing \$25M+ to transform the six-story, L-shaped building at 508 State Street in downtown Schenectady into 2,800+ feet of retail space, 2,000+ feet of office space, and 30+ apartment units.

Complementing the above private investors, the Capital Region has a highly motivated real estate development stakeholder community inspired to make new investments in businesses and buildings, create programming for public spaces, and develop partnerships between existing sources of funding (e.g., Capitalize Albany, Community Loan Fund, the Glens Falls BID, and Land Banks, etc.).

## INITIATIVE 1: DOWNTOWN CATALYST PROJECTS

Our Catalyst Projects are smart real estate investments that comply with Smart Growth Principles, can be linked to job creation, and have committed investors and tenants. We are committed to identifying and funding these given their huge potential to improve the economic vitality and livability of our urban areas. Our first round of such investments has already been identified, including over \$800M in partner commitments. These first projects are in Albany and Glens Falls—the two cities where property vacancy and urban blight are the highest in our region. As a portfolio, these projects will create sustainable and inclusive metro areas that will help drive our region forward.

Upon implementation, the first round of such projects will have created between 10,000-12,000 jobs over its first five years. It will also generate over \$20M in tax revenue.

### **This initiative has a multi-faceted vision for the future of the Capital Region:**

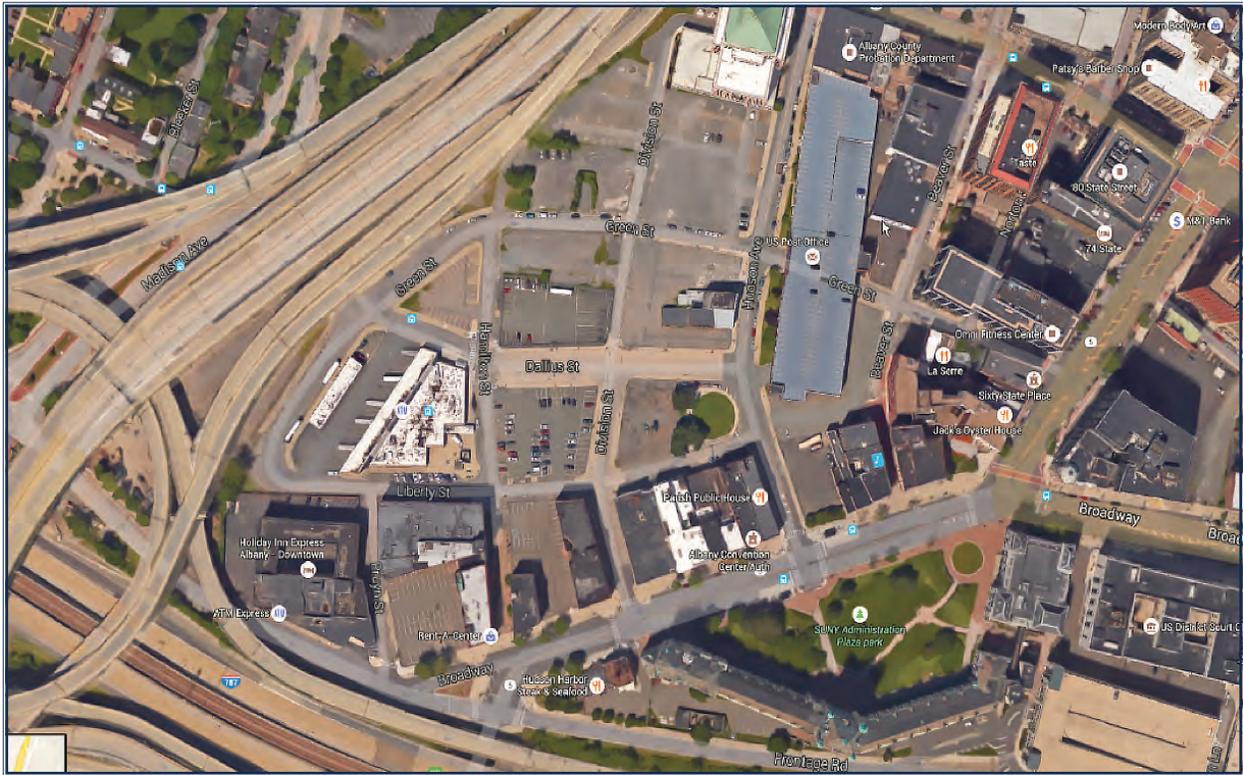
- **Systematically transform the fabric of the urban environment** for the 660,000 people who live in and around our cities.
- **Restore our historic and iconic buildings to their grandeur**, creating real “pull” into these spaces and driving major economic activity.

- Encompass modern and innovative urban planning to create sustainable and inclusive downtowns that incorporate the riverfront, bikepaths, public art, and wayfinding.
- Reduce blight and increase the connectivity of the downtowns, resulting in an overall increase in safety.

By requiring partnership from developers and tenants, these projects will ensure that parcels of land are developed, funded, and occupied as soon as they are completed.

DESIGN

The first round of Catalyst Projects has already been identified for Albany and Glens Falls, though all of our urban areas will be potential targets for future projects. Below is a summary description of this first round of projects.



Old Convention Center site

Project 1: Old Convention Center Site

Albany’s Old Convention Center site is a prime area for development to catalyze economic growth in the state capital. Creating a center of residential and commercial vibrancy in this historic neighborhood, which retains a nationally rare early 18th-century street grid, and around the iconic SUNY System Administration building will bring new life to the capital by reinforcing the “live, work, play” concept of modern urban environments. The SUNY “Castle” is a truly unique Albany-only asset—using it as an integrated anchor for expanded retail and commercial

vibrancy will further contribute to the new future identity of downtown Albany.

Late-stage talks are underway with a private-sector developer interested in turning the unoccupied site into a vibrant residential and commercial development. The confidential preliminary proposal would include 1,203 housing units, 408,000 square feet of commercial office space, and 295,000 square feet of street-level retail, which combined will help to restore this blighted neighborhood’s special urban character. The investor had

signaled willingness to commit over ~\$750M in private investment across this project and another Albany-based Catalyst Project.

This project will have a series of direct benefits, such as creating a wide variety of jobs for Capital Region residents and will result in up to ~5,000 jobs, including construction, retail, and office commercial jobs. In addition, commercial tenants will also bring middle- to high-income jobs, which in turn fuel the need for additional service jobs in the area.

The redevelopment will also generate significant tax revenue for the city of Albany, estimated at tens of millions of dollars over the five years. This tax revenue would represent a major increase in the annual realty tax revenue the city currently makes. Finally, this is an opportunity for New York State to exit these properties and transfer them to a confirmed developer with goals aligned with the city of Albany.



Warehouse District

**Project 2: Soft-Warehouse District**

The Warehouse District, once thriving with economic activity, can appear, to many visitors, as a neighborhood that has been left behind. However, it is the vacant buildings and open lots that create the opportunity to invest in revitalizing a part of the New York State’s capital into a vibrant commercial center at the northern tip of its downtown.

This project seeks to build on the bold investments already made in the warehouse district to transform

the area into a hub of economic activity by helping attract and concentrate software companies and other firms in the area. The concentration of open office and mixed-use space juxtaposed with lively neighborhood entertainment nearby on Broadway (e.g., Wolff’s Biergarten and Druthers) make the Soft-Warehouse District the ideal place for software companies to co-locate, giving the project its name. Several firms have already expressed interest in moving to the area, including multiple site visits. At least three firms have already committed to locating in the Warehouse District,

including Sterling Global, Aeon Nexus, and Procurex, if the area is redeveloped. Many of the tech-related firms interested in the area have been in the gov-tech space.

A community-focused investor has created a concept plan for the area and has had extensive conversations with the city to further the plan’s design. It will include several defining elements beyond company attraction, including: 1) creating a safe and reliable connection between the development, the waterfront, and the southern end of downtown Albany; 2) building an innovative partnership between the existing Albany Housing Authority development to the west and

prospective tenants to create industry-specific training; and 3) complement existing hospitality businesses with an eye toward maintaining an urban feel in the development plan design (e.g., street-level retail, wayfinding).

Successful company attraction can result in a significant increase in jobs of diverse skill and salary levels. Commercial tenants will also bring middle- and high-income jobs, which in turn fuel the need for additional service jobs in the area. The redevelopment will also generate significant tax revenue for the city of Albany.



First Prize Center

### Project 3: First Prize Site

The Tobin’s First Prize site is a 30-plus acre property off of the Thruway’s Exit 23 in Albany. The plant opened in 1924, employing as many as 1,600 at the height of its production, before closing in 1981. Since then, its 150-foot smokestack, skeletal sign, and abandoned surrounding property has remained one of the Capital Region’s biggest eyesores.

The land was most recently acquired by Exchange Street Associates, following years of aborted redevelopment plans over the past three decades. Development proposals have in the past been submitted by Wal-Mart, Cabela’s, Whole Foods, and Lowe’s among many others. None were realized. This most recent proposal

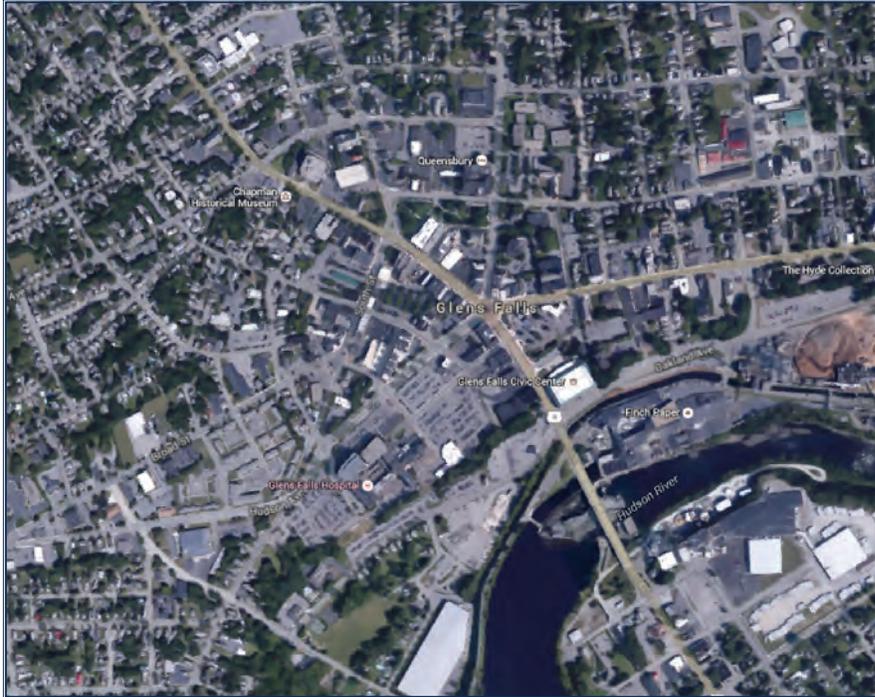
is different from previous designs in that it will create a unique ecosystem responsible for job creation and community revitalization.

The proposed “First Prize Center” will be a mixed-use lifestyle center, successfully integrating residential housing with shopping, restaurants, entertainment, and office space. It will incorporate core principles of new urbanism – pedestrian-friendly design; energy efficient, high-density residential spaces; and design centered around community and public space.

The project will include a variety of uses for the land and create jobs and economic impact in a variety of forms. It will have 240,000 square feet for a hotel; 40,000

square feet for a conference center; 35,000 square feet for parking; 30,000 square feet for a fitness center; 160,000 square feet for retail; 250,000 square feet for office space; ~1,100 residential units; and 40,000 square feet for a cinema. This plan will generate jobs across

many industries including retail, commercial tenants, and construction jobs. The development will also generate significant additional property tax revenue for the city.



**Downtown Glens Falls**

#### **Project 4: Downtown Glens Falls**

Downtown Glens Falls has a vibrant, historic urban core, with a large concentration of employment (6,000+ employees). Key employers include Glens Falls Hospital (~2,900 employees), Hudson Headwaters Health Network (600 employees), Finch Paper (600 employees), and advanced manufacturers (e.g., Angiodynamics, CR Bard, McKesson Corporation). It is also home to a variety of arts and entertainment venues and events, including the Civic Center, Wood Theater, the Hyde Collection, Crandall Library, Chapman, International Children's Museum, LARAC Art Festival, Take A Bite, and the Saturday Farmers' Market. It is also the gateway to some of the nation's greatest natural attractions: Lake George and the Adirondack State Park.

However, the city experiences high rates of vacancy—19% among its commercial properties—and needs to redevelop some key areas of its downtown. This project would support the development of underutilized,

vacant, and deteriorating properties located in a targeted HUD low-income neighborhood area of downtown. Cerniglia is the confirmed developer with a vision to develop a total of seven properties, including SUNY Adirondack, a culinary arts program including Mazzone Hospitality, and others.

This development will result in jobs, including jobs from retail, commercial tenants, and construction. This project is complementary to the \$56M of recent developments in Glens Falls, including a \$28M mixed-use project consisting of 87 market-rate apartments and 37,000 square feet of commercial retail space, and a \$17M modernization project at the Glens Falls Hospital. The project will leverage \$41M in matching funds through private investment and other funds (e.g., Glens Falls IDA with PILOT, the Glens Falls and Warren County Local Development Corporations with low interest loan programs).

## RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between \$75-140M to support Catalyst Projects. This amount would help support the 4+ projects that have already been identified for Round 1 and are in negotiations. Depending on the final structure of Round 1 projects, this allocation would also support high-potential Round 2 projects.

Financial resources will be used to support property acquisition, as well as funding specific enhancements to increase the economic development impact of projects (e.g., preservation of public spaces, connections to waterfront, mixed-income housing). Additionally, support will be provided to help navigate and work with the local governments and development agencies that are committed to supporting this regional plan.

## IMPACT

The combination of these four preliminary catalyst projects will create between 10,000-12,000 jobs from street-level retail, office space, construction, and other indirect and induced jobs as a result of these. These developments will also generate millions in additional tax revenues for local government.

In addition, there will be a series of social impacts that may be difficult to attribute directly to these developments, but are, without a doubt, related. Increasing investment in downtown real estate properties, building street-level retail, and bringing more jobs to downtown Albany and downtown Glens Falls will fundamentally change the landscape of these areas. Fewer vacant properties means greater levels of foot traffic and increased public safety, which changes the perception of the neighborhoods surrounding downtown and increases the region's ability to attract residents, particularly young professionals. As success is seen in downtown Albany and downtown Glens Falls, investments made in the region's other urban centers will lead to region-wide, transformative impact. These investment will be catalysts to changing the economy, opportunity, and culture of our metro areas.

## INITIATIVE 2: URBAN NEIGHBORHOOD FUND

The Urban Neighborhood Fund (UNF) will be a \$30M revolving loan fund designed to create jobs and improve the quality of life in our most impoverished neighborhoods. This place-based fund will invest in census tracts that meet specific criteria, as well as alongside Catalyst Projects, to help ensure that the URI benefits our most challenged neighborhoods and hard-to-place populations. Upon implementation, this initiative will have created between 1,300-1,500 jobs over its first five years.

This initiative was developed in conjunction with over 50 non-profit organizations, as well as engagement of local elected officials, to ensure that it reflected the needs of the target constituents. The fund seeks to complement and leverage the great work already done in this space by many of our non-profits and government agencies.

The UNF will work to reduce the concentration of urban poverty and blight in specific neighborhoods that satisfy prescribed criteria related to the socio-economic condition of the area through two core financial tools: (1) loans to businesses that create jobs in the target neighborhoods; and (2) bridge loans for incoming grants to non-profit organizations and artists providing social services (e.g., public art, daycare, etc.) in these target neighborhoods.

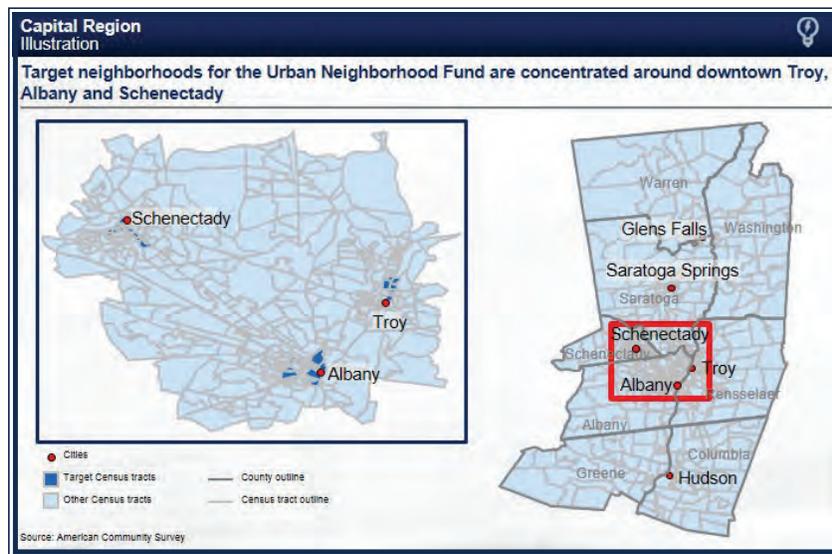
## DESIGN

The UNF has four core design principles based on target jurisdictions, thematic areas, eligible institutions, and type of assistance.

### Jurisdiction

The initial focus of the UNF will be the most impoverished neighborhoods in our region, which today are concentrated in downtown Albany, Schenectady, and Troy. Priority census tracts have been preliminarily selected based on having more than half of their population living below 150% of the poverty line. The current priority census tracts include:

- Albany: 2, 6, 8, 11, 21, 22, 25
- Rensselaer: 404, 405, 406
- Schenectady: 209, 210.01, 210.02, 214, 217



This place-based approach will increase the synergy between investment, and more quickly bring about visible change in these neighborhoods. By limiting the initial focus to these three cities, UNF will target ~50% of the entire Capital Region’s population in poverty. In addition, several census tracts in downtown Albany are already a statewide priority as part of the CORE initiative—and UNF’s investments will complement existing CORE priorities and programs.

Over-time UNF’s focus will likely broaden to other areas of need in the region. And in particular consider investing to complement specific new Catalyst Projects.

### Thematic areas

The UNF will invest in projects that either (1) create jobs and/or (2) provide a critical local service. Both thematic areas require that investments be made in the designated census tracts. For example, a business will only receive a loan if it is creating jobs in a jurisdiction designated by the fund; and a not-for-profit can only receive funding if it is providing a service to that particular community (e.g., daycare, workforce training).

### Institutions eligible for funding

Three groups of stakeholders are eligible for funding: businesses, artists (blight removal/betterment), and NGOs/NPOs.

Each type of stakeholder will borrow capital from UNF for different reasons. For example, business owners can apply for loans for working capital, storefront improvements, and property expansions if they create

an appropriate number of jobs and are within the fund’s target neighborhoods. The target job criterion is to create one job per ~\$40,000 lent. Artists can apply for bridge loans for public art to address urban blight in the target neighborhoods once they have received a grant but are waiting on the cash to implement the project. NGOs and NPOs can apply for bridge loans for any neighborhood service (e.g., daycare, blight removal) after being awarded a grant and before receiving the cash. Terms of each

loan would be adjusted according to the purpose of the loan.

### Types of assistance and project size

Loans will vary in size, but will typically fall between \$25,000 and \$75,000. Interest rates will be set according to the credit profile of the borrower, but are expected to range from 4-8%. UNF will explore inserting a claw-back provision for small businesses that do not reach their job-creation targets within the first year or maintain their job creation numbers for two years. UNF’s loan structure and possible claw-back provision will help maintain the fund’s size and sustainability over time.

## PARTNERS—EXISTING AND POTENTIAL

The Community Loan Fund (CLF) has emerged as a likely and preferred partner for the UNF. Rather than create an institution in parallel to an already successful and widely recognized equity-focused lender, UNF could leverage the CLF's infrastructure and experience, and CLF has already expressed firm support and commitment to this initiative's mission and vision.

CLF's mission is to promote sustainable community development for economically underserved people and communities. It provides community-based economic development services in the form of access to affordable loan products and free training, business counseling, and technical assistance. They have traditionally invested in low-income lenders, who have trouble finding capital elsewhere, with priority given to minority- and women-owned businesses. Their demonstrated results are revitalized micro-enterprise communities, strong non-profit organizations, and affordable loan products for low-income residential borrowers—all of which provide stability to at-risk neighborhoods.

Since December 2014, CLF has experienced exorbitant loan demand in excess of available capital. Although the CLF has increased its investment pool by \$1.3M in 2014, loan demand surpassed cash availability. The need for small-business and non-profit service organization loans in underserved, low-income areas of the Capital Region is in high demand with limited resources for funding. The funding needs in our urban cores is even greater when considering blight improvement and essential service provider needs in the targeted low-income census tracts.

Given their prior experience, successful repayment rate (100% over the last 30 years), solid reputation, and alignment with the URI's mission and vision for equity-focused economic development in the urban core, CLF has emerged as an ideal implementation partner for UNF.

## RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between \$15-20M in URI funds to support the creation and management of the Urban Neighborhood Fund.

Fifteen million of this amount would be to initially capitalize the fund: the first \$7.5M would be given

upfront, and the remaining \$7.5M would be given as a challenge match for every dollar in matching resources that CLF (or another implementing partner) is able to raise. CLF's reputation and track-record suggests that significant funding from philanthropic sources should be able to be secured—at least at a 1:1 match. CLF has been able to raise \$178M over its 30-year history from other financial institutions, individuals, private investors, philanthropy, and federal sources.

A portion of the allocation would also be used to scale the organization. It is expected that this expansion in mission would require an additional six full-time employees. Funds would be used to support operating costs for the first five years.

## IMPACT

Over its 30-year history, CLF has loaned more than \$42M and created more than 1,750 jobs, leading to a lending-per-job estimate of ~\$24,000. Using a slightly more conservative estimate of \$40,000 per job, the new \$30M Fund will result in ~1,400 jobs.

Investments in these communities will also have direct impacts on their physical landscape. Over its 30 years, CLF's investments resulted in 185 built or rehabbed commercial buildings. Businesses will borrow money for both upfront and operating capital, which will likely include improvements to the façade or physical appearance of their business, details that make a tremendous difference in drawing customers and creating vibrant foot traffic. Non-profits and artists may borrow money to expedite blight reduction or public-art grants. For these reasons, the fund will likely lead to a significant decrease in vacant properties in the target neighborhoods, increasing the level of investment in and appeal to inhabit these communities.

Given the place-based approach of the UNF and its commitment to coordinate with local programs, the fund will also support other social outcomes beyond jobs and GDP, for example: reducing poverty, improving safety, attracting investments, growing population, etc.

### INITIATIVE 3: CDTA EXPANSION

This initiative will support the Capital District Transportation Authority (CDTA) in its efforts to build a model transportation system that increases intraregional connectivity and better connects workers to jobs, especially hard-to-place populations. Transportation efficiency and equity are critical to vibrant metro areas, and CDTA has bold ambitions regarding the expansion and addition of Bus Rapid Transit Lines and the construction of strategically located transit centers. Given close alignment between CDTA's plans and several of our Catalyst Projects and other proposed URI initiatives, this initiative will support the construction of a transfer station in downtown Albany and a multimodal facility next to the Rensselaer Amtrak Station. We will also look to partner on specific elements of CDTA's Bus Rapid Transit expansion as plans are finalized, complimentary funding sources are secured, and employer and worker demand materializes. Upon successful implementation, this initiative will have created between 1,000-1,300 jobs over the first five years.

#### CONTEXT

Public transportation can have long-lasting effects on the economic and social fabric of a developing region. Transportation investments can shape land use and development patterns, fundamentally changing the look and feel of an urban area. A robust and well-developed transportation system is a powerful tool for connecting workers and jobs, and for attracting new residents and tourists to an area. Public transport can have a profound impact on income equality and social mobility, as it is often the main mode of access for underserved populations to reach jobs, education opportunities, medical care, housing, and other vital services.

National trends show an increase in consumer demand for public transport, and the Capital Region is no different. In 2014, Americans took 10.8B trips on public

transit, the highest ridership in nearly 60 years. Our region mimics this trend. Ridership of CDTA topped \$17M last year, the second consecutive year CDTA established a new high since its inception in 1970, following five years of ridership increases. Twenty-four thousand Capital Region residents do not have access to a vehicle, and 75% of these residents are concentrated in the Albany-Schenectady-Troy metro area. Not only do residents want to use public transportation more, many residents have no choice.

CDTA is a regional asset, though opportunity remains to expand and optimize its footprint to better serve the Capital Region's population, particularly hard-to-place workers. CDTA's 50+ bus routes cover a 2,300 square-mile area within the Capital Region. They serve over 750,000 people and their geographic footprint covers 75% of Capital Region families who don't have access to a personal vehicle. Despite these figures, lack of mobility and intraregional connectivity have continuously been cited as regional weaknesses across all stakeholder groups—from the single mother attempting to drop her child at school before going to work to the college student living in Troy trying to get to a concert in downtown Albany. Today's workforce needs options for their commute and for their work schedules. Visitors to the area want to access the region flexibly and conveniently. Residents want to take advantage of what the entire region has to offer. A strategic expansion of CDTA's offerings will address challenges across stakeholder groups, increasing social equality, touristic appeal, and regional connectivity.

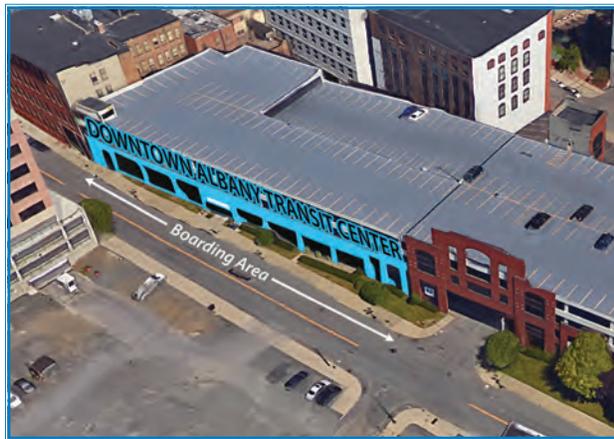
CDTA has developed a detailed strategic plan for how to best expand its offerings in line with its ridership needs and trends. Their plan breaks down into two major components: (1) construction of strategic transit centers and (2) expansion of BusPlus, their Bus Rapid Transit (BRT) network.

(1) Transit centers allow for seamless transition between various modes of transportation, reduce commute times for workers, and increase regional connectivity.

- **Capital Region Transportation Center:** A \$30M expansion of the Rensselaer Rail Station to allow for all regional and intercity bus and rail service to integrate into one seamless network. Intercity bus carriers will service both the Downtown Albany Transit Center and the Transportation Center in Rensselaer.

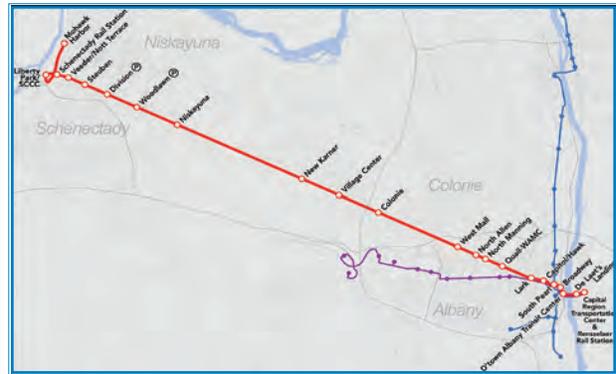


- **Downtown Albany Transit Center:** A \$12.5M facility at the Hudson-Green Parking Garage in downtown Albany to accommodate the 5,500 to 6,500 riders a day through several regional transit providers including Greyhound, Trailways, and CDTA.

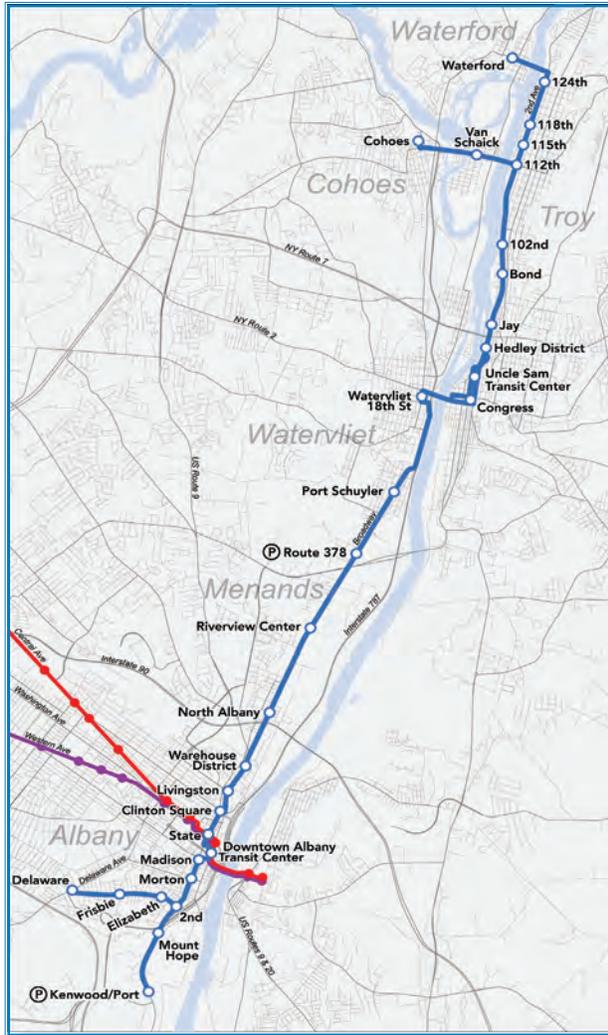


(2) BRT expansions create greater connectivity between Albany, Schenectady, and Troy and increase access of the workforce to key employers in the region.

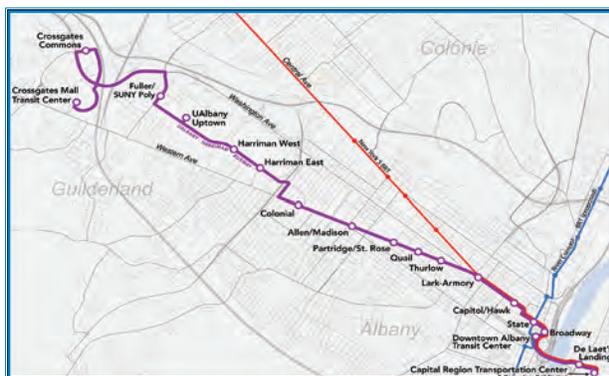
- **BusPlus Red Line:** A proposed \$30M expansion of the existing Red Line to serve the proposed Capital Region Transportation Center, downtown Schenectady, and the Mohawk Harbor Development (CFA project). This will help increase the connectivity between Albany and Schenectady and better link residents to new jobs outside their home county. (e.g., downtown Albany workers traveling to the Schenectady Casino).



- **BusPlus Blue Line:** Addition of a new line for \$49M that connects downtown Albany, Menands, Watervliet, Cohoes, Waterford, and Troy. This line allows for easier access to employers across these urban areas. (Image on next page.)



- **BusPlus Purple Line:** Addition of a new line for \$88M that connects downtown Albany and the Rensselaer Rail Station to major employers in the metro area, including, but not limited to, Crossgates Mall, UAlbany, Harriman Campus, and SUNY Poly.



## DESIGN

Increased and confirmed private-developer interest in the Old Convention Center site sparked conversations around optimizing the public transportation footprint in and around downtown Albany. The multimodal facility at the Rensselaer Amtrak station and a transfer station at the Hudson-Green Garage will streamline visitor access, reduce commute times for employees, better link workers to jobs, and increase the appeal of downtown Albany and the region to city developers.

The multimodal facility at the Albany-Rensselaer Amtrak station and the conversion of the Hudson-Green Garage into a transfer station are important for four primary outcomes:

- (1) **Increase accessibility to downtown Albany for business and leisure visitors.** Currently, there is no BRT line that services the Albany-Rensselaer train station, Amtrak's busiest station serving a metro area with a population of under two million people, and in the top 10 over-all busiest in the nation. Building the multimodal center will allow for the later construction of the optimal Bus Rapid Transit line to service the surrounding area.
- (2) **Streamline existing public transportation assets in downtown Albany in a more centralized location.** There is an opportunity to consolidate the existing Greyhound station in downtown Albany and the Amtrak station. This consolidation will allow riders to transfer more easily between forms of transportation. It will increase the property value and appeal of the Old Convention Center site and other downtown Albany properties.
- (3) **Align with and build on other initiatives.** Co-locating the Greyhound station with the Amtrak stop is complementary to both the Catalyst Projects initiative as well as the Rensselaer Clean Energy Deployment Center. Relocation of the Greyhound station across the river frees up a larger parcel of land and provides potential developers with greater flexibility in their concept design and construction. Including a transfer station next to the Old Convention Center site will also ensure the workforce can access new jobs that will be created as part of the Convention Center site development.

**(4) Ensure investment in transportation is equitable and supports the hard-to-place population that needs it most.** Maintaining a major transportation hub in downtown Albany will guarantee underserved communities who live in and around this area have access to more than one means of public transportation.

While this initiative's initial support is for the multimodal facility at the Rensselaer Amtrak station and the transfer station at the Hudson-Green Garage, given their immediacy and synergies with other URI strategies, we are also very supportive of CDTA's proposed extension and/or addition of BusPlus routes. This initiative would consider supporting these in the future as plans are finalized and approved, matching funds are secured (public or private), and demand/need projections are finalized and confirmed.

### RESOURCE REQUIREMENTS

The Capital Region would recommend allocating between \$30-40M to support CDTA's expansion. An initial portion would be used to fund the multimodal facility and transfer station, contingent on CDTA's securing of matching funds. The rest of the allocation would potentially be released to fund specific line improvements and extensions as these materialize with the necessary preconditions.

Based on CDTA's ability to fundraise additional capital, this investment will attract ~\$15-\$25M in matching funds, resulting in a total investment of \$45-\$65M.

### IMPACT

This total investment of \$45-65M will generate between 1,000-1,300 jobs as a result of: direct jobs associated with manufacturing, construction, and operation of public transportation equipment and facilities; additional indirect jobs at parts, materials, and service providers; and induced jobs supported by consumer spending of workers' wages.

Just as importantly, the improved and expanded service will connect un- and under-employed workers to new jobs, decrease the cost and time of work commute for thousands, help employers attract employees, increase the property value and viability of many sites along the new routes, improve connectivity between the region, and make our metro areas more attractive to visitors and potential new residents.

CAPITAL 20.20

**TARGETS AND  
OUTCOMES**

TARGETS AND  
OUTCOMES

## TARGETS AND OUTCOMES

The Capital Region will leverage the unprecedented opportunity presented by Governor Cuomo's URI competition to set a transformational path for its economy and to drive strong job growth. To deliver these bold results we must set bold aspirations and hold ourselves to them.

We have set challenging but realistic targets against each of our four drivers of growth - new jobs, more people, higher productivity, and broader labor participation from the traditionally "hard-to-place" members of our community. We have also set a GDP growth aspiration as the culmination of all of these efforts.

### TARGET 1: MORE JOBS: CREATING MORE EMPLOYMENT OPPORTUNITIES

The Capital Region will **add 40,000 more jobs to the economy** across private, public, and social sectors between 2015 and 2020 from the direct and indirect impact of URI investments. Our target implies an annual growth in jobs of 1.2%, a 20% increase on our jobs growth rate between 2010 and 2014. We believe economic growth in the Capital Region will enable employers across the private, public, and social sectors to create and fill 40,000 new jobs.

### TARGET 2: MORE PEOPLE: GROWING OUR POPULATION

Between 2015 and 2020, the Capital Region will **attract and retain an additional 10,000 people**, more than doubling our current annual population growth rate from 0.15% to 0.4%. We are confident that people from around New York State and the rest of the country will be attracted by our strong education institutions and the abundance of available jobs, and will stay for our vibrant urban cores and the multitude of recreation options across our eight counties.

### TARGET 3: MORE PEOPLE: EXPANDING OUR WORKFORCE

Between 2015 and 2020, the Capital Region will **employ 4,500 currently unemployed residents** to further reduce our unemployment rate, which is already the lowest in Upstate New York. This will decrease our unemployment rate from 5.6% today to 4.8%, in line with our pre-recession (2001 to 2007) unemployment rate which stayed below 5%<sup>1</sup>. We will focus on employment opportunities for traditionally hard-to-place populations, including veterans, and many other important groups.

#### HOW THE CAPITAL REGION WILL FILL NEW JOBS

- Drawing on increased labor force from current population trends
- Attracting and retaining new residents to the Capital Region
- Employing the unemployed
- Engaging previously disenfranchised residents who have left the labor force
- Continuing to attract residents in neighboring regions who come to the Capital Region to work.

## TARGET 4: HIGHER PRODUCTIVITY: INCREASING OUR ECONOMY'S OUTPUT

The Capital Region will **reach 0.6% annual productivity growth** between 2015 and 2020. This target will put us on track towards our previous annual productivity growth of 0.9%, which we achieved between 2004 and 2009, before slowing to 0.3% between 2009 and 2014. The Capital Region URI plan focuses investment in highly productive sectors, in particular health technology and clean technology, a core outcome of our Talent Strategy will be upskilling our population to make our workers more productive.

## TARGET 5: MORE INCLUSIVE: BROADER PARTICIPATION IN THE WORKFORCE

We will **lift 20,000 Capital Region residents out of poverty** between 2015 and 2020. This will decrease our poverty rate to 10%, which is a 15% decrease of our current poverty rate of 12%. To ensure all residents benefit from the region's economic growth and job creation, our Metro Strategy and Talent Strategy will provide specific opportunities for residents living in poverty by creating jobs in the urban core and offering targeted support for workforce development opportunities.

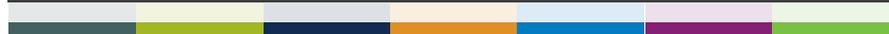
## TARGET 6: STRONGER ECONOMIC GROWTH: DRIVING GDP GROWTH

The Capital Region will **achieve 1.8% annual real GDP growth** between 2015 and 2020. This growth rate is double the Capital Region's historical annual growth rate of 0.9% from 2009 to 2014. Our GDP growth target is the culmination of creating new jobs, attracting and employing more people, achieving higher productivity and enabling broader labor participation from historically hard-to-place workers. Hitting our targets across these drivers will enable our region to reach this bold GDP growth aspiration.

## ENDNOTE

<sup>1</sup>This unemployment rate is based on BLS seasonally adjusted data, which takes into account variations in unemployment throughout the year and enables peer comparisons. The non-seasonally adjusted unemployment rate for 2014 is 5.2% according to New York Department of Labor.

# CAPITAL 20.20 IMPLEMENTATION



IMPLEMENTATION

# IMPLEMENTATION

Developing this plan was only the beginning of our journey towards transforming the economy of the Capital Region. The URI has given us the unprecedented opportunity to develop a true strategic plan for economic growth. Translating this opportunity into reality will require a continued and focused effort from stakeholders across our region. We are invested in making the plan a success, and have already begun to change the way we work together.

## GUIDING PRINCIPLES FOR IMPLEMENTATION

Given the historic nature and unprecedented size of the URI, we have designed a robust implementation structure built for success. To this end, we defined four core principles underpinning our approach to delivery:

- **Strong private sector engagement:** Bringing in private sector leaders to lead and co-develop our plan through the URI Advisory Council has brought an essential lens. Continuing this input and engagement is critical to delivering our jobs and growth targets.
- **Collaboration of our governmental organizations:** Through the URI process we came to see many opportunities for inter-governmental collaboration. We want to use this opportunity to further these efforts to reduce costs, trade best practices, and achieve scale benefits across our eight counties
- **Connectivity across our eight counties:** Thanks in large part due to the strong regional push inherent to the REDCs, the connected nature of our region in general, and the collaborative URI process, the Capital Region has advanced dramatically in recognizing the benefits of working together as one—and successful execution of our URI plan will require us to implement as one.
- **Sustainability beyond the five years:** The implementation structure discussed here is designed to outlive the five-year URI window. We will stand-up a strong organization and system that has the capacity, capability, and mandate to drive economic development from a regional perspective. Ensuring an engaged and invested community, led by a fit-for-purpose structure, will ensure longevity after the URI.

In developing our implementation approach we reviewed a number of best practice economic development organizations (e.g., Fund for our Economic Future (Northern Ohio). In addition, we interviewed the University at Buffalo Research Institute (UBRI) regarding the great successes of the Buffalo Billion “delivery unit.”

Key success drivers that emerged from these examples included:

- Partnering with the private sector is critical for investment and sustainable implementation
- Setting a long-term vision that is refreshed on a regular basis
- Focusing on workforce development, and cultivating a strong entrepreneurial environment
- Aligning our implementation with the region’s “brand” will ensure our research agenda supports our regional vision and we are able to access necessary data as we track progress
- Monitoring and assessing key performance indicators
- Recruiting top talent to implement projects

## DESIGNING THE RIGHT ORGANIZATIONAL STRUCTURE FOR DELIVERY

Delivery must be supported by a dedicated structure with the mandate, oversight, and capacity to tackle the large scale initiatives outlined in our URI plan.

In accordance with Governor Cuomo’s commitment to government efficiency, we have designed our delivery unit as lean as possible – relying on pre-existing organizations as implementing partners wherever possible. This has the added benefit of building on the history and successes of our institutions. We believe that the Center for Economic Growth (CEG) is an existing regional organization that could be scaled appropriately to play a major implementation for our plan.

Based on the guiding principles outlined above, there are several implications for our proposed structure:

- **Relationship to CREDC and Empire State**

**Development:** Drawing on the lessons of the Buffalo Billion, Empire State Development (ESD) is likely to be the central organization through which funding applications are reviewed. This will be done in concert with the guidance of the Governor’s appointees on the CREDC. These two organizations will continue to be the center of regional economic development decision-making in the Capital Region.

- **Day-to-day implementation responsibility:** There will be one central “nervous system” to coordinate the implementation across strategies. Our plan is designed to be mutually reinforcing, thus central oversight is required to realize all of those benefits.

In addition, there are clear overlapping functions that can be performed by one organization. For example, the process of applying to ESD for funding will be best managed by one entity. Other examples include: company attraction, and performance management and reporting. Our current proposal to ESD is that CEG is the best positioned organization to drive this work.

- **Advisory Board:** To maintain a consistent perspective across all five strategies and to ensure private sector engagement, our delivery unit will have a standing committee comprised of private sector CEOs from across industry sectors, select public officials, and non-profit presidents. This group will be represented by all eight counties and will be charged with providing the implementation leader with expertise and decision-making support across the strategic areas. Also, the board would include some select CREDC members to ensure alignment with the CREDC process. (See letter on next page).
- **Intergovernmental Committee:** Given the overlapping challenges facing our communities, elected officials across all eight counties have expressed a commitment to come together and engage in more formal collaboration. This group has already committed to establishing a Shared Services Subcommittee to review innovative options to provide services in the most cost effective and efficient manner possible. (See letter below). Successful implementation of these ideas will free up additional funding to support the infrastructure requirements to support this economic development plan. (See letter on next page).

Local Government Collaboration Proposal for the  
Capital Region Upstate Revitalization (URI) Initiative

Over the years local governments in the eight counties that comprise the Capital Region of New York State have collaborated on various initiatives in order to provide services in the most cost effective, efficient manner possible. The recent requirement by state government for all local governments in New York State to document shared services and government efficiencies in order to comply with the property tax freeze proposal is expected to provide information on countless examples of collaboration among local governments that could be duplicated elsewhere.

In order to pursue opportunities for shared services not yet explored within the Capital Region counties, it is proposed that the Local Government Council (LGC) of the Center for Economic Growth (CEG), which is made up of the chief elected officials from the counties, cities, towns and villages within the region, establish a Shared Services Subcommittee. This subcommittee would advance proposals for the sharing of services to be studied and if practical implemented to the benefit of the taxpayers of as many of the municipalities in the region as possible.

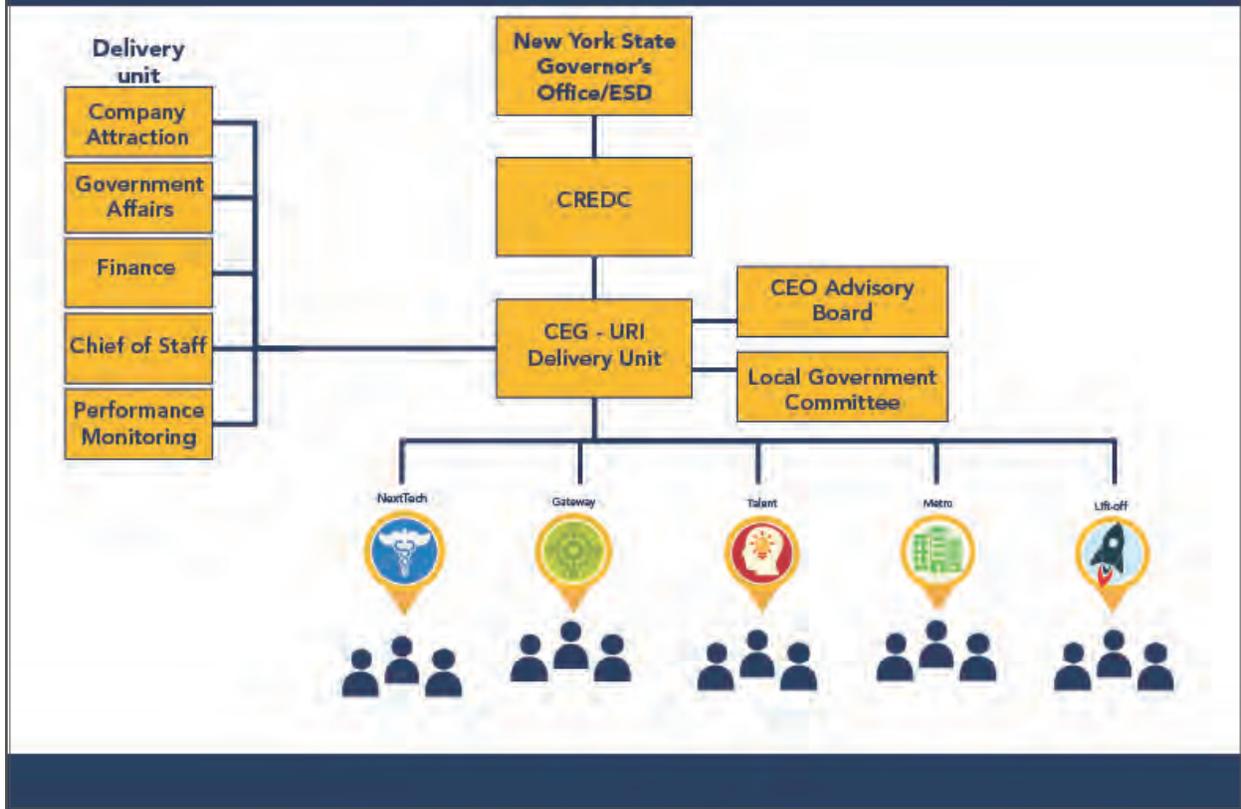
One example of such an initiative is the recently proposed consolidation of emergency services dispatch operations involving the counties of Albany and Rensselaer and the cities of Albany and Troy. This proposal and the Consolidated Funding Application (CFA) submitted on its behalf would study the combination of dispatch operations currently based in multiple locations to improve operations and potentially reduce costs as well. What's more this proposal if successfully implemented could be expanded to include other dispatch centers or this approach could be replicated elsewhere in the region and in the state to increase productivity and decrease costs for other localities.

Recognizing that local governments have limited ability to make staff available for the research necessary to identify other opportunities for collaboration, either here in New York State or elsewhere in the nation, this proposal requests funding for the purpose of engaging a research entity to assist in culling through the expansive number of examples of collaboration and shared services. It is envisioned that this research entity would also work to match those examples against the region's best opportunities for saving tax dollars through collaboration.

This proposal would be foundational to advancing the strategies of our URI proposal by making the region more attractive to businesses and families by lessening the burden of property taxes in the region. As well is would build on an obvious strength this region has in the institutions of higher education, many of which have focused studies on government and in particular local government.

- **Strategy sponsors:** Each strategy will have an advisory board made up of 5-10 leading professionals who can provide strategic direction, unblock barriers to implementation, and suggest course correction as necessary. In addition to a part-time advisory board, each strategy area will require full-time staff to ensure that the tactical steps for implementation are occurring. This will likely require more capacity in the beginning and scale down overtime as new entities are established and begin to run on their own.

# Draft Structure



## BUDGET FOR PLAN IMPLEMENTATION

Preliminary Strategy Execution Budget (for first five years of each initiative)

Strategy	Initiative	Recommended URI allocation (\$M, over five years)	Total initiative budget requirements (\$M, five-year estimate)
Next-Tech: Capturing our growth horizons	Population Health Technology Cluster	\$100-175	\$700-775
	Clean-Tech Cluster	\$20-30	\$320-330
	<b>Total</b>	<b>\$120-205</b>	<b>\$1,020-1,105</b>
Gateway: Connecting markets and businesses	Ports Modernization and Expansion	\$45	\$125
	Fulfillment Hub Expansion	\$45-55	\$245-255
	<b>Total</b>	<b>\$90-100</b>	<b>\$370-380</b>
Talent: Building the workforce of today and tomorrow	Partnership for TALENT	\$10-15	\$15-20
	Enhance Higher Education Footprint	\$15-20	\$35-40
	Scale up of Cradle to Career Support	\$15-20	\$90-95
	<b>Total</b>	<b>\$40-55</b>	<b>\$140-155</b>
Lift-off: Accelerating ideas, entrepreneurs, and businesses	Creative Economy Accelerator	\$10-15	\$13-18
	The CRAFT Business Hub	\$15-20	\$25-30
	The Capital Region Center for Commercialization	\$15-30	\$30-45
	<b>Total</b>	<b>40-65</b>	<b>68-93</b>
Metro: Building vibrant cities for businesses and families	Urban Catalyst Projects	\$75-140	\$925-990
	CDTA Expansion	30-40	50-60
	Urban Neighborhood Fund	15-20	30-35
	<b>Total</b>	<b>\$120-200</b>	<b>\$1,005-1,085</b>
<b>Total</b>		<b>\$410-625</b>	<b>\$2,603-2,818</b>

### Staffing plan and cost

CEG will hire 7-10 staff members to support and facilitate implementation of our URI strategies. A director of implementation will be responsible for oversight and coordination across all URI strategy areas. A company attraction manager will be responsible for global private sector outreach and attraction. A government affairs manager will coordinate implementation with the Governor's office, ESD, CREDC, and local government officials. Up to six managers across the strategic areas will supplement existing CEG staff and be responsible for day-to-day implementation activities, including direct collaboration with Capital Region stakeholders. There will be one manager to support the distribution and logistics strategy, and two managers for each of the other strategy areas. Finally, a research analyst will support on-going data collection for performance monitoring.

### Performance monitoring and reporting metrics

CEG will continue to leverage the same data driven approach used to identify and define the Capital Region's URI plan, and will track key performance indicators (KPIs) at an economy-wide level and across the five strategy areas. At an economy wide-level, CEG will track progress towards the targets we have set for job creation, population growth, unemployment rate, poverty rate, and GDP growth. Each manager will set KPIs for their respective strategy, which may include, for example, loan pay back rates for urban revitalization, the number of new programs launched at higher education institutions, progress for port expansion, reduced Capital Region and New York State health costs, and the median income for residents in the creative economy.

### Reporting methods

Over the next five years, CEG will convene a series of meetings with the CREDC and general public as follows:

- **Bi-monthly strategy level meetings:** CREDC members will be asked to join one of five working groups linked to each of the strategies. These working groups will meet bi-monthly to discuss progress towards implementations, as well as any challenges that may delay progress.
- **Bi-annual CREDC updates:** Every six months, CEG will update the full CREDC on progress towards implementation of the five strategy areas.
- **Annual public update:** Once a year, CEG will hold a public meeting to share progress towards implementation of the five strategy areas.
- **Quarterly advisory board meeting:** Once a quarter the CEG board will meet to discuss regional issues, opportunities, and monitor and alter strategy execution holistically.

# CAPITAL 20.20

## APPENDIX



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## LETTERS OF SUPPORT

### NextTech

Albany Medical Center  
CDPHP  
General Electric  
Hixny  
MVP Healthcare  
Northern Rivers Family Services  
Saratoga Hospital  
St. Peter's Health Partners

### Gateway

Apalachee Salt  
Assemblyman Peter D. Lopez, New York State Assembly  
Capital Region Chamber  
Carolina Eastern-Vail, Inc.  
FCA  
Federal Marine Terminals  
General Electric  
Kubricky Construction Corp.  
Lansing Trade Group, LLC  
Pioneer Bank  
Senator George Amedore, New York State Senate  
Senator Kirsten Gillibrand, United States Senate  
TCI of New York  
Village of Ravena

## Talent

Albany College of Pharmacy  
Albany Law School  
Albany Medical Center  
Columbia Greene Community College  
Enlarged City School District of Troy  
Excelsior College  
EYP Architecture and Engineering  
General Assembly  
GlobalFoundries  
Greene Tree Technology  
Hudson Valley Community College  
Maria College  
Memorial School of Nursing  
Price Chopper Supermarkets  
Sage Colleges  
Samaritan Hospital School of Nursing  
Schenectady County Community College  
Siena College  
Skidmore College  
Sonoco Plastics  
Specialty Silicone Products  
State University of New York  
Strive Together  
SUNY Adirondack  
SUNY Albany  
SUNY Empire State College  
The Bellinger School of Nursing  
The College of Saint Rose  
Troy Industrial Solutions  
Union College

## Lift-Off

Agricultural Stewardship Association  
American Farmland Trust  
Battenkill Fibers Carding and Spinning Mill  
Columbia County Chamber of Commerce  
Columbia County Industrial Development Agency  
Columbia Economic Development Corporation  
Columbia Land Conservancy  
Cornell University Cooperative Extension  
Creative Economy Advocates  
Field Goods, LLC  
Hudson Mohawk Resource Conservation and Development Council  
Kinderhook Bank  
Proctors  
Senator Elizabeth O’C. Little, New York State Senate  
Union College  
Washington County Local Development Corporation

## Metro

Aeon Nexus  
Community Loan Fund  
Glens Falls Business Improvement District  
Senator Elizabeth O’C. Little, New York State Senate  
Senator Daniel G. Stec, New York State Senate  
Sterling Capital Group Partners, LLC



## Albany Medical Center

43 New Scotland Avenue, MC-114, Albany, New York 12208-3478

(518) 262-3830  
Fax: (518) 262-3825

James J. Barba  
President and Chief Executive Officer

October 5, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great enthusiasm that I support a ground-breaking initiative that represents the future of healthcare in New York State, the nation and beyond -- a project that can play a very significant role in the revitalization of Upstate New York.

This initiative began more than two years ago at Albany Medical Center with our partner IBM. We are proud to share the work we started here to help create "Population Health-Tech," which will build upon that effort and include partners representing universities, colleges, hospitals and payers from throughout our Region.

"Population Health-Tech" is a Population Health Technology cluster designed to transform the quality and efficiency of healthcare. This unique public-private ecosystem, built on a foundation of collaboration and innovation, will bring together our partners with world-class technology firms, local community organizations and others to share, aggregate, analyze and mobilize data to enable smarter healthcare solutions.

This unique ecosystem will improve healthcare outcomes, decrease per capita costs, improve the care experience, create jobs and strengthen our economy in the Capital Region. We believe this model can be shared statewide for the health and good of all New Yorkers.

Sincerely,

  
James J. Barba

John D. Bennett, MD, FACC, FACP  
President and Chief Executive Officer

500 Patroon Creek Blvd.  
Albany, NY 12206-1057  
(518) 641-5551 • fax (518) 641-5506  
[www.cdphp.com](http://www.cdphp.com)



September 29, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative tackles a critical challenge for our region and state, and has the ability to make a tremendous difference in the quality and cost of patient care in New York state.

As a non-for profit health plan with more than 450,000 members, CDPHP is deeply committed to the Triple Aim of better health, better care and lower cost. We have been utilizing population health management techniques for more than 30 years, and believe that the Population Health-Tech initiative will expand upon the work that is already being done.

I would be excited to bring our 30+ years of experience in care and disease management, care coordination, and data analytics to this initiative. I look forward to exploring how we can work together to support this effort in the near future.

Sincerely,

A handwritten signature in black ink that reads "John D. Bennett MD". The signature is written in a cursive, flowing style.

John D. Bennett, MD  
President and CEO  
Capital District Physicians' Health Plan, Inc.



GE  
Global Research

One Research Circle  
Niskayuna, NY 12309  
USA

September 30, 2015

Dr. A Nadeem Ishaque  
Technology Director - Diagnostics & Biomedical Technologies  
GE Global Research  
1 Research Circle  
Niskayuna, NY 12309

Dear Governor Cuomo,

It is with great enthusiasm that I support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative tackles a critical challenge for our Region and State, and has the design and commitment to have a major impact on the quality and cost of patient care, and in the process strengthen and grow our local economy.

GE Global Research is very excited about this initiative and we look forward to exploring ways we can be involved and support this important effort. GE is committed to reducing costs and improving outcomes in Healthcare and annually applies close to \$100MM of its research budget to healthcare technology development here in Niskayuna, NY. Our research portfolio includes the next generations of diagnostic imaging, life sciences, patient monitoring, information management, and clinical decision support technologies, services and solutions. These efforts would facilitate the collaboration with the Population Health-Tech initiative in the areas of Digital Health, Distributed Health, Population Health, and Healthcare Analytics.

I firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will drive not just for the Capital Region, but also for New York State.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nadeem Ishaque'.

Dr. A Nadeem Ishaque  
GE Global Research



September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
New York State Capitol Building  
State Street & Washington Avenue  
Albany, New York 12224

Dear Governor Cuomo,

Hixny is pleased to submit this letter in support of the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

Not only will this initiative strengthen and grow the local economy, we believe that it tackles a critical challenge for our Region and State. Reducing the cost of healthcare is critical to Hixny and the URI has the design and commitment to make quite a difference in the cost and quality of patient care.

Hixny would be very excited to see this initiative benefit from URI funding, and we look forward to exploring how we can be involved and support this important effort in the near future. As an organization focused on improving collaboration across the healthcare providers in our community, Hixny recognizes the economic impact that more affordable higher quality healthcare can provide to the residents of our region.

As a nationally recognized leader in Health Information Exchange, our organization has successfully connected 31 hospitals, 2,125 providers, and 3 health plans to enable the collective exchange of 1.75 billion healthcare transactions per year. Together, with other community organizations including employers, government agencies, educational institutions, consumer groups and public health officials, Hixny brings all stakeholders of our healthcare community together in one place to gather various perspectives and develop the strategies necessary to improve the health of our region's population.

We at Hixny firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will have for the Capital Region, as well as for New York State.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark McKinney', is written over a light blue horizontal line.

Mark McKinney  
Chief Executive Officer

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hixny.org | 15 Cornell Rd - Latham, NY 12110  
t. 518.640.0021 | f. 518.785.3101 | info@hixny.org



September 28, 2015

Dear Governor Cuomo,

On behalf of the nearly 1,600 employees of MVP Health Care, it is with great pleasure that I support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative tackles a critical challenge for our region and our state and has the design and commitment necessary to make a huge difference in the quality and cost of patient care, and in the process strengthen and grow our local economy.

MVP Health Care would be thrilled to see this initiative benefit from URI funding, and we look forward to exploring ways in which we can be involved and support this important effort in the near future.

For the past 30 years, MVP Health Care has been -- and continues to be -- committed to improving population health. Our vision statement reflects this best. We aim to create the healthiest communities through collaboration and innovation. At MVP, access, affordability, community health, and healthy living to improve outcomes are in our DNA. We provide population health and wellness services to more than 7,000 employer groups in the Capital Region. Some of our more notable customers and partners include IBM, Global Foundries, Ellis Medicine and the Golub Corporation. We have population health collaborations with the vast majority of the health care systems in the region. In addition, we have a unique relationship with Mohawk Valley Physician Associates (MVMA), which represents almost 2,000 practicing physicians. The role of MVMA is to help us design, implement and manage patient care in a truly collaborative manner.

Given our geographic reach, we believe we can assist in the coordination of activities to ensure a successful investment in the proposed Population Health-Tech initiative. We have unparalleled experience in collaboration and innovation in the delivery of care and will share that experience the URI receives funding.

I firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will surely drive, and not just for the Capital Region. Given MVP's footprint, which stretches from the southern Hudson Valley to the Canadian border and west to Buffalo, we believe that once it is proven in the Capital Region we can expand the initiative to all of Upstate New York State.

Sincerely,

A handwritten signature in black ink that reads "Denise V. Gonick".

Denise Gonick  
President and CEO



### **About MVP Health Care**

Headquartered in Schenectady, MVP Health Care is a nationally recognized, community-focused, not-for-profit health insurer serving more than 700,000 members throughout New York State. Its 1,600 employees are committed to the well-being of its members and to creating the healthiest communities possible. Through creative thinking, analysis of data, innovative use of technology, and the willingness of its leadership to take risks during a tumultuous time in the health care industry, this \$3 billion company is transforming the delivery of health care coverage for New Yorkers.

### **Innovation Feature**

#### *Fostering and Supporting Healthcare Transformation*

In simplest terms, payment reform changes the way that providers of care are paid for the management and treatment of patients. In the current fee-for-service model a provider sees a patient, submits a claim and receives a pre-determined amount based on the services provided. In contrast, payment reform is based not on fee-for-service, but on the concept of providing value in a patient-centric manner and populations as a whole. Consumers are now more involved with the actual design and purchase of their health insurance plan. From a regulatory standpoint, both nationally and at the state level, efforts are underway to transition away from fee-for-service and into value-based payment programs such as care bundles, shared savings, shared risk and global capitation. Health plans must play a key role in fostering this transformation to meet the needs of communities, consumer demands and regulatory requirements.

To move quickly along the path of payment models that improve the patient experience, the cost of healthcare, and the health of the communities we serve, MVP Health Care has assembled a value-based payment toolkit. The toolkit provides a platform for the innovative, collaborative development of flexible, successful payment models. Each provider is at a different state of readiness, and the toolkit offers a means to discover, implement, measure, and evaluate value-based payment opportunities that enable success along a continuum of programs. A critical component of the toolkit is the ability to capture, share, analyze and drive action from data generated by providers, our operations, and consumers. A robust informatics infrastructure is required to exchange this data, understand it, and offer timely, understandable information to providers and eventually consumers. At a program level, it will be critical to understand the impact of each value-based effort at a micro and macro level. There is an urgent and long-running need to invest in advanced quantitative analytics to describe programmatic impact, point to improvement opportunities, and discover the best methods for achieving desired outcomes.

In this sense, the toolkit a foundational means to collect, apply and share what we learn



**NORTHERN RIVERS**  
F A M I L Y   S E R V I C E S

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[www.northernrivers.org](http://www.northernrivers.org)

Northeast Parent &  
Child Society

Parsons Child and  
Family Center

September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative tackles a critical challenge for our Region and State, and has the design and commitment to make a huge difference to the quality and cost of patient care, and in the process strengthen and grow our local economy.

Northern Rivers Family Services would be very excited to see this initiative benefit from URI funding, and we look forward to exploring ways we can be involved and support this important effort in the near future. We provide a broad array of special education, behavioral health and care management services to children, adults and families in Eastern and Central New York. In all, Northern Rivers typically serves over 13,000 clients in 38 counties and 40 school districts in our State. We employ over 1300 employees and our annual budget is approximately \$90,000,000. Along with 13 other non-profit partners, Northern Rivers' subsidiary, Children's Health Home of Upstate New York (CHHUNY) recently was approved by the Department of Health to operate a children's health home spanning 54 counties across our state.

If the proposed population Health-Tech initiative is approved for funding, Northern Rivers will play a pivotal role planning, developing and executing this seminal project. Our extensive knowledge and experience in behavioral health and care management for large and diverse populations will provide the initiative with a key component of expertise necessary to create a viable network of services.

Behavioral health services, in particular, can constitute a key link in New York State's enlargement of the common definition of "health care" as articulated in myriad studies and publications. Behavioral health, special education, and focused case management constitutes foundational pillars in the concept of "social determinants of health". This concept has been embraced by the World Health Organization (WHO), the Centers for Disease Control (CDC) and eventually by the New York State Medicaid Redesign Team.

I firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will drive not just for the Capital Region, but also for New York State.

Sincerely,

John E. Henley  
President and CEO  
Northern Rivers Family Services



tel: 518.583.8492  
fax: 518.583.8310

211 Church Street  
Saratoga Springs, NY  
12866-1090

ANGELO G. CALBONE  
PRESIDENT AND CEO

October 1, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative tackles a critical challenge for our Region and State, and has the design and commitment to make a huge difference to the quality and cost of patient care, and in the process to also strengthen and grow our local economy,

Saratoga Hospital would be very excited to see this initiative benefit from URI funding, and we look forward to exploring how we can be involved and support this important effort in the near future. At Saratoga Hospital, we are, like others, working to find solutions that will be effective in managing our population. Saratoga Hospital is a growing institution in size and complexity, now approaching 2400 employees. Our service area has expanded to reach well beyond Saratoga Springs into the Capital District. Saratoga Hospital has a developing medical group comprised of approximate 100 physicians who are looking for methods to be effective in population management. This initiative shows great promise to move us along that path.

I firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will have for the Capital Region, as well as for New York State.

Sincerely,

Angelo G. Calbone  
President and CEO



WWW.SARATOGAHOSPITAL.ORG



## ST PETER'S HEALTH PARTNERS

315 South Manning Boulevard  
Albany, New York 12208  
ph 518.525.1111

sphp.com

October 2, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

St. Peter's Health Partners is the largest health care provider in the Capital Region, employing more than 12,500 medical professionals serving our community through a network of five hospitals, a robust Continuing Care division, and a physician group of more than 350 doctors with 165 access locations across our region and beyond.

Given this tremendous presence in the region's health care footprint, we fully support the proposed Population Health-Tech initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

This initiative addresses a critical transformation of the delivery of health care for our Region and the State of New York, and has the design and commitment to make a significant difference in accomplishing the "triple aim" of Population Health — improving the experience of care, improving the health of populations, and reducing per capita costs of health care.

St. Peter's Health Partners is proud to be a pioneer in the Population Health arena. In May of 2014, St. Peter's Health Partners and Ellis Medicine formed The Innovative Health Alliance of New York (IHANY). In fact, IHANY, is the first Accountable Care Organization (ACO) in the Capital Region/Mohawk Valley to operate a Medicare Shared Savings Program (MSSP). Innovative Health Alliance of New York is represented by hospitals from three health care systems, a federally qualified health center, and a network of private practices spanning primary and specialty care.

Furthermore, St. Peter's Health Partners and Ellis Medicine recently partnered on the submission of a comprehensive DSRIP application with the State of New York that received one of the highest scores for its innovative and collaborative design. From this, we have formed The Alliance for Better Healthcare that is collaborating in unprecedented ways to provide truly patient-centered health care, across the care continuum, by building an integrated health care delivery system for our region that is efficient, cost-effective, and ever mindful of the social, economic and environmental factors that impact health.

Given our commitment and leadership role in advancing Population Health, St. Peter's Health Partners would strongly endorse the Population Health-Tech initiative for funding from the URI, and we look forward to exploring ways in which we can be involved and support this important initiative that will change the trajectory of health care.

Lastly, I firmly believe in the positive economic impact the URI and the Population Health-Tech initiative will drive not just for the Capital Region, but also for New York State.

Sincerely,

James K. Reed, MD  
President & Chief Executive Officer  
St. Peter's Health Partners



July 24, 2015

James Barba, Co-Chair  
Dr. Robert Jones Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, New York 12180

Re: **Support for the 2015 ESD Infrastructure Grant**  
**Coeymans Industrial Park Rail Extension**  
Coeymans Industrial Park, New York

Dear Mr. Barba and Mr. Jones:

This letter is provided as evidence of my **strong support** of the application submitted to the 2015 Empire State Development Grant Program by the Coeymans Industrial Park for a proposed rail extension.

Over the past 8 years, the Coeymans Industrial Park and the Port of Coeymans has been transformed into the premier bridge assembly, port operations, shipping and distribution hub in the Northeast. Its location and role in goods movement is part and parcel to our decision to locate in the Capital District. However, we are hitting the tipping point in our market due to rising costs of transportation.

As you are aware, freight transportation is a vital element in the transportation and distribution of goods and materials. Low cost, dependable movement of freight helps a business to be competitive. However without rail access to the site our transportation costs are substantially higher than our out of state competition and we may not be able to rank the site as high on our prospect list. Shipping by rail is 3 to 4 times more cost effective for goods movement and is a key component of our client's and consumer's decision making process.

The addition of rail, combined with the trucking and shipping access at the Port of Coeymans, allows us to minimize logistics to supply chain costs, thereby opening additional market channels for product movement. With the addition of rail we envision our business growing, being able to lower our cost to consumers, by increasing our market competitiveness. Our business gaining the lost trade will create more services and will simply create 3 to 5 more job opportunities in the local community.

Again, I strongly support the ESD proposed project and encourage the Coeymans Industrial Park to move forward in this endeavor. If further documentation of my support would be of assistance, do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Thomas A. Kowal". The signature is written in a cursive, flowing style.

Thomas A. Kowal  
President / Owner

1423 Highland Ave.  
Rochester, NY 14620  
[www.apalacheesalt.com](http://www.apalacheesalt.com)



PETER D. LOPEZ  
Assemblyman, 102<sup>nd</sup> A.D.

Albany, Columbia, Delaware,  
Greene, Otsego, Schoharie and  
Ulster Counties

THE ASSEMBLY  
STATE OF NEW YORK  
ALBANY

RANKING MINORITY MEMBER  
Food, Farm and Nutrition Policy Task Force

COMMITTEES  
Agriculture  
Education  
Environmental Conservation

MEMBER  
Legislative Commission on Toxic  
Substances and Hazardous Wastes

July 20, 2015

James Barba, Co-Chair  
Dr. Robert Jones, Co-chair  
Capital District Regional Economic Development Council  
433 River Street- Suite 1003  
Troy, New York 12180

Dear Mr. Barba and Dr. Jones,

This letter is provided on behalf of the Coeymans Industrial Parks application for the 2015 Empire State Development Grant Program for a proposed rail extension.

As I understand it, the Coeymans Industrial Park and adjacent Port of Coeymans is an economic driver for the region. Since 2007, the Coeymans Industrial Park has privately invested more than 35 million in upgrades to its facility, infrastructure, shoreline rehabilitation and equipment. This private investment has created the capacity for full service barge and tugs boat operations with heavy lift capability and storage facilities and has resulted in almost 300 private sector jobs with an annual payroll of over \$15,600,000 flowing into the local economy.

The proposed Coeymans Industrial Park Rail Extension will allow for a 25% increase in productivity and utilization, increase jobs and continue to cement the Capital Region's place in goods movement and employment.

This project has been, by far, one of the most significant and proactive economic development efforts in recent years. The use of public dollars to encourage private investment and job creation for this project will pay dividends to the state for years to come.

I wholeheartedly support the ESD proposed project and encourage the Coeymans Industrial Park to move forward in this endeavor. Please do not hesitate to contact me in regards to this matter.

Sincerely,

Peter D. Lopez  
Assemblyman, 102<sup>nd</sup> A.D.

PL/ak



July 20, 2015

Mr. James Barba, Co-Chair  
Dr. Robert Jones, Co-Chair  
Capital District Regional Economic Development Council  
433 River Street, Suite 1003  
Troy, NY 12180

RE: **Support for the 2015 ESD Infrastructure Grant  
Coeymans Industrial Park Rail Extension**  
Coeymans Industrial Park, New York

Dear Mr. Barba and Mr. Jones:

We are pleased to support the application submitted by the Coeymans Industrial Park for a proposed rail extension.

The Coeymans Industrial Park and adjacent Port of Coeymans is an economic driver for the area. Since 2007 the Coeymans Industrial Park (CIP) has privately invested more than \$35 million in upgrades to its facilities, infrastructure, shoreline rehabilitation and equipment. This private investment has created the capacity for full service barge and tug boat operations with heavy lift capability and storage facilities and has resulted in almost 300 private sector jobs with an annual payroll of over \$15,600,000 flowing into the local economy.

Currently there are over ten companies utilizing over 250,000 square feet of warehousing space while importing products domestically and from Germany, Turkey, Spain, Italy and Egypt via truck and ship. Located along the Hudson River, the Port of Coeymans and the Coeymans Industrial Park has been transformed into one of the few privately owned deep water inland terminals in the northeastern United States. With modern facilities, state of the art technology equipment and an experienced local work force, the industrial park and terminal has grown into a premier bridge assembly, construction, and warehouse and distribution facility with truly global reach.

CIP has determined that the third leg of the material shipping and handling is critical. In order to reduce the transportation costs to tenants and commercial prospects, and to expand the client and employment base, the facility needs the rail line. The current tenants of the industrial park have expressed their support for the project highlighting their ability to grow as a result of the rail line. In addition several parties have offered to locate at the park if the rail was available.

We respectfully ask that you give favorable consideration to this application.

Very truly yours,

A handwritten signature in blue ink that reads 'Mark N. Eagan'.

Mark N. Eagan, CCE  
Chief Executive Officer

At the Center of New York's Tech Valley  
capitalregionchamber.com

ALBANY OFFICE

5 Computer Drive South | Colonie, NY 12205  
518.431.1400

SCHENECTADY OFFICE

306 State Street | Schenectady, NY 12305  
518.372.5656

CAROLINA EASTERN-VAIL, INC.  
CAROVAIL



DRAWER B  
MAIN STREET  
NIVERVILLE, NY 12130  
518-784-9166

July 28, 2015

**CONFIDENTIAL**

James Barba, Co-Chair  
Dr. Robert Jones Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, New York 12180

Dear Mr. Barba and Mr. Jones:

This letter is intended to express our strong support for the development of rail infrastructure at the Port of Coeymans.

We, Carolina Eastern-Vail, provide agricultural services across the northeast, with a strong focus in upstate NY. The flexibility that rail services would provide to the port as it relates to the receipt, storage, and distribution of our raw materials would likely make the port a very strong partner for us.

The addition of rail, combined with the trucking and shipping access at the Port of Coeymans, would minimize our logistic and supply chain costs thereby opening additional market channels. These improvements at the port would greatly reduce the stresses on our business associated with logistics and product procurement. With these upgrades, we envision being able to pass value on to our consumers and increase our market competitiveness.

Again, I strongly support the development of rail at the port (specifically the ESD proposed project) and encourage the Coeymans Industrial Park to move forward in this endeavor.

Sincerely,

Brian Harrington  
VP Finance



149 Coeymans Industrial Park Ln.  
Coeymans, NY 12045  
Phone: 518-756-9255

To Whom It May Concern:

We are a national packaging company located in the Coeymans Industrial Park.

Please be advised that as a tenant, we would welcome the availability of rail service to our facility. The accessibility of rail services would give us the option to bring in materials, as well as, distribute our product.

Rail service would allow FCA the opportunity to grow our business. Expansion would in turn, lead to an increase in the number of employment opportunities we could provide for the residents of Albany County and more specifically the Ravena/Coeymans/Selkirk area.

Very truly yours,

X   
\_\_\_\_\_  
Mark D. Maze  
Plant Manager



September 25, 2015

Governor Andrew Cuomo  
Executive Chamber  
New York State Capitol  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the Port of Albany's expansion project proposal. This is a component of the regional distribution and logistics strategy, and the initiative focused on modernization and expansion of the port of Albany, in particular, as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As you know, the Capital Region is located in the center of the largest market in the United States. From our position in the Northeast, we can cover more than half of North America's population in one day's drive. This provides the region with a unique opportunity as a distribution and logistics hub for the region and the Port of Albany, as a world-class maritime gateway, is a critical part of this.

Federal Marine Terminals (FMT) strongly supports further expansion and modernization of the Port of Albany in order for it to continue its upward growth trajectory and be an expanded economic engine for the region. If the Port of Albany expands, this would enable us to also explore expansion opportunities of our operations in the Port. A recent study by the Port indicates that this could potentially create up to 200 direct and indirect new jobs that would pay an average of approximately \$35,000 annually.

Federal Marine Terminals is the Port of Albany's marine terminal operator and longshore labor partner and has twelve (12) operations across North America. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe in the positive economic impact the URI and the Distribution and Logistics Strategy will drive not just for the Capital Region, but also for New York State.

Sincerely,

Federal Marine Terminals, Inc.

A handwritten signature in blue ink, appearing to read 'Michel Tosini', is written over a light blue circular stamp.

Michel Tosini  
Executive Vice-President

FEDERAL MARINE TERMINALS, INC  
1000 de La Gauchetière Street West, Suite 3500  
Montreal, Quebec Canada H3B 4W5

T 514.878 6500

[www.fmtcargo.com](http://www.fmtcargo.com)



**GE Power & Water**  
Power Generation Products

**Michael J. Izdebski**  
Global Project Logistics Fulfillment Leader  
One River Road – Building #40-350AA  
Schenectady, NY 12345  
[Michael.Izdebski@ge.com](mailto:Michael.Izdebski@ge.com)  
P: 518-207-6234

7/30/2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

On behalf of General Electric Power & Water Division, I am writing in support of the Port of Albany's application for grant funding through the Regional Economic Development Councils. This project will provide a dependable, safe & secure maritime operations building at the Port of Albany for GE's new generation heavy lift cargo. These new, larger pieces of equipment will be manufactured in the Capital Region and are destined for places around the world. This proposed project, to build a maritime area heavy cargo operations building, will allow GE to have an adequate, dependable area to handle our next generation heavy cargo. Having a safe, reliable and economical transportation partner ensures this equipment continues to be manufactured here in the Capital Region. This ensures jobs with GE, as well as the maritime related jobs at the Port of Albany. We understand the new jobs at the Port of Albany will be opportunities for adjacent communities in Albany, including the South End of Albany which is a critical component of the Opportunity Agenda.

The Capital Region Economic Development Council has created an environment to support strong business collaborations; increase job opportunities and bridge successful sectors with challenging areas with their Opportunity Agenda. The Port of Albany's CFA project will achieve these goals. On behalf of General Electric Power & Water Division, we are committed to a partnership with the Port of Albany for the movement of goods manufactured in the Capital Region to locations around the world. This project is a testament to the strong business partnerships that can grow in the Capital Region.

GE's Power & Water Division is based in Schenectady and is projecting to manufacture even larger pieces of equipment in 2017-2018. New heavy equipment could weigh as much as 600,000 tons and be larger dimensionally. GE has been in communication with New York State Transportation leaders to explore utilizing the Canal system to move these new pieces of equipment. Rail and road transportation may no longer be options to transport these goods. Having the Port of Albany as a partner is a key component of this plan to manufacture the product in New York State.

I am confident that the project proposed will provide strong economic development benefits and will offer transportation improvements on both land and water! I am pleased to support this project and respectfully ask for your support.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. J. Izdebski'.

Michael J. Izdebski  
GE Power & Water Global Project Logistics Fulfillment Leader

Copy to: Empire State Development President & CEO Howard Zemsky



**KUBRICKY CONSTRUCTION CORP.**

A PROUD MEMBER OF THE D.A. COLLINS™ COMPANIES

September 25, 2015

Governor Andrew Cuomo  
Executive Chamber  
New York State Capital  
Albany, New York 12224

Dear Governor Cuomo,

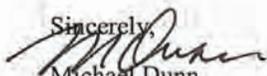
It is with great pleasure that I support the Port of Albany's expansion concept proposal. This is a component of the Distribution and Logistics strategy, and the initiative focused on modernization and expansion of the port of Albany, in particular, as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As you know, the Capital Region is located in the center of the largest market in the United States. From our position in the Northeast, we can cover more than half of the North America's population in one day's drive. That provides the region with a unique opportunity as a distribution and logistics hub for the region. A world-class maritime gateway is a critical part of this.

D.A. Collins strongly supports further expansion and modernization of the Port of Albany in order for it to continue its upward growth trajectory and be an expanded economic engine for the region. If the Port of Albany expands, we would be greatly interested in establishing a new marine division of our company with operations located in the Port. That would potentially create up wards to 150 new jobs that pay annually \$45,000 on average.

D.A. Collins is a construction, aggregate and transportation company with a number of different divisions that employ over 500 people in and around the Capital Region. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy and a partner with the Port of Albany. We would be thrilled to have the opportunity to expand operations with this long desired marine division at an expanded Port of Albany operation.

I firmly believe in the positive economic impact the URI and the Distribution and Logistics Strategy will drive not just for the Capital Region, but also for New York State.

Sincerely,  
  
 Michael Dunn  
 Vice President  
 Kubricky Construction Corp.  
 DA Collins Companies

# LANSING

TRADE GROUP, LLC

August 5, 2015

**CONFIDENTIAL**

James Barba, Co-Chair  
Dr. Robert Jones Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, New York 12180

**Re: Support for the 2015 ESD Infrastructure Grant Coeymans Industrial Park Rail Extension Coeymans Industrial Park, New York**

Dear Mr. Barba and Mr. Jones:

This letter is provided as evidence of my strong support of the application submitted to the 2015 Empire State Development Grant Program by the Coeymans Industrial Park for a proposed rail extension. As you may be aware, we are an importer and exporter of agricultural bulk commodities based out of Overland Park Kansas, and we are extremely interested in locating a grain facility to service the Eastern US, in Albany County at the Coeymans Industrial Center.

However without rail access to the site our transportation costs would increase substantially and we may not be able to rank the site as high on our prospect list. Shipping by rail is 3 to 4 times more cost effective for goods movement and is a key component of our site analysis decision making.

The addition of rail, combined with the trucking and shipping access at the Port of Coeymans, allows us to minimize logistics and supply chain costs thereby opening additional market channels and product movement. With the addition of rail we envision adding 5-10 direct jobs to the region as well as increase employment at other locals in Western New York State.

Again, I strongly support the ESD proposed project and encourage the Coeymans Industrial Park to move forward in this endeavor. If further documentation of my support would be of assistance, do not hesitate to contact me.

Kind Regards,



Andrew Ward

Director of Structured Products  
Lansing Trade Group



7/21/2015

Empire State Development Corporation  
Capital District Regional Office  
Hedley Park Place  
433 River Street Suite 1003  
Troy, New York 12180  
Attn: Arnie Will, Acting Capital District Regional Director

Re: 2015 Empire State Development Grant  
Coeymans Industrial Park Rail Spur  
Town of Coeymans, New York

Dear Mr. Will:

Please let this letter serve as our support of the Coeyman's Recycling Center, LLC, D/B/A Coeymans Industrial Park's (CIP) application to Empire State Development for the rail spur expansion project. The funding will allow the company to extend a railroad spur from an interchange point along the CSX railroad on the lands of the Lafarge Cement Plant, and extend the line to connect CIP and the Port of Coeymans. This extension is vital to the long term growth of both CIP and the Port.

As you are aware, there are over ten companies utilizing over 250,000 square feet of warehousing space while importing products domestically and from Germany, Turkey, Spain, Italy, and Egypt via truck and ship. Located along the Hudson River, the Port of Coeymans and CIP has been transformed into one of the few privately owned deep water inland terminals in the northeastern United States. With modern facilities, state of the art technology equipment and an experienced local work force, the industrial park and terminal has grown into a premier bridge assembly, construction, and warehouse and distribution facility with truly global reach.

After review of the project financial projections and both the current and future lease agreements, please be advised that Pioneer Bank strongly supports this business investment project, and is willing to consider a loan in the amount of \$6,850,000 for a period of up to 10 years at a competitive interest rate to support the project. In addition to a full underwriting of the request, this loan would be contingent on a grant of \$2,000,000 from Empire State Development and a private equity investment of at least \$1,000,000.

Yours truly,

David E. Blessing  
Vice President, Structured Finance

21 Second Street, Troy, NY 12180  
Phone: 518.687.5908  
Fax: 518.687.5908  
www.pioneerbanking.com

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**E-MAIL ADDRESS:**  
AMEDORE@NYSenate.GOV

**WEBSITE:**  
AMEDORF.NYSenate.GOV



**GEORGE A. AMEDORE, JR.**  
Senator, 46<sup>th</sup> District

**ALBANY OFFICE:**  
ROOM 802  
LEGISLATIVE OFFICE BUILDING  
ALBANY NEW YORK 12247  
(518) 455-2350  
FAX (518) 426-6751

**ULSTER OFFICE:**  
721 BROADWAY SUITE 100  
KINGSTON NY 12401  
(845) 331-3810

**MONTGOMERY OFFICE:**  
20 PARK STREET, ROOM 121  
FONDA, NEW YORK 12068  
(518) 853-3401

July 20, 2015

James Barba, Co-Chair  
Dr. Robert Jones, Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, NY 12180

Dear Mr. Barba and Mr. Jones,

This letter is in support of the application submitted to the 2015 Empire State Development Grant Program by the Coeymans Industrial Park for a proposed rail expansion. As you may be aware, the Coeymans Industrial Park and the adjacent Port of Coeymans are economic drivers for the entire region. Since 2007, the CIP has privately invested more than \$5 million in upgrades to their facilities, their infrastructure, and shoreline rehabilitation. The investment has resulted in almost 300 private sector jobs for the area.

There are currently more than ten companies utilizing over 250,000 square feet while importing products both domestically and internationally. It is one of the few privately owned deep water terminals in the northeastern United States. With modern facilities and state of the art equipment, the industrial park and terminal has grown into a premier facility with global reach.

In order to attract more large employers, CIP has determines that the third leg of material shipping and handling is critical to the future of the park. Without it, the site is at risk of losing projects to comparable sites throughout the Northeast.

The proposed rail expansion will allow for a 25 percent increase in productivity and utilization, increase jobs, and secure the Capital Region's place in goods movement and employment. Several companies have offered to move into the park if rail becomes available.

I strongly support this proposal and hope that you will fund this critical infrastructure project that will benefit the entire region.

Sincerely,

Senator George Amedore

KIRSTEN GILLIBRAND  
NEW YORK  
SENATOR

RUSSELL SENATE OFFICE BUILDING  
SUITE 478  
WASHINGTON, DC 20510-3205  
202-224-4451

COMMITTEES:  
ARMED SERVICES  
ENVIRONMENT AND PUBLIC WORKS  
AGRICULTURE  
SPECIAL COMMITTEE ON AGING

## United States Senate

WASHINGTON, DC 20510-3205

September 10, 2015

Mr. Howard Zemsky  
Commissioner  
Empire State Development  
625 Broadway  
Albany, New York 12245

Dear Mr. Zemsky,

I write in support of the application submitted by the Coeymans Industrial Park for funding through Empire State Development. The funding will be used to support the Coeymans Industrial Park Rail Expansion Project.

Coeymans Industrial Park is a marine terminal located ten miles south of Albany on the Hudson River. It is one of the only privately owned, deep water, inland terminals in the northeastern United States. Since 2007, Coeymans has privately invested millions of dollars to upgrade its facilities, which has resulted in hundreds of private sector jobs and has helped build the local economy. The Park is home to over ten companies that utilize 250,000 square feet of warehouse to import products domestically and from countries such as Germany, Turkey, Spain, Italy, and Egypt.

The requested funding will be used to build a railroad line from the Coeymans facility to the existing commercial rail line. This additional line would facilitate material shipping and handling to and from the Park, and is necessary for it to remain competitive on a large scale. This new infrastructure would allow for a significant increase in productivity and additional jobs, and would continue to bolster the economy of the Capital Region.

I ask that you please give this application your full consideration. If you have any questions, or desire further information, please do not hesitate to contact my staff member Andrew Usyk, (202) 224-4451.

Sincerely,



Kirsten Gillibrand  
United States Senator



July 24, 2015

James Barba, Co-Chair  
Dr. Robert Jones Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, New York 12180

**Re: Support for the 2015 ESD Infrastructure Grant  
Coeymans Industrial Park Rail Extension, Coeymans, NY**

Dear Mr. Barba and Mr. Jones:

As the owner of an independent business located in the Coeymans Industrial Park, I am writing to express my strong support for the application submitted to the 2015 Empire State Development Grant Program by the Coeymans Industrial Park for a proposed rail extension.

The Coeymans Industrial Park and the Port of Coeymans has become a premier bridge assembly, port operations, shipping and distribution hub in the Northeast. Its location and role in goods movement was a major reason we decided to locate in the Capital District when we built a new facility here and began adding jobs in 2014.

Freight transportation is a vital element in the longer term success of our business. Low cost, dependable movement of freight would help us remain competitive with out of state companies and allow us to continue to grow and to add jobs.

Rail access to the industrial park would significantly help us maintain our competitive edge in the Northeast by keeping transportation costs low at a rate as much as 3 to 4 times cheaper than truck or barge. With the addition of rail we envision being able to lower our cost to consumers, increase our market competitiveness, and create the opportunity to add more services and jobs to the local community.

I strongly support the Coeymans Industrial Park's proposal to add rail service and encourage the ESD to provide a grant to underwrite that effort.

Sincerely,

A handwritten signature in black ink, appearing to be 'B Hemlock', followed by a horizontal line extending to the right.

Brian Hemlock  
President

TCI of NY, LLC • 99 Coeymans Industrial Park Lane, PO Box 936, Coeymans, NY 12045  
P: (518) 756-9997 • F: (518) 756-9979 • [www.tci-ny.com](http://www.tci-ny.com)

15 MOUNTAIN ROAD  
RAVENA, NY 12143

## VILLAGE OF RAVENA

TEL. (518) 756-8233  
FAX (518) 756-3363  
TDD # 1-800-662-1220

CLERK-TREASURER  
ANNETTE DEMITRASZEK

DEPUTY CLERK-  
TREASURER  
KRISTINE M. BIERNACKI



### TRUSTEES

WILLIAM A. BAILEY  
JOEL S. COYE  
KEITH E. MAHLER  
NANCY J. WARNER

MAYOR  
BILL MISURACA, JR.

July 23, 2015

James Barba, Co-Chair  
Dr. Robert Jones, Co-Chair  
Capital District Regional Economic Development Council  
433 River Street – Suite 1003  
Troy, NY 12180

RE: **Support for the 2015 ESD Infrastructure Grant  
Coeymans Industrial Park Rail Extension**  
Coeymans Industrial Park, NY

Dear Mr. Barba and Mr. Jones:

This letter is provided as evidence of my **strong support** of the application submitted to the 2015 Empire State Development Grant Program by the Coeymans Industrial Park for proposed rail extension. As you may be aware, the Coeymans Industrial Park and adjacent Port of Coeymans is an economic driver for the region. Since 2007 the Coeymans Industrial Park (CIP) has privately invested more than \$35 million in upgrades to its facilities, infrastructure, shoreline rehabilitation and equipment. This private investment has created the capacity for full service barge and tugboat operations with heavy lift capability and storage facilities and has resulted in almost 300 private sector jobs with an annual payroll of over \$15,600,000 flowing into the local economy.

Currently there are over ten companies utilizing over 250,000 square feet of warehousing space while importing products domestically and from Germany, Turkey, Spain, Italy, and Egypt via truck and ship. Located along the Hudson River, the Port of Coeymans and the Coeymans Industrial Park has been transformed into one of the few privately owned deep water inland terminals in the northeastern United States. With modern facilities, state of the art technology equipment and experienced local work force, the industrial park and terminal has grown into a premier bridge assembly, construction, and warehouse and distribution facility with truly global reach.

The Village of Ravena is an equal opportunity provider and employer.  
To file a complaint of discrimination, write: USDA, Director, Office of Civil Rights,  
Washington, DC 20250-9410, or call (202) 720-5964 (voice or TDD).

After 8 years of development, the CIP is at a crossroads. Having lost the opportunity for large employers due to a lack of rail, CIP has determined that the third leg of material shipping and handling is critical. In order to reduce the transportation costs to tenant and commercial prospects, and to expand the client and employment base, the facility needs the rail line. Without it, the site is at risk of losing projects to comparable sites in New Jersey and Virginia and may need to reduce its local employment.

The proposed Coeymans Industrial Park Rail Extension will allow for a 25% increase in productivity and utilization, increase jobs, and continue to cement the Capital Region's place in goods movement and employment. The current tenants of the industrial park have submitted letters of support for the project highlighting their ability to grow as a result of the rail line. In addition several parties have offered to locate at the park if rail was available.

Again, I strongly support the ESD proposed project and encourage the Coeymans Industrial park to move forward in this endeavor. Please provide this request for funds with your favorable consideration. If further documentation of my support would be of assistance, do not hesitate to contact me.

Very truly yours,



William J. Misuraca, Jr.

Mayor



Albany College of Pharmacy  
AND HEALTH SCIENCES

September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As president of Albany College of Pharmacy and Health Sciences, each day I see firsthand the positive impact of higher education. The Capital Region’s colleges and universities are important drivers of the upstate economy, each with significant business needs and a large number of employees. We attract thousands of students from outside of the state, who live and work here while they are learning. Many of these students remain in the area after they graduate, further lifting the region’s economy by joining the local workforce. Our students that stay locally certainly contribute to a strong economy. According to the College Scorecard, the median salary of former ACPHS students ten years after entering school is \$110,600.

Any effort to enhance the educational sector’s collective strength will drive further economic growth, create more jobs, and attract new faculty and students. The efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will have a corresponding impact on Capital Region residents – leading to the creation of our next generation of leaders *and* development of employment opportunities for traditionally hard-to-employ populations. I am convinced that URI funding, will create a wealth of new opportunities to enhance the Capital Region and New York State’s higher education footprint.

Albany College of Pharmacy and Health Sciences currently employs 280 Capital Region residents and enrolls more than 1,300 students on our Albany Campus. According to a 2013 study, the College has an annual economic impact of approximately \$122,000,000.

As an institution committed to educating the next generation of health care leaders, we must continually keep pace with the shifting dynamics of the health care industry. We are guided in this effort by a Strategic Agenda that not only defines our path forward, but which has many potential benefits for local residents and the region’s economy.

The Agenda includes:

- Instituting new approaches to teaching and learning – both online and in the classroom – that will educate a workforce to meet tomorrow's needs and attract an expanded set of students and faculty members
- Building upon existing areas of faculty and research expertise to establish regional Centers of Excellence in the Pharmaceutical and Health Sciences.
- Collaborating with area schools and businesses to translate scientific discoveries into new therapies to benefit humankind. Our Pharmaceutical Research Institute of ACPHS has recently spun out, Nanopharm, a drug discovery company focused on the application of Nano-medicine.
- Launching new undergraduate, graduate, and certificate programs for traditional students as well as those currently employed in the workforce
- Expanding community outreach initiatives, including our seven-year old ACPHS Academy (a STEM enrichment program for 135 at-risk youth in grades 3-10) and the launch of two student operated neighborhood pharmacies to be located in medically underserved areas of Albany and Schenectady. Our student operated pharmacies will operate as “convenience clinics” and serve as a prototype of neighborhood healthcare.

I firmly believe the URI and the further development of our region's “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,



T. Gregory Dewey  
President  
Albany College of Pharmacy and Health Sciences



## ALBANY LAW SCHOOL

#6 NEW SCOTLAND AVENUE, ALBANY, NEW YORK 12208  
TEL: 518-445-3398 FAX: 518-472-5865 WWW.ALBANYLAW.EDU

*Alicia Ouellette*  
*President & Dean*  
*Professor of Law*  
aoel@albanylaw.edu

September 23, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As President and Dean of Albany Law School, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

Albany Law School is an independent school located in New York State’s capital. Established in 1851, it is the oldest independent law school in the nation and the oldest law school in New York. We currently employ 106 Capital Region residents and have 415 students. We are proud to be a contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alicia Ouellette', with a long horizontal flourish extending to the right.

Alicia Ouellette



## Albany Medical Center

43 New Scotland Avenue, MC-114, Albany, New York 12208-3478

(518) 262-3830  
Fax: (518) 262-3825

James J. Barba  
President and Chief Executive Officer

September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

James J. Barba  
President and CEO



4400 ROUTE 23  
 HUDSON, NY 12534  
 518-828-4181  
 518-828-8543 (FAX)  
 WWW.SUNYGGCC.EDU

September 22, 2015

OFFICE OF THE PRESIDENT

The Honorable Andrew M. Cuomo  
 Governor of New York State  
 NYS State Capitol Building  
 Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

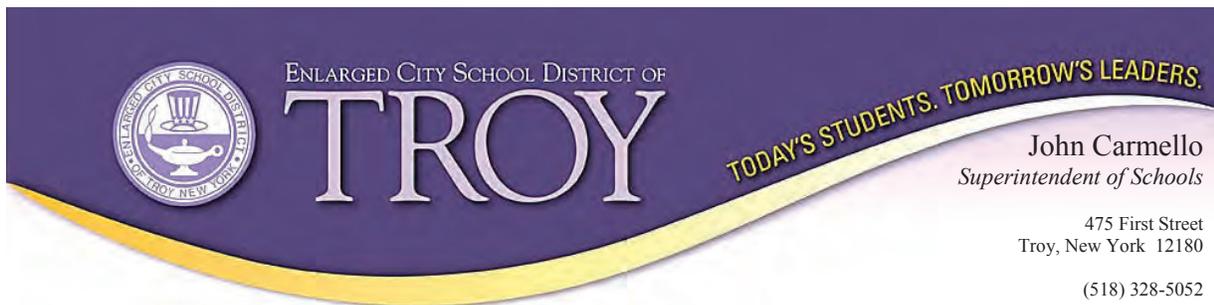
Columbia-Greene Community College is a small rural SUNY Community College. We are located in Columbia County and currently employ 250 Capital Region residents and have 2,000 students. We are proud to be a contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

James R. Campion  
 President

JRC/cjn



September 24, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the proposed expansion of Cradle to Career partnership as part of the Capital Region's Upstate Revitalization Initiative (URI) submission. The opportunity to expand this high-impact, collaborative approach in education will assist in the creation of a high-quality workforce – an outcome that will positively impact our region and the thousands of students who attend Troy City Schools.

As superintendent, I know the significant challenges that students in urban, high-poverty areas face, but we cannot let these factors be predictors of their success. Additionally, it is the responsibility of the whole community, not just schools, to ensure the success of every child—in fact, we know we cannot do this alone, and must partner closely with parents and families, business and industry, the non-profit sector, and the civic sector. A scale up of The Albany Promise, a successful Cradle to Career partnership in the Capital Region, would be transformative to the region, and to our students. If the Capital Region receives URI funding, I am excited to explore opportunities to grow this type of partnership in our city.

Our District's tremendously talented and dedicated faculty, staff, and leadership are doing phenomenal work every day, but they need the support of our community and our institutions. Having a collective vision for the cradle to career education of our students would benefit our community and push us to new heights.

I firmly believe in the positive economic impact the URI, as well as the expansion of Cradle to Career support, will have for the Capital Region community at large. The next generation of leaders depends on us to get this right.

Sincerely,

John Carmello  
Superintendent of Schools



7 Columbia Circle, Albany, NY 12203-5159  
Phone: 518.464.8524 | Fax: 518.464.8777  
Email: jebersole@excelsior.edu | WWW.EXCELSIOR.EDU



JOHN F. EBERSOLE, LPD  
PRESIDENT

September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I write in support of the strategy to develop the “education sector” of the Capital Region, as part of the Upstate Revitalization Initiative (URI).

As president of Excelsior College, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy. I believe enhancing this sector’s collective strength will drive economic growth and create jobs. Efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but also train and employ Capital Region residents.

Excelsior has been a part of the Capital Region since its founding by the Board of Regents in 1971. Today, we serve some 40,000 students and employ over 600 area residents, as well as nearly 1,200 faculty from across the nation. While our students may be found around the globe, our \$100 million in annual revenue all flows into our coffers in Albany.

I believe the URI and the support it can offer our region’s “education cluster” will have a positive impact, both for Excelsior and for the Capital Region.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John F. Ebersole'.

John F. Ebersole, LPD  
President

[eypae.com](http://eypae.com)

EYP  
Architecture & Engineering  
NanoFab East  
257 Fuller Road, 1<sup>st</sup> Floor  
Albany, NY 12203  
T 518 795 3800



September 23, 2015

Dear Governor Cuomo,

It is with great pleasure that I support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As an employer in the Capital Region, we expect to hire 40-60 employees over the next five years, but face challenges filling current positions that would allow us to grow. We believe the workforce development initiative will be a new model for skills training and certification, and will reduce the gap between the skills workers possess and the jobs employers seek to fill. As a region, we will be able to train and employ Capital Region residents, including employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to co-create tailored training programs to meet our company's skills needs.

EYP Inc is a fully integrated architectural and engineering firms, and we have offices across the country. EYP was founded in Albany, NY and currently employs over 130 Capital Region residents. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe in the positive economic impact the URI and the workforce development initiative will drive not just for our company, but also for the Capital Region community at large.

Sincerely,

A handwritten signature in blue ink that reads 'Michelle C. Murray'.

Michelle C. Murray, SPHR  
Director of Human Resources, Principal





September 25, 2015

Dear Governor Cuomo,

It is with great pleasure that I support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As Co-Founder and CEO of a company dedicated to bridging the gap between education and employment, I believe the workforce development initiative will be a new model for employer-driven skills training and certification, and will reduce the gap between the skills workers possess and the jobs employers seek to fill. The Capital Region will be able to train and employ its residents, including employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to partner with the Capital Region and to play an integral role in implementing the workforce development initiative.

General Assembly is a global educational institution that empowers people to pursue work they love through education in technology, business and design. We partner with skilled practitioners to create innovative educational offerings that provide our students with the opportunity to learn the relevant, in-demand skills they need to thrive in today's new economy. Based in New York City, we have operations in 14 cities around the world. Given the opportunity, we would be excited to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe in the positive economic impact the URI and the workforce development initiative will drive for the Capital Region community at large

Sincerely,

A handwritten signature in black ink, appearing to read "Jake Schwartz", is written over a light blue horizontal line.

Jake Schwartz  
Co-Founder and CEO  
General Assembly

---

**GENERAL ASSEMBLY**  
902 Broadway, 4th Floor  
New York, NY 10010  
[www.generalassembly.ly](http://www.generalassembly.ly)  
@GA



GLOBALFOUNDRIES®

GLOBALFOUNDRIES U.S. Inc.  
400 Stone Break Road Extension  
Malta, NY 12020 | USA  
Tel (518) 305-9013  
www.globalfoundries.com

September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of the State of the New York  
New York State Capitol  
Albany, NY 12224

Dear Governor Cuomo,

On behalf of GLOBALFOUNDRIES U.S., Inc., I am pleased to support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission. As a producer of the world's most advanced semiconductors, GLOBALFOUNDRIES employs some of the best and brightest employees in New York and across the Northeast Tech Corridor. Our production facility in Malta, NY, known as Fab 8, represents a \$16 billion investment and employs thousands of workers who support GLOBALFOUNDRIES' operations from the shop floor all the way to the C-suite.

Developing the local ecosystem is central to ensuring the continued success and sustainability of GLOBALFOUNDRIES, as it is for other manufacturers in the region. A skilled workforce supports not only job growth but also the economic vitality of our State and region. We are confident that the workforce development initiative will serve as a new model for skills training and certification, and will reduce the gap between the skills workers possess and the jobs that manufacturers seek to fill. Should the Capital Region receive URI funding, GLOBALFOUNDRIES would be excited to explore opportunities to co-create tailored training programs to meet our company's workforce needs.

GLOBALFOUNDRIES is proud to be a contributor to the Capital Region's and New York State's dynamic economy. We firmly believe in the positive economic impact the URI and the workforce development initiative will have not just for our company, but also for the Tech Valley Region at large.

Sincerely,

Mike Russo  
Director, U.S. Government Relations,  
Regulatory Affairs & Strategic Initiatives



359 Broadway  
Troy, NY 12180  
Phone: (518) 380-6500  
Fax: (518) 238-3535  
[www.greanetree.com](http://www.greanetree.com)

SEPTEMBER 24, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

I am writing in support of the proposed Workforce Development Initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission. It is difficult to make an exact estimate of how many employees our company will be hiring over the next five years, but I can tell you with certainty that a big hurdle to my company's growth is the lack of skilled software developers here in the Capital Region.

To find a solution for this challenge, I have been working on the Workforce Development Initiative with other regional stakeholders to build a new model for skills training and certification here in our region. Our program will address both a shortage of opportunity and a shortage of skills. We are developing a ground-breaking training program that will put low-income people on a path to highly paid careers in software development.

This coalition of local technology companies, workforce development nonprofits, and educational institutions coming together to bring software development training to local residents, is exactly the type of project the Workforce Development Initiative will support.

Computer software development is increasingly important, as ever more of our professional, educational, artistic, and social activities are mediated through digital devices. There is a chronic shortage of people who know how to build software. There is no shortage of people whose lives could be transformed by having that knowledge.

Software engineering is a growing and highly paid field, in which women, minorities, and people from economically challenged backgrounds are underrepresented. Many have never considered software development. They may not know that a software development career can be creative, portable, personally and financially rewarding. They may not know that they have the aptitude to thrive in such a career.



Twitter: [@greanetree](https://twitter.com/greanetree) | Facebook: [facebook.com/greanetree](https://facebook.com/greanetree) | Blog: <http://greanetree.com/blog>

Software development takes intelligence, creativity, discipline, and attention to detail. These qualities are found in people of all races, genders, and socioeconomic backgrounds. Software development takes exposure, training, and practice. These are not evenly distributed across the population.

There are good people getting discouraged, and are good jobs going begging, because the recruitment, training, and support are not in place to match them up. We are determined to build a model that will benefit our region and eventually our nation. Software is increasingly the stuff of our lives, and it should have the wisdom and resilience of our diverse nation built into it.

If the Capital Region receives URI funding, we will be able to train and employ Capital Region residents, including providing employment opportunities for traditionally hard-to-employ populations. We are incredibly excited to explore opportunities to co-create tailored training programs to meet our company's skills needs.

Sincerely,



Annmarie Lanesey  
PRESIDENT & CEO  
*Greene Tree Technology*



Twitter: [@greanetree](#) | Facebook: [facebook.com/greanetree](#) | Blog: [http://greanetree.com/blog](#)



Dr. Andrew J. Matonak  
"Drew"  
President

September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region's economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector's collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region's colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State's higher education footprint.

I firmly believe the URI and the further development of our region's "education cluster" will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew J. Matonak".

Andrew J. Matonak, Ed.D.  
President

Hudson Valley Community College's mission is to provide dynamic, student-centered, comprehensive, and accessible educational opportunities that address the diverse needs of the community.

80 Vandenberg Avenue, Troy, New York 12180-6096 / (518) 629-4530 / Fax (518) 629-7586 / www.hvcc.edu  
Sponsored by Rensselaer County / Part of the State University of New York

# MARIA

COLLEGE

*Aspire. Achieve. Become.*

September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

I am pleased to support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

Maria College is located in Albany, New York and currently employs over 130 Capital Region residents and has 800 plus students and over 8,000 New York alumni. We are proud to be a contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,



Dr. Lea Johnson  
President

*700 New Scotland Avenue, Albany, NY 12208*

*Phone: 518-438-3111 • Fax: 518-438-7170 • mariacollege.edu*



## Memorial School of Nursing

*Albany Memorial Hospital*

ST PETER'S HEALTH PARTNERS

September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

600 Northern Boulevard  
Albany, New York 12204  
ph 518.471.3260

[northeasthealth.com](http://northeasthealth.com)  
[sphp.com](http://sphp.com)

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As the Director of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region's economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector's collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region's colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State's higher education footprint.

The Memorial College of Nursing is a single purpose institution educating future nurses. We are located in Albany and currently employ 15 Capital Region residents and have 120 students. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe the URI and the further development of our region's "education cluster" will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

Mary - Jane Araldi, MSN, RN  
Director



161 Nott Street, Schenectady, NY 12308  
(518) 379-1277 FAX (518) 379-4277

Jerel T. Golub  
President, CEO

September 28, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As an employer in the Capital Region, we expect to hire up to 16,500 employees over the next five years. However, we face challenges filling current positions that would allow us to grow. We believe the workforce development initiative will be a new model for skills training and certification, reducing the gap between the skills workers possess and the jobs employers seek to fill. As a region, this will better enable us to train and employ Capital Region residents, including providing employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are looking forward to uncovering opportunities to co-create tailored training programs to meet the skills needed by our company.

Based in Schenectady, Price Chopper is a regional food chain with 135 stores in six states. We have 42 stores, our administrative headquarters, and major distribution facilities in Schenectady County and currently employ 8,536 Capital Region residents. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe the URI and the workforce development initiative will have a very positive economic impact on both our company and the entire Capital Region community.

Sincerely,

A handwritten signature in black ink that reads "Jerel T. Golub".

Jerel Golub  
Chief Executive Officer  
Price Chopper Supermarkets

JTG/reh



## The Sage Colleges

Office of the President

65 1st Street  
Troy, NY 12180  
www.sage.edu

September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

The 2,900 students at The Sage Colleges pursue bachelor’s master’s and doctoral degrees on campuses in Troy and Albany, as well as online. Students participate in a learning environment that offers varied interdisciplinary academics, opportunities for community engagement, options to study abroad, and a range of artistic and athletic endeavors. Programs are available at the coeducational Sage College of Albany in New York’s capital city; the historic Russell Sage College for women in downtown Troy; the graduate-level Esteves School of Education, School of Health Sciences and School of Management, which operates on both campuses; and online through Russell Sage Online. Our colleges are located in Albany and Rensselaer counties and we current employ more than 440 employees in the Capital Region. We are a proud contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

Susan C. Scrimshaw, Ph.D.  
President  
The Sage Colleges

To Be. To Know. To Do.



## Samaritan Hospital School of Nursing

ST PETER'S HEALTH PARTNERS

1300 Massachusetts Avenue  
Troy, New York 12180  
ph 518.268.5010  
fx 518.268.5040

sphp.com

September 29, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As the director of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region's economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector's collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region's colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State's higher education footprint.

The Samaritan Hospital School of Nursing is located in Troy, Rensselaer County. We currently employ 31 Capital Region residents and have 150 students. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe the URI and the further development of our region's "education cluster" will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

Susan Birkhead, DNS, MPH, RN, CNE  
Director



78 Washington Avenue, Schenectady, New York 12305 • 518/381-1200 • www.sunysccc.edu

September 23, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region's economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector's collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region's colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State's higher education footprint.

Schenectady County Community College is a two-year public college in the State University of New York system. We are located in the city of Schenectady and currently employ 762 Capital Region residents and have over 6,000 students. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe the URI and the further development of our region's "education cluster" will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steady H. Moono'.

Steady H. Moono, Ed.D.  
President

## SIENAcollege

515 Loudon Road  
Loudonville, NY 12211-1462  
www.siena.edu

President  
Telephone 518-783-2302  
Fax 518-783-4184  
kmullen@siena.edu

September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

Siena College is located in Loudonville, NY. As a liberal arts college in the Catholic-Franciscan Tradition, we have 3,000 students in business, science and arts programs who are primarily from the greater Albany region. We are a proud contributor to the region’s diverse educational opportunities as well as to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,



Br. Edward Coughlin, OFM  
President

Siena College is a learning community advancing the ideals of a liberal arts education, rooted in its identity as a Franciscan and Catholic institution.



October 1, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

A handwritten signature in black ink that reads "Philip A. Glotzbach".

Philip A. Glotzbach  
President  
Skidmore College

OFFICE OF THE PRESIDENT  
815 NORTH BROADWAY  
SARATOGA SPRINGS NEW YORK 12866-1632 518-580-5700



September 23, 2015

Mike Tucker  
Segment Sales Manager  
Sonoco Plastics  
87 Center Street  
Chatham, NY  
12037

Dear Governor Cuomo,

I support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As an employer in the Capital Region, we expect to hire 20-50 employees over the next five years, but face challenges filling technical positions that would allow us to grow. We believe the workforce development initiative will be a new model for skills training and certification, and will reduce the gap between the skills workers possess and the jobs employers seek to fill. As a region, we will be able to train and employ Capital Region residents, including employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to co-create tailored training programs to meet our company's skills needs.

Sonoco Plastics is a plastics manufacturing company over 60 years old that employs over 120 full-time people with benefits here in Columbia County, NY. We are proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe in the positive economic impact the URI and the workforce development initiative will help our company compete and also benefit the Capital Region community.

Sincerely,

Mike Tucker  
Segment Sales Manager  
Sonoco Plastics

87 Center Street  
Chatham, NY 12037 US  
www.sonoco.com



September 24, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS Capital Building  
Albany, NY 12224

Dear Governor Cuomo,

I am writing to give my utmost support for the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

As a manufacturer in the Capital Region, we utilize our technical knowledge of advanced silicone polymers to create products that are used around the globe. Our products are used by pharmaceutical companies doing research, by aerospace and defense contractors shielding sensitive electronic equipment from unwanted radio waves and for helping people feel good about themselves with our proprietary silicone scar healing strips.

Our unique technology is the catalyst for the double digit growth we have experienced the last 3 years and we expect this growth to continue in the near future. We currently employ 65 people and are looking to hire another 5-15 people over the next 5 years. The type of people we need are machine operators, tool & die makers as well as machinists.

We (as well as many manufacturers in the Capital Region) are having a difficult time finding skilled workers to fill these positions. This is slowing our growth. I believe the workforce development initiative, which includes an expanded Advanced Manufacturing Technology program run by HVCC in Troy, is a new model for skills training and certification, and will reduce the gap between the skills workers possess and the jobs employers seek to fill. If the Capital Region receives URI funding, I am excited to explore opportunities to assist in the development of training programs to meet our company's skills needs.

Specialty Silicone Products, Inc., located in Ballston Spa, NY (Saratoga County) gets 40% of its revenues from international customers. We are very proud to be a contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe in the positive economic impact the URI and the workforce development initiative will drive not just for our company, but also for the Capital Region community at large.

Sincerely,

Paul DiCaprio  
President

Specialty Silicone Products, Inc. 3 McCrea Hill Road, Ballston Spa, NY 12020 PH: 518-885-8826, FAX: 518-885-4682

[www.sspinc.com](http://www.sspinc.com)

[www.septasource.com](http://www.septasource.com)



The State University  
of New York

Nancy L. Zimpher  
Chancellor

State University Plaza  
Albany, New York 12246

[www.suny.edu](http://www.suny.edu)

October 2, 2015

Hon. Andrew M. Cuomo  
Governor  
New York State Capitol  
Albany, New York 12224

Dear Governor Cuomo,

I write today in enthusiastic support of the Capital Region's submission to your Upstate Revitalization Initiative. I know firsthand how incredibly hard—how closely and collaboratively, with such diligence, focus, and vision—this multi-county team worked to put this plan together. It has been tremendously inspiring, participating in the process and helping our region develop its five targeted strategies for economic revitalization.

Of course, of particular interest to me are the education initiatives that are central to driving the Capital Region's evolution and growth at every level. On behalf of The State University of New York, I am proud to say that we are committed and prepared to deploy support—programmatic, intellectual, tactical—to meet the Capital Region's goals for workforce preparedness, job creation, urban revitalization, and elevated quality of life in every community.

You know well my strong commitment to bringing collective-impact to scale—uniting stakeholders from all sectors to solve our society's (and in this case our region's and state's) most pressing challenges. I fully believe that this approach is the only effective way to make lasting, systemic change, and this is exactly what the Capital Region has done with its Capital 20.20 plan. I have every confidence that these meaningfully integrated strategies will be the springboards for continued, measurable successes and models other regions can adopt and adapt to meet their own economic-development goals.

As chancellor of the SUNY system, I've become deeply familiar with Upstate New York over the last almost seven years. I have traveled the state, much as you do—seeing every county, every pocket and corner, talking to hundreds of residents and leaders of all kinds every year. From this perspective, I am confident that a bold investment in the Capital Region is the best investment for the state. This region's centrality, its long history of innovation, its proximity to government, and its bounty of quality-of-life enhancing assets give it the strongest of starts. In short, the Capital Region is excellently positioned for innumerable successes. We've got the brainpower, we've got so many of the right tools and supports to bring these ideas to life. More than anything, what we need now is the critical support to make it happen. And that's where the URI investment comes in.

Perhaps more than any place else in the state, a stronger, more vibrant Capital Region is a stronger, more vibrant New York. I send my deepest thanks for your visualizing and implementing this process, and as always I look forward to partnering with you in building the best New York possible.

Sincerely,

  
Nancy L. Zimpher  
Chancellor

To Learn  
To Search  
To Serve





One West Fourth Street, Suite 200  
Cincinnati, OH 45202  
[www.strivetgether.org](http://www.strivetgether.org)

September 18, 2015

Dear Governor Cuomo,

It is with great pleasure that I support the proposed expansion of Cradle to Career partnership as part of the Capital Region's Upstate Revitalization Initiative (URI) submission. The opportunity to expand this high-impact collective impact approach to education could change the lives of tens of thousands of students each year—a necessity to growing any vibrant and economically rich area.

As the Managing Director of the national StriveTogether Cradle to Career Network, I see firsthand how our system of education systematically underserves children who most need a high-quality education. The Albany Promise follows our framework of using data-driven decision making, collaborative action, and continuous improvement to improve outcomes for students, with particular attention to economically disadvantaged and historically underrepresented populations. Albany has been a leader, nationally, in this work, and we routinely showcase their progress to cities to inspire others. We've seen Albany Promise dig in deep and not shy away from the systemic issues facing their most vulnerable students. A scale up of The Albany Promise, a successful cradle to career partnership in the Capital Region, would be transformative to the area. If the Capital Region receives URI funding, I am excited to explore opportunities for additional investment from national partners of the StriveTogether Network.

The StriveTogether Network is the national network of 64 cities using our data-driven framework to improve educational outcomes for students. We are proud to have the Albany Promise in our network as they move through our quality benchmarks and deliver results for kids.

I firmly believe in the positive economic impact the URI and the expansion of cradle to career support will drive for the Capital Region community at-large. Nothing is more important than investing in the future workforce of our cities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Edmondson', with a long horizontal flourish extending to the right.

Jeff Edmondson  
Managing Director



# SUNY ADIRONDACK

Office of the President  
**Dr. Kristine Duffy, President** • 518.743.2237

September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

SUNY Adirondack is a local community college that offers a wide variety of associate degrees and certificate programs that support direct entry into the workforce, as well as strong preparation for transfer to many of the Capital Region’s four-year colleges and universities. We are proud that over 8,000 residents per year attend our campuses in Queensbury and Wilton to pursue degrees, certificates, personal enrichment, and workforce training opportunities. Our students live, work, and study in this region and by supporting the Capital Region’s URI proposal, we intend to continue developing new programs and services and partner with all of the high quality institutions of learning, in order to keep highly educated students in our vibrant region.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

Kristine D. Duffy, Ed.D.  
President

640 Bay Road, Queensbury, NY 12804-1445  
Tel: 518.743.2200 Web: [www.sunyacc.edu](http://www.sunyacc.edu)





Office of the President

September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As the only public research institution in the Capital Region, the University at Albany is a critical driver of the region's economy. With 17,000 students and 3,200 employees, the University has a significant economic impact. Together with our many partner institutions, higher education represents a powerful sector that, if fully harnessed, could provide even more strength and growth for our region.

As a sector, higher education also attracts students, faculty, and staff from other regions, states, and nations—new residents who contribute to the region's economy and vibrancy. Strengthening our institutions will allow for greater training and employment across the spectrum, from developing the next generation of leaders to creating opportunities for traditionally hard-to-employ populations.

Thank you for your leadership in this visionary approach to economic development, and particularly the URI process, which has allowed us to take a deep dive into our region's opportunities. It is clear from this exploration that our higher education sector is in a very strong position to leverage URI funding to greatly enhance the Capital Region's and New York State's educational and economic footprint.

It is my distinct honor to serve as co-chair of the Capital Region Economic Development Council, and I look forward to our continued partnership as we build on our past success and create an even brighter future for our communities.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Jones".

Robert J. Jones  
President

University Hall, 302  
1400 Washington Avenue, Albany, New York 12222  
PH: 518-956-8010 FX: 518-956-8022  
[www.albany.edu](http://www.albany.edu)



September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great enthusiasm that I support the innovative strategy to further develop the “education cluster” in the Capital Region, as part of the Upstate Revitalization Initiative.

As president of a statewide college within the nation’s largest university system, both headquartered in the Capital Region, I see firsthand the positive impact higher education has on individuals, communities and businesses in upstate New York.

As higher education institutions, we are important drivers of the region’s economic health. Our sector generates substantial business, including a significant number of employment opportunities, as well as drawing residents from around and outside the state, who live, work and spend their leisure time here as consumers, while they are learning. Many remain in upstate New York as residents, whose education is a foundation for a wage-earning capacity higher than it was when they arrived.

Reinforcing our sector’s collective strength will further propel economic growth and create more jobs, as we attract new faculty, staff and students, as well as tap and leverage the resources of Capital Region-based vendors. Fortifying and connecting our institutions to each other, as well as enhancing the workforce in the Capital Region, will bolster the region’s colleges and universities, as well as create opportunities for training and employment in the Capital Region. We will both prepare and employ individuals for work across the spectrum, from our next generation of leaders to traditionally hard-to-employ populations. If the Capital Region receives URI funding, we at Empire State College will be able and eager to join other higher-education institutions in exploring avenues toward securing the Capital Region’s higher-education footprint.

SUNY Empire State College operates in 35 locations across the state of New York, with 10 of those locations being located in the upstate region. Our Coordinating Center is in Saratoga Springs, Saratoga County, N.Y. Currently, we employ 400 Capital Region residents full time and enroll approximately 4,000 students residing in Capital Region counties. We are proud to contribute to the dynamic economy of the state’s Capital Region, as both an employer and a resource.

In particular, Empire State College is a proactive “workforce solutions center” via several partnerships designed to serve burgeoning workforce needs upstate and beyond. For example, we offer customized academic programs for organizations including, among

Office of the President | 2 Union Ave. | Saratoga Springs, NY 12866-4390  
518-587-2100, ext. 2265 | fax 518-587-2886 | [www.esc.edu](http://www.esc.edu)

others, the Firemen's Association of the State of New York, New York State Association for the Education of Young Children, Gasoline and Automotive Service Dealers, New York State Correctional Officers and Police Benevolent Association and New York State Association for Superintendents of School Buildings and Grounds, organizations with members across the state. These programs enhance the knowledge base of participants, improving both the career trajectories of individuals and the availability of high-quality services in our region, as these academically prepared professionals fan out across the region to make their homes, raise their families and establish themselves at work. More such partnerships are under development.

Additionally, Empire State College has partnerships with other SUNY campuses, which reinforce our presence and allow the colleges within our system to galvanize on behalf of student success, as well as draw to our locations a larger population, benefiting our communities economically. We have Pathways programs with more than two dozen community colleges, which allow the state's community college graduates to wholly transfer their associate degree credits to SUNY Empire, propelling them to complete a bachelor's degree more quickly, efficiently and affordably.

It is important to note that our partnerships with other SUNY campuses reflects and reinforces the Open SUNY initiative, as it encourages students to draw on the resources of multiple campuses, as they make progress toward their completed degree programs. This seamless movement among colleges at the level of the individual student, as well as the formal partnerships that underline and facilitate the accessibility and flexibility of higher education, publicly spotlight and promote upstate New York as an excellent environment for study and residency.

I firmly believe the URI and further development of our region's "education cluster" will positively impact our institution and the extended Capital Region community.

Sincerely,



Merodie A. Hancock, Ph.D.  
President



650 McClellon Street  
Schenectady, NY 12304  
T 518.243.4471  
F 518.243.4470

October 1, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As the leader of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region’s economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State’s higher education footprint.

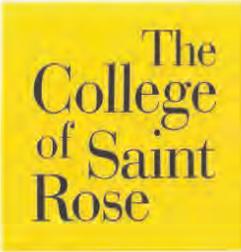
The Ellis Medicine, Belanger School of Nursing, a single purpose hospital based school of nursing is located in Schenectady, NY, and enroll approximately 130 students on an annual basis. Our graduates come from the Schenectady, Saratoga and Albany counties and upon graduation, find employment in the capital region. We are proud to be a contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe the URI and the further development of our region’s “education cluster” will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

A handwritten signature in black ink that reads "Marilyn Stapleton".

Marilyn Stapleton, PhD, RN  
Director  
The Belanger School of Nursing



*President's Office*

432 Western Avenue, Albany, NY 12203-1490  
1.800.637.8556

[www.strose.edu](http://www.strose.edu)

September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

It is with great pleasure that I support the innovative strategy to further develop the "education cluster" in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As a president of a higher education institution in the Capital Region, I see firsthand the positive impact higher education has. We are important drivers of the region's economy as a sector with significant business needs and a large number of employees, as well as our function as importers of residents from outside of the state, who live, work and play here as consumers while they are learning. Many stay here and pay back as residents with higher wage earning capacity than when they arrived. I believe enhancing our sector's collective strength will drive further economic growth and will create more jobs as we attract new faculty and students. We believe the efforts to strengthen our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region's colleges and universities, but will also train and employ Capital Region residents, across the spectrum from creating our next generation of leaders to employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we are excited to explore opportunities to help enhance the Capital Region and New York State's higher education footprint.

The College of Saint Rose is an independent, private college founded by the Sisters of Saint Joseph in 1920. The College of Saint Rose is located in the heart of Albany, New York, and currently employs 800 Capital Region residents and has 4,400 students. We are proud to be a major contributor to the Capital Region's and New York State's dynamic economy.

I firmly believe the URI and the further development of our region's "education cluster" will drive positive impact for our institution and for the Capital Region community at large.

Sincerely,

  
Carolyn J. Stefanco, Ph.D.  
President



September 24, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS Capitol Building  
Albany, NY 1224

Dear Governor Cuomo,

Our state needs a strong manufacturing base to maintain a viable and healthy economy. This is why I support the proposed workforce development initiative as part of the Capital Region's Upstate Revitalization Initiative (URI) submission.

Troy Industrial Solutions is a third generation family owned and operated business that has been in continuous operation since 1862. We currently employ 70 families and provide vital electromechanical maintenance support services to the manufacturers in the Capital Region.

We currently have four (4) openings for skilled labor that we cannot fill and our current employees are constantly recruited by other companies due to the shortage of qualified skilled labor. We believe the workforce development initiative will be a new model for skills training and certification, and will reduce the gap between the skills workers possess and the jobs employers seek to fill.

If the Capital Region receives URI funding, we are willing to support this initiative and explore opportunities to co-create tailored training programs to meet our company's skills needs. I firmly believe in the positive economic impact the URI and the workforce development initiative will have on the manufacturing sector of the Capital Region and the community at large.

Sincerely,

A handwritten signature in black ink, appearing to read "David R. Barcomb".

David R. Barcomb  
Vice President



OFFICE OF THE PRESIDENT

ARMAND V. & DONALD S. FEIGENBAUM HALL  
807 UNION STREET  
SCHENECTADY, NEW YORK 12308  
(518) 388-6101  
FAX: (518) 388-6006

September 29, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

I am pleased to write in support of further development of the “education cluster” in the Capital Region as part of the Upstate Revitalization Initiative (URI) submission.

As president of Union College in Schenectady, NY, I see firsthand the significant economic impact colleges and universities have on the region. As a sector with extensive business needs and close to 800 employees, we are important drivers of the region’s economy. As one of the premier liberal arts colleges in the nation, we draw the brightest residents from New York State and across the country and around the world to live and work in the region while they pursue their education. After graduation, many of our 2,200 students choose to stay here and contribute as residents –each with higher wage earning capacity than when they arrived. I believe enhancing our sector’s collective strength will further drive economic growth and create more jobs as we attract new faculty and students. Efforts to invigorate our institutions and enhance the workforce in the Capital Region will not only bolster the strength of the region’s colleges and universities, but will also train and employ Capital Region residents across the spectrum --- from creating a next generation of leaders to boosting employment opportunities for traditionally hard-to-employ populations. If the Capital Region receives URI funding, we would gladly explore opportunities to help invigorate the Capital Region and New York State’s higher education footprint.

As a liberal arts college with historic strength in science and engineering, Union is well-positioned to partner with other educational institutions to help reach the goals outlined in the proposal. We believe the URI and the further development of our region’s “education cluster” will positively impact our institution and the Capital Region community at large.

Sincerely,



Stephen C. Ainlay, Ph.D.  
President



Agricultural Stewardship Association

CELEBRATING 25 YEARS

October 1, 2015

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Teri Ptacek  
*Executive Director*

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

The Agricultural Stewardship Association (ASA) fully supports the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application.

ASA is a nonprofit land trust that works to conserve productive farmland in Rensselaer and Washington counties to make sure it can continue to be a source of fresh, healthy food to benefit the Capital Region for generations. To date, ASA has successfully assisted more than 101 farm families protect 16,000 acres of land. ASA's services also include programs to help strengthen the local farm economy through diversification, farmland access and increased support for local farms and food.

As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

We sincerely hope that the application for the grant warrants consideration and a positive outcome.

Sincerely,

Teri Ptacek  
Executive Director



Protecting Our Community's Working Landscape of Farms and Forests

2531 State Route 40, Greenwich, NY 12834

518.692.7285

www.agstewardship.org



September 29, 2015

The Honorable Andrew M. Cuomo  
 Governor of New York State  
 NYS State Capitol Building  
 Albany, NY 12224

Dear Governor Cuomo,

On behalf of American Farmland Trust, I am writing to express my support for the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application.

Over 30 years ago, a group of people committed to farming and conservation from across America came together to establish American Farmland Trust (AFT)—the first and only national organization dedicated to saving America’s farmland. AFT’s mission is to protect farmland, promote sound farming practices and keep farmers on the land. Since our founding, AFT has helped save over five million acres of farmland and led the way for adoption of conservation practices on millions more.

In 2013, American Farmland Trust helped launch Farm to Institution New York State (FINYS) - a statewide partnership of agricultural, public health and economic development partners who have come together to strengthen New York’s farm and food economy and improve the health of its citizens. FINYS’ goal is to *increase the volume of food produced in New York that is sold to institutions, including colleges, schools, hospitals, emergency food providers and senior centers.*

There is tremendous need for greater assistance for entrepreneurial farmers, food processors and others to expand their sales of local food to institutions and other markets, but they need strong technical and financial support to succeed. The proposed CRAFT Business Fund has the potential to offer farmers and other entrepreneurs such support and technical assistance so they can thrive and expand economic opportunities in the Capital Region.

I urge you to support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application.

Sincerely,

David Haight  
 New York State Director

**American Farmland Trust New York State Office**  
 112 Spring Street, Suite 207, Saratoga Springs, NY 12866  
 Tel: (518) 581- 0078 Fax: (518) 581-0079  
[newyork@farmland.org](mailto:newyork@farmland.org)  
[www.farmland.org/newyork](http://www.farmland.org/newyork)



2532 STATE RTE 40, GREENWICH, NY 12834 • 518 692 2700 • WWW.BATTENKILLFIBERS.COM

September 22, 2015

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support, and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

Battenkill Fibers Carding and Spinning Mill has been providing value-added, custom carding and spinning services for fiber farms and yarn companies in the Capital Region and beyond since 2010. We manufacture artisan quality natural-colored and dyed yarn and fiber products for wholesale and retail markets using traditional semi-worsted milling machinery. Our company employs 8-10 people and leases about 6000 sq.ft. production space. We seek to expand our business to meet growing demands; and plan to build our own manufacturing facility.

The fibers used in our commercial yarn production are sourced from family-owned farms. We embrace and respect the nature, history, and culture of our place on the land in the Upper Hudson Valley; and strive to sustain this rural heritage for future generations. We furnish access to local processing for farmers, unique materials for handcrafters, and authentic experiences for visitors to the region.

If the Capital Region receives URI funding, we are willing to play a key role in both the implementation of the CRAFT Business Fund and in the public support of the broader strategic plan.

Sincerely,

MARY JEANNE PACKER  
President



September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support, and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

As the largest business support organization in Columbia County we feel this business fund is important to our growing economy. Agriculture and tourism are essential to the continued revitalization of our region.

If the Capital Region receives URI funding, we are willing to play a key role in both the implementation of the CRAFT Business Fund and in the public support of the broader strategic plan.

Sincerely,

A handwritten signature in black ink that reads "David B. Colby". The signature is written in a cursive style with a large, stylized "D" and "C".

David B. Colby  
President & CEO



## Choose Columbia

Columbia Economic Development Corporation

September 29, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

**RE: Capital Region Agriculture Food & Tourism (CRAFT) Business Fund  
Capital Region Upstate Revitalization Initiative Application**

Dear Governor Cuomo

Columbia County Industrial Development Agency (IDA) is pleased to extend its support for the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region Upstate Revitalization Initiative (URI) application.

The Columbia County IDA, which has been providing assistance to business owners in Columbia County since 1976, understands that the region's future is dependent on building an innovative economy, which will provide the region with sustainable growth for years to come. Agriculture and tourism are significant drivers in the Capital Region economy, and the Columbia County IDA has the capacity to expand its support of this business sector.

If the Capital Region receives URI funding, the Columbia County Industrial Development Agency is willing to play a key role in both the implementation of the Capital Region Agriculture Food & Tourism (CRAFT) Business Fund and in the public support of the broader strategic plan.

Respectfully,

F. Michael Tucker  
Interim Executive Director

---

4303 Route 9, Hudson, NY 12534 | 518.828.4718 | Fax 518.828.0901  
[www.columbiaedc.com](http://www.columbiaedc.com)



## Choose Columbia

Columbia Economic Development Corporation

September 29, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

**RE: Capital Region Agriculture Food & Tourism (CRAFT) Business Fund  
Capital Region Upstate Revitalization Initiative Application**

Dear Governor Cuomo:

Columbia Economic Development Corporation (CEDC) is pleased to extend its support for the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region Upstate Revitalization Initiative (URI) application.

Columbia Economic Development Corporation has been making microloans and providing technical assistance to small business owners in Columbia and Greene Counties for many years. Wineries, breweries, dairy farms, and restaurants are all represented in CEDC's loan portfolio. Agriculture and tourism are significant drivers of the Capital Region economy, and CEDC has the infrastructure in place to expand its support of this business sector.

If the Capital Region receives URI funding, CEDC is willing to play a key role in both the implementation of the Capital Region Agriculture Food & Tourism (CRAFT) Business Fund and in the public support of the broader strategic plan.

Respectfully,

F. Michael Tucker  
Interim Executive Director

---

4303 Route 9, Hudson, NY 12534 | 518.828.4718 | Fax 518.828.0901  
[www.columbiaedc.com](http://www.columbiaedc.com)



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Peter R. Paden  
*Executive Director*

October 1, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

I am writing in support of the Capital Region URI application and in particular, the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund.

Agriculture, food and tourism are among the most important areas of focus in any effort to revitalize the economy of upstate New York. As a land trust working in Columbia County, we do all we can to support local agriculture and the revitalization of the agricultural economy and the tourism industry. We work directly with farmers and agricultural entrepreneurs who play an increasingly important role in the regional economy, including but by no means limited to a vibrant local food component. We work as well with the County Office of Tourism and Chamber of Commerce to promote our rich, year-round tourism offerings. The CRAFT Business Fund has the potential to provide much needed capital and technical assistance to help a broad range of business in the regional flourish.

Technical assistance and access to capital are two of the most critical needs facing agricultural entrepreneurs today. The proposed CRAFT Business Fund would provide direct support to the region's economy, as well as secondary impacts through increased tourism drawn to the region's rural character and numerous other qualities that make it such an attractive place to visit.

Access to a dedicated fund such will assist farms, value added producers, restaurants, and other related businesses grow their markets and customers base while creating a broader awareness of the economic importance of local agriculture throughout the Capital Region. Thank you for your consideration of the Capital Region's URI application.

Sincerely,

A handwritten signature in black ink that reads "Peter R. Paden".

Peter R. Paden  
Executive Director



**Cornell University**  
**Cooperative Extension**

**Capital Area Agriculture & Horticulture Program**  
 Serving Albany, Columbia, Greene,  
 Schenectady and Washington Counties

**Albany County**  
 Tom Gallagher  
 tjg3@cornell.edu

Administrative Assistant:  
 Tove Foss Ford  
 tff24@cornell.edu

24 Martin Road  
 P.O. Box 497  
 Voorheesville, NY 12186  
 518 765-3500

**Columbia County**  
 Steve Hadcock  
 seh11@cornell.edu

479 Route 66  
 Hudson, NY 12534  
 518 828-3346 x106

**Greene County**  
 Agroforestry Resource Center  
 6055 CR 23  
 Acra, NY 12405  
 518 622-9820  
 greene@cornell.edu

**Schenectady County**  
 107 Nott Terrace  
 Suite 301  
 Schenectady, NY 12308  
 518 372-1622

**Washington County**  
 Sandy Buxton  
 sab22@cornell.edu  
 Aaron Gabriel  
 adg12@cornell.edu

415 Lower Main Street  
 Hudson Falls, NY 12839  
 518 746-2560

October 1, 2015

The Honorable Andrew M. Cuomo  
 Governor of New York State  
 NYS State Capitol Building  
 Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, I firmly believe that giving the existing agricultural entrepreneurs the support and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

In my role as an Extension Educator, my major educational responsibility is to work with beginning farmers and value added agricultural entrepreneurs. A major barrier for beginning farmers (and other agricultural entrepreneurs) is access to capital to start or to expand their business. Many start-up businesses start small so their financing needs are modest compared to existing businesses. Yet it is difficult for them to get even small loans. The CRAFT fund will provide a much needed source of funding in the Capital Region.

If the Capital Region receives URI funding, I and my colleagues with Cornell Cooperative Extension are willing to play a key role in both the implementation of the CRAFT Business Fund and in the public support of the broader strategic plan.

Sincerely,

Stephen E. Hadcock

*Building Strong and Vibrant New York Communities*

Cornell Cooperative Extension is an employer and educator recognized for valuing AA/EEO, Protected Veterans, and Individuals with Disabilities and provides equal program and employment opportunities.



September 8, 2015

The Honorable Andrew M. Cuomo  
 Governor of New York State  
 NYS State Capitol Building  
 Albany, NY 12224

**RE: Creative Economy Advocates, in support of Creative Accelerator**

Dear Governor Cuomo:

It is with great pleasure that the Creative Economy Advocates support the proposed Creative Economy Accelerator as part of the Capital Region URI application. We represent broad creative clusters – media, performing arts, architecture, preservation, fine arts, design, creative placemaking and technology, among others. We also comprise representatives from each of the eight counties of the Capital Region, including underserved communities that often do not participate in economic development processes.

As Advocates, we travelled across the region, synthesizing initiative ideas from creative professionals of all types. In each community, we developed place-specific methods for outreach. We spoke to museum curators and design freelancers, film producers, painters, architects, makers, product developers, video game designers and themed entertainment engineers, a broad cross-section of the 30,000 workers comprising this economic cluster. We sought to uncover who and what we *didn't* know about. We found a sector on the verge of a paradigm shift, organically forming regional, collaborative partnerships. A sector ready for the next step.

Across all our interviews, the idea of an “accelerator” emerged as the transformational tool to connect existing creative talent to job opportunities, and connect other businesses to creative sector workers and entrepreneurs. Not only will creative professionals benefit directly from this initiative, but supporting these individuals will also directly contribute to the regional economy and increase the region’s value proposition to visitors, potential residents, existing businesses and emerging ones.

If the Capital Region receives URI funding, we are committed to playing a key role in both the implementation of the Creative Economy Accelerator and in the public support of the broader strategic plan.

Sincerely,  
 Capital Region Creative Economy Advocates:

Alana Sparrow	Colleen Schaffernoth	Philip Morris
Corey Aldrich	Carrie Dashow	Kat Koppett
Kate Austin-Avon	Jen Cullen	Mick Cipollo
Lecco Morris	Dan Hanifin	Anton Riley
Kevin Johnson	Devra Cohen-Tigor	Jean Leonard
Jamel Mosely	Paul Fahey	Richard Lovrich



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September 22, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo

It is with great pleasure that I support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support, and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

Field Goods success has been funded in large part by public partnerships. We have received an ESD CFA grant, ESD loan guarantee, Quantum Fund Loan, SBA disaster loan and Microenterprise grant. We are a shining example of how public funding can drive the growth of a socially responsible company. To date we have purchased more than \$3 million in product from New York State small farmers, serve more than 3,000 customers and deliver to over 500 locations. We buy from 80+ farms, many of which can attribute their growth to Field Goods. The greatest limiter we have to growth is working capital funding. Given the rapid growth and start-up nature of our business, we are not ideal candidates for traditional bank lending or even public options. As a company that hires developmentally disabled, pays fair prices to farmers and serves the middle class with a value priced product, we are not inclined to look to traditional venture funding. A funding partner that has expertise in New York State agriculture and shares our social values would give us a solid foundation to accelerate our growth and the farms with which we work.

If the Capital Region receives URI funding, we are willing to play a key role in both the implementation of the CRAFT Business Fund and in the public support of the broader strategic plan.

Sincerely,

A handwritten signature in blue ink that reads "Donna Williams".

Donna Williams  
Founder & President

Field Goods, LLC      PO Box 278      Athens, NY 12015  
888-887-3848      [info@field-goods.com](mailto:info@field-goods.com)      [www.field-goods.com](http://www.field-goods.com)

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**HUDSON MOHAWK RESOURCE CONSERVATION AND DEVELOPMENT COUNCIL, INC**

479 Rt. 66

Hudson, NY 12534

[www.hudsonmohawkrcd.org](http://www.hudsonmohawkrcd.org)



*Promoting regional, economic, and natural resource conservation development in Albany, Columbia, Greene, Montgomery, Rensselaer, and Schenectady Counties.*

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October 2, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

I am pleased to support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

The Hudson Mohawk Resource Conservation and Development Council have worked with farmers in the Hudson Mohawk region for almost 30 years. The council has been successful in the implementation of agricultural entrepreneurship projects focusing on livestock processing and marketing, farm-to-school, local food systems and grazing and is very supportive of a business fund that will provide additional opportunities for farms and agribusinesses in the region.

If the Capital Region receives URI funding, we are willing to play a key role in both the implementation of the CRAFT Business Fund and in the public support of the broader strategic plan.

Sincerely,

Donna Murray  
HMRC&D Chairperson

*All programs and assistance of the Hudson Mohawk RC&D Council are available without regard to race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status.*



September 22, 2015

Dear Governor Cuomo,

It is with great pleasure that I support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region small business financing community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support, and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

Kinderhook Bank has a centuries-long tradition of excellence in rural lending and providing banking services in traditionally rural communities. In addition to our traditional commercial lending tools, we have in recent years developed a vibrant relationship with the USDA and have partnered with the Business & Industry program on more than 25 loans in rural areas in Upstate New York. That portfolio represents **almost \$50 million** in targeted rural investments, as most of those borrowers are agriculture or tourism-related businesses and/or directly involved in food-related industries. We are excited to work with the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund program to further cultivate those types of businesses which create significant jobs and economic stimulus in our region.

If the Capital Region receives URI funding, we are committed to participating in the CRAFT portfolio. We are willing to play a key role in both the implementation of the Capital Region Agriculture Food & Tourism (CRAFT) Business Fund, as well as in the public support of the broader strategic plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ann M. Finnegan", with a large, stylized flourish at the end.

Ann M. Finnegan  
VP Commercial Lending  
The National Union Bank of Kinderhook  
782 Troy-Schenectady Road  
Latham, NY 12110  
518-929-3458  
afinnegan@nubk.com

at  
PROCTORS

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432 STATE STREET  
SCHENECTADY • NY • 12305  
proctors.org 518 • 382 • 3884

September 8, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, NY 12224

Dear Governor Cuomo:

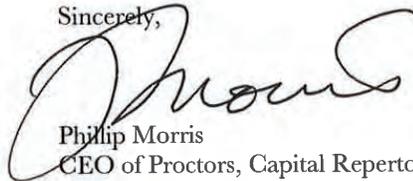
It is with great pleasure that I support the proposed Creative Economy Accelerator as part of the Capital Region URI application. As an active member of the Regional Alliance for the Creative Economy, I firmly believe that giving the existing creative professionals the support, guidance and market access they need to thrive will serve as a powerful economic engine for the entire region, and expand the creation and exportation of global cultural products.

As the CEO of Proctors in Schenectady, Capital Repertory Theater in Albany and Universal Preservation Hall in Saratoga Springs, I am a proud member of the Capital Region's Creative Economy. A network of more than 30,000 creative professionals, the Creative Economy is not only a source of jobs and economic prosperity, but it is also key in the attraction and retention of tourists and permanent residents. Our region is, uniquely, a cluster of cities surrounding a common suburb. The Accelerator directly addresses this challenge, and turns an old weakness into a source of new strength and vitality.

In supporting the Creative Economy Accelerator, I firmly believe that the creative sector will be a powerful lever in leading the Capital Region economy in both economic output and population attraction. The creative sector enhances value and performance wherever there is human interface. We are problem solvers that reach across sector boundaries, offering a competitive edge to product development, construction, community development and policy implementation. The essentially collaborative nature of this sector has already set new regional partnerships in motion, reaching across old divides, igniting newfound self esteem and bringing the Capital Region closer together.

If the Capital Region receives URI funding, I am committed to playing a key role in both the implementation of the Creative Economy Accelerator and in the public support of the broader strategic plan.

Sincerely,



Phillip Morris  
CEO of Proctors, Capital Repertory Theater and Universal Preservation Hall

ELIZABETH O'C. LITTLE  
SENATOR, 45TH DISTRICT

ROOM 310  
LEGISLATIVE OFFICE BLDG  
ALBANY NY 12247  
(518) 455-2811

5 WARREN STREET  
GLENS FALLS, NY 12801  
(518) 743-0968

WEB ADDRESS:  
LITTLE.NYSENATE.GOV



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RULES

September 8, 2015

James Barba and Dr. Robert Jones, CREDC Co-Chairs  
Michael Castellana and Michael Hickey, URI Co-Chairs  
Upstate Revitalization Advisory Council  
433 River Street, Suite 1003  
Troy, New York 12180

Dear Council Members,

I commend you on your dedication and efforts in designing a worthy economic development proposal to compete for funding through the Upstate Revitalization Initiative, and I ask that tourism also be included as a critical component of the plan. At stake is a significant resource in our ongoing pursuit to revitalize our region: a most deserving region that encompasses an area vastly diverse in geography and culture.

As the New York State Senate's Tourism Committee Chair, I believe strongly in the power of tourism to transform a region. Lake George has created a number of development and growth opportunities that have allowed neighboring communities to thrive. Warren County alone represents 43 percent of the region's tourism.

From one end of the Capital District to the other we offer widely different experiences that draw visitors and investors that create the revenue to sustain us. I am requesting we recognize the benefits this industry affords and include tourism in our URI proposal.

Sincerely,



Elizabeth O'C. Little  
Senator

EOL/sjd



September 25, 2015

Mr. Michael Hickey  
Advisory Council Co-Chair, Capital 20.20  
President & CEO, Center for Economic Growth  
39 North Pearl Street  
Albany, NY 12207

Dear Mr. Hickey,

As the Senior Director of External Relations at Union College, I'm writing to express the College's strong support for the Electric City Innovation Center ("ECIC"), which Wise Labs and a team of local business people and Union College alumni are preparing to launch in downtown Schenectady. The College envisions ECIC as a valuable partner to meet the needs of our student-, alumni- and faculty-entrepreneurs – both as a very attractive workspace at which entrepreneurs in the Union College community can launch their businesses and as a provider of the critical support and tools (e.g., mentoring, networking, and business "boot camp" training) that will enable our entrepreneurs to succeed.

We're excited by ECIC's potential – for Union College, the City of Schenectady, and the Capital Region overall – as a hub for entrepreneurs, technologists, creative communities, corporations and institutions to come together, collaborate and pursue great things! Thank you for Capital 20.20's consideration of ECIC, and please do not hesitate to contact me if I can be of any further assistance.

Sincerely,

Blair H. Raymond  
Senior Director of External Relations  
Union College  
[raymondb@union.edu](mailto:raymondb@union.edu)  
518.388.6011



## **WASHINGTON COUNTY** **Local Development Corporation**

September 30, 2015

The Honorable Andrew M. Cuomo  
Governor of New York State  
NYS Capitol Building  
Albany, NY 12224

Dear Governor Cuomo,

It is with great pleasure that we support the proposed Capital Region Agriculture Food & Tourism (CRAFT) Business Fund as part of the Capital Region URI application. As an active member of the Capital Region agriculture and rural community, we firmly believe that giving the existing agriculture and tourism entrepreneurs the support, and technical assistance they need to thrive will serve as a powerful economic engine for the entire region.

Washington County continues to embrace a centuries old tradition in agriculture; which remains an economic mainstay for the area. The LDC supports many burgeoning agriculture-related enterprises ranging from farming enterprises to machinery and equipment dealers and agricultural producers. We also partner with regional nonprofits such as the Agricultural Stewardship Association (ASA), Cornell Cooperative Extension (CCE) and Hudson Valley Agricultural Development Corporation (HVADC) to maximize the availability of resource to assist these businesses, and will welcome additional tools available to support this important sector of our economy.

Tourism is another growing sector within the County, and assistance in supporting these businesses will be very welcome. Agritourism in the area is growing exponentially, but as tourism in the County suffers from a lack of hotel space (there are no hotels at all in the County) we are always seeking creative ways to support this industry, and the technical assistance and funding offered via this fund will clearly do that; as well as directly support job creation.

If the Capital Region receives URI funding, we are willing to play a key role in both the implementation of the Agriculture and Tourism Business Kickstarter and in the public support of the broader strategic plan.

Sincerely,

Deanna Derway  
President  
Washington County Local Development Corporation

---

County Municipal Center, 383 Broadway, Fort Edward, NY 12828  
P (518) 746-2292 F (518) 746-2293 info@wcldc.org  
website www.wcldc.org

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S.W. Washington DC 20250-9410 or Call (800) 795-3272 (voice) or (202) 720-6382 (TDD),



September 30, 2015

Meghan A. Barkley  
Operations Director  
Aeon Nexus Corporation  
138 State Street  
Albany, NY 12207

Dear Governor Cuomo,

It is with great pleasure that I support the proposed “Soft-Warehouse District” development in Albany as part of the Capital Region’s Upstate Revitalization Initiative (URI) submission.

Aeon Nexus Corporation, as an information technology provider, has made a home in the Capital Region by opening an office on historic State Street. We are excited about all of the development that is taking place in our region. The injection of new talent, business and opportunity in the “Warehouse District” will help strengthen Albany’s reputation as a technology leader. If our region receives URI funding, Aeon Nexus would be excited to committing an additional 20 new careers to the redevelopment

Aeon Nexus Corporation currently operates both at 138 State Street in Albany, as well as 174 Glen Street in Glens Falls, NY. We currently employ 30 Capital Region residents with 15 current open roles to fill. We are proud to be a contributor to the Capital Region’s and New York State’s dynamic economy.

Projects like the “Soft-Warehouse District” will help revitalize not only an area of Albany that has great potential, but the lives of citizens, employees and business of the Capital region.

Sincerely,

Meghan A. Barkley  
Operations Director



September 23, 2015

Dear Governor Cuomo,

On behalf of the Community Loan Fund of the Capital Region, a nonprofit Community Development Financial Institution (CDFI), I am writing in support of the proposed Urban Neighborhood Fund as part of the Capital Region URI application. This development is crucial for the revitalization of our urban cores across the Capital Region and will ensure that the region's 5-year revitalization plan includes initiatives aimed at reducing the deep pockets of cyclical poverty within our communities.

The Community Loan Fund's mission is to promote sustainable community development efforts for economically underserved people and communities. For the past 30 years, we have invested \$42 million in nonprofits providing affordable housing and critical programs services, as well as micro-enterprises providing goods and services within these underserved neighborhoods. The 794 projects that we have financed have created or retained 1,840 jobs. The Urban Neighborhood Fund will not only build on this success, but also increase the impact of our work with laser focus on target neighborhoods. In addition, the revitalization of our urban cores will greatly improve the appeal of the entire Capital Region to both tourists and potential residents.

If the Capital Region receives URI funding, we are committed to playing a key role in both the implementation of the Urban Neighborhood Fund and in public support of the broader strategic plan.

Sincerely,

Linda MacFarlane  
Executive Director  
Community Loan Fund of the Capital Region, Inc.

# Glens Falls BID

BUSINESS IMPROVEMENT DISTRICT

September 24, 2015  
Governor Andrew Cuomo  
New York State Capitol Building  
Albany, New York 12224

Re: Glens Falls "Downtown South" URI

Dear Governor Cuomo

I would like to offer my support for the "Downtown South" Upstate Revitalization Initiative for the City of Glens Falls. This project is a multi-faceted project which will convert older dilapidated and essentially vacant properties (total of 48,000 sq. ft.) into mixed uses such as SUNY@Adirondack downtown campus, office/commercial, and a year round farmers market, all representing significant economic development along South Street.

This project consists of well-paying jobs along with an increase to the tax base for the City of Glens Falls which will bolster the surrounding region's strengths as well. This "Downtown South" supports the Capital Region Economic Development Council's goals within the Strategic Plan... "Bring Our Cities to life". This initiative adheres to City's recently adopted Community Challenge sustainable plan which proposed acquisition of key parcels on South Street for transformation from vacant deteriorating properties into rehabilitated occupied properties.

I strongly support this project and I would ask that this project receive favorable consideration.

Sincerely,



Daniel Burke, Chair  
Downtown Glens Falls Business Improvement District

Glens Falls Business Improvement District | 136 Glen Street  
Glens Falls, New York 12801

ELIZABETH O'C LITTLE  
SENATOR, 45TH DISTRICT

ROOM 310  
LEGISLATIVE OFFICE BLDG  
ALBANY, NY 12247  
(518) 455-2811

5 WARREN STREET  
GLENS FALLS, NY 12801

(518) 743-0968

WEB ADDRESS  
LITTLE.NYSENATE.GOV



CHAIR  
CULTURAL AFFAIRS, TOURISM  
PARKS & RECREATION  
COMMITTEES  
CRIME VICTIMS, CRIME & CORRECTION  
EDUCATION  
ENERGY  
ENVIRONMENTAL CONSERVATION  
FINANCE  
HEALTH  
RULES

September 24, 2015

Honorable Andrew M. Cuomo  
Governor of New York State  
NYS State Capitol Building  
Albany, New York 12224

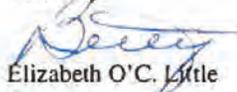
Dear Governor Cuomo,

Please accept my strong support of the "Downtown South" Upstate Revitalization Initiative for the City of Glens Falls. This is a multi-faceted project that will convert older dilapidated and essentially vacant properties into mixed uses such as SUNY Adirondack downtown campus, office/commercial, and a year round farmers' market; all significant contributors to this urban economy.

This project will add good paying jobs along with an increase in tax base to the City of Glens Falls, which will bolster the surrounding region's strengths and is consistent with the Capital Region Economic Development Council's goal to "Bring Our Cities to Life." The "Downtown South" project abides by the City's recently adopted Community Challenge sustainable plan which proposes acquisition of key parcels on South Street that will transform South Street from vacant deteriorating properties into rehabilitated occupied properties.

I strongly support this project and I hope it will be given favorable consideration.

Sincerely,

  
Elizabeth O'C. Little  
Senator

EOL/sjd



DANIEL G. STEC  
Assemblyman 114<sup>th</sup> District

THE ASSEMBLY  
STATE OF NEW YORK  
ALBANY

RANKING MINORITY MEMBER  
Environmental Conservation Committee

COMMITTEES  
Banks  
Local Governments  
Social Services

Tourism, Parks, Arts & Sports Development

September 21, 2015

Governor Andrew M. Cuomo  
State Capital  
Albany, NY 12224

Dear Governor Cuomo,

I am pleased to offer my strong support of the "Downtown South" Upstate Revitalization Initiative for the City of Glens Falls. This is a multi-faceted project which will convert older dilapidated and essentially vacant properties (total of 48,000 sq. ft.) into mixed uses such as; SUNY@Adirondack downtown campus; office/commercial year round; farmers markets; all significant contributors to this urban economy.

This project will open the opportunity for jobs and increase the tax base to the City of Glens Falls, bolstering the surrounding region's strengths as well. This project is consistent with the Capital Region Economic Development Council's goals "Bring Our Cities to Life". This project, with assistance of URI funding, will leverage private investment. The "Downtown South" project is consistent with the City's recently adopted Community Challenge sustainable plan which proposes acquisition of key parcels on South Street, transforming South Street from vacant deteriorating properties into rehabilitated occupied properties.

I support this application and I hope it will be given favorable consideration for funding.

Sincerely,

Daniel G. Stec  
Assemblyman 114<sup>th</sup> District  
Essex, Saratoga, Warren and Washington Counties



September 30, 2015

William Wade  
Founder & CEO  
Sterling Capital Group Partners, LLC  
3190 Fairview Park Drive  
Suite 1050  
Falls Church, Virginia 22042

Dear Governor Cuomo,

As a Service Disabled Veteran Owned Small Business (SDVOSB) and native upstate New Yorker, it is with great pleasure that I support the proposed “Soft-Warehouse District” development in Albany as part of the Capital Region’s Upstate Revitalization Initiative (URI) submission.

As a technology employer, we are incredibly excited about the redevelopment plans and believe that co-locating software and tech businesses in the “Warehouse District” will play a critical role in strengthening our cluster. If the Capital Region receives URI funding, we would be excited to bring to Albany and locate approximately 50 new jobs in the redevelopment.

Sterling is comprised of combat veterans from the Global War on Terror who created a company to continue contribute to our nation through multiple services supporting the Federal and global market space.

Currently located in Virginia/Washington, DC area, we would welcome the opportunity to re-locate to my home state of NY and expand and grow more jobs. And be a proud contributor to the Capital Region’s and New York State’s dynamic economy.

I firmly believe in the positive economic impact the URI and the benefits that the downtown revitalization initiative will drive not just for our company, but also for the Capital Region community at large.

Sincerely,

## PROCLAMATIONS

Town of Bethlehem

Town of Colonie

Columbia County

Village of Fort Ann

Town of Greenville

Village of Green Island

Town of Hoosick

Village of Hoosick Falls

Village of Lake George

Town of Moreau

Town of Nassau

Rensselaer County

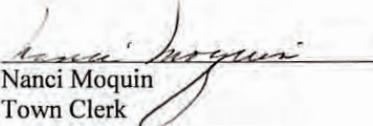
City of Schenectady

STATE OF NEW YORK )  
COUNTY OF ALBANY ) SS:  
TOWN OF BETHLEHEM)

I, Nanci Moquin, Town Clerk of the Town of Bethlehem, Albany County, New York DO  
HEREBY CERTIFY as follows:

The attached copy of Resolution 2015-041, in Support for the Capital 20.20  
Revitalization Plan, adopted on September 30, 2015, is a true and correct copy of the original  
resolution.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seal of said  
Town this 1st day of October, 2015.

  
Nanci Moquin  
Town Clerk

RESOLUTION NO. 2015-41

TOWN BOARD  
TOWN OF BETHLEHEM  
RESOLUTION

**SUPPORT FOR THE CAPITAL 20.20 REVITALIZATION PLAN**

WHEREAS, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

WHEREAS, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

WHEREAS, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

WHEREAS, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

WHEREAS, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

WHEREAS, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

WHEREAS, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

WHEREAS, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now therefore be it

NOW, THEREFORE, BE IT RESOLVED, that the Bethlehem Town Board expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

On a motion by Councilwoman Dawson, seconded by Councilman Kuhn, and by a vote of 5 for, 0 against and 0 absent, this RESOLUTION was adopted on September 30, 2015.

**RESOLUTION NO. 463 FOR 2015**

A regular meeting of the Town Board of the Town of Colonic was held at Town Hall on the 17th day of September 2015 at 7:00 PM.

PRESENT: Supervisor Paula A. Mahan  
Councilwoman Linda J. Murphy  
Councilmen William E. Carl  
David Green  
Brian Haak  
Paul L. Rosano  
David C. Rowley

ABSENT: None

Councilman Green offered the following resolution and moved its adoption:

**Resolution supporting the Capital 20.20 Revitalization Plan.**

WHEREAS, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

WHEREAS, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

WHEREAS, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

WHEREAS, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

WHEREAS, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

WHEREAS, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

WHEREAS, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

WHEREAS, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State;

NOW, THEREFORE, BE IT RESOLVED that the Town of Colonic Town Board expresses its support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

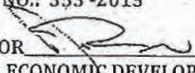
The resolution was duly seconded by Councilman Rowley and, upon roll call, it was unanimously adopted.



**Resolution  
Board of Supervisors  
County of Columbia  
New York**

RESOLUTION NO.: 353-2015

DATE: September 9, 2015

BY SUPERVISOR   
COMMITTEE: ECONOMIC DEVELOPMENT  
CHAIRMAN: JOHN REILLY

**A RESOLUTION IN SUPPORT OF THE NEW YORK UPSTATE  
REVITALIZATION INITIATIVE**

UPON, recommendation of the Economic Development Committee at a special meeting held on the 9<sup>th</sup> day of September and of the Finance Committee at a special meeting held on the 9<sup>th</sup> day of September, 2015;

WHEREAS, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

WHEREAS, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

WHEREAS, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

WHEREAS, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

WHEREAS, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

WHEREAS, the Capital 20.20 Revitalization Plan identifies the region's grand vision for the long-term, is data driven, and is based on the region's strengths while describing how the region will overcome its weaknesses; and

WHEREAS, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

WHEREAS, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now therefore be it

**NOW, THEREFORE BE IT,**

**RESOLVED** that the Columbia County Board of Supervisors expresses its support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region. and be it further

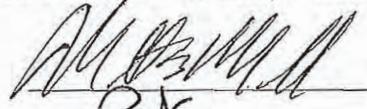
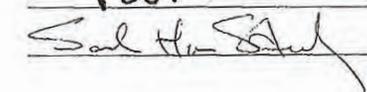
RESOLUTION NO.: 353 -2015 (page 2)

RESOLVED, that certified copies of this resolution be filed with the Columbia County Treasurers office, County Attorney, Regional Economic Development Council, and the NYS Governor's Office for Upstate Revitalization Initiative

Approved:

  
County Attorney

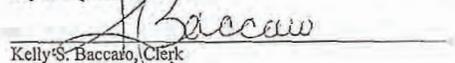
Resolution  
Committee

  
Pat  


STATE OF NEW YORK)  
COUNTY OF COLUMBIA} ss:

This is to certify that I, undersigned Clerk of the Board of Supervisors of the County of Columbia, have compared the foregoing copy of resolution with the original minutes therefore, now remaining on file of record in my office, and that the same is true and correct transcript there from and of the whole of such original.

IN TESTIMONY THEREOF, I have hereunto set my hand and affixed the seal of said Board of Supervisors this 10th day of September 2015.

  
Kelly S. Baccaro, Clerk

## RESOLUTION ESTABLISHING A CAPITAL REGION CAPITAL 20.20 REVITALIZATION PLAN FOR UPSTATE NEW YORK

Whereas, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

Whereas, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

Whereas, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

Whereas, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

Whereas, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

Whereas, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

Whereas, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

Whereas, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now therefore be it

Resolved, that the Village of Fort Ann **Board of Trustees** expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

**TOWN OF GREENVILLE  
P.O. BOX 38  
Greenville, NY 12083**

**Paul Macko  
Town Supervisor**

**(518) 966-5055 x2  
fax: 966-4108**

James J. Barba and Dr. Robert Jones  
Co-Chairs, Capital Region Economic Development Council  
University at Albany  
State University of New York  
1400 Washington Ave.  
Albany, NY 12222

RECEIVED  
AUG 07 2015  
Office of the President

Albany Medical Center  
43 New Scotland Ave.  
Albany, NY 12208

September 28, 2015

Dear Mr. Barba and Dr. Jones:

We write this letter to express our strong support and commitment to the Capital 20.20 Revitalization Plan ("Capital 20.20") submitted on behalf of the Capital Region Economic Development Council ("CREDC") for the New York Upstate Revitalization Initiative ("URI"). We are confident that Capital 20.20 meets and exceeds Governor Andrew Cuomo's call for a transformative plan that will change the trajectory of the economy of Upstate New York.

The Governor and the New York State legislature launched the URI process to award \$500 million to three upstate regions based on each region's plan for growing jobs and transforming the economy. Capital 20.20 is a blueprint that accomplishes something we've never seen in this region - a realistic, achievable plan for re-defining how we work together and, in doing so, how we will build on our past success to explode growth and opportunity in the Capital Region.

The Capital Region has prepared Capital 20.20 through a collaborative process, with outreach to literally thousands of residents, business owners, entrepreneurs, healthcare, educational and cultural institutions, not-for-profits, community leaders and elected officials.

As elected officials, we recognize that we must continue to look beyond our own municipal lines and work as one region to accomplish Capital 20.20's bold agenda. Accordingly, we the undersigned chief elected - Mayors, Town Supervisors, County Executives, and County Board or Legislative Chairs - from across the Capital Region express our unconditional support for the Capital 20.20 Revitalization Plan and pledge our willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

Sincerely,



Paul J. Macko  
Town Supervisor

BT - #1-9-21-2015

At a regular meeting of the Board of Trustees of the Village of Green Island, Green Island, New York, held on Monday, September 21, 2015, the following resolution was offered by Trustee Siegel seconded by Trustee Sterling and carried.

Whereas, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

Whereas, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

Whereas, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

Whereas, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

Whereas, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

Whereas, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

Whereas, the process of development of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

Whereas, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now therefore be it

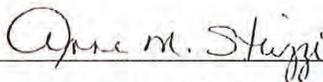
Resolved, that the *Board of Trustees of the Village of Green Island* expresses its support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

DATED: September 21, 2015

STATE OF NEW YORK            )  
COUNTY OF ALBANY         ) SS.:  
VILLAGE OF GREEN ISLAND    )

I, Anne M. Strizzi, Village Clerk of the Village of Green Island do hereby certify that this is a true copy of Resolution #1-9-21-15 adopted by the Board of Trustees at a regular meeting held on September 21, 2015. The original copy is on file in my office as Village Clerk.

DATED: September 22, 2015

  
\_\_\_\_\_  
Anne M. Strizzi, Village Clerk

(SEAL)

## Town of Hoosick

Resolution #80 of 2015  
September 14, 2015

**Resolution supporting the 20.20 Revitalization Plan and pledge our willingness to work to implement this plan in concert with all of the stakeholders and residents within the Capital Region.**

Whereas, the New York Upstate Revitalization Initiative (URI) was created by Governor Andrew Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

Whereas, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million dollars to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvement to its economy; and

Whereas, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year time frame with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

Whereas, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

Whereas, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

Whereas, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

Whereas, the process of developing of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profits sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State;

**Be it resolved:** The Hoosick Town Board expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholder and residents within the Capital Region.

The foregoing Resolution offered by Wysocki, and seconded by Falson, was duly put to roll call vote:

Councilperson Hyde Voting aye

Councilperson Sutton Voting aye

Councilperson Patire Voting aye

Deputy Supervisor Wysocki Voting aye

Supervisor Surdam Voting aye

The foregoing Resolution (was/was not) thereupon declared duly adopted.

Dated: September 14, 2015

VILLAGE OF HOOSICK FALLS  
 RESOLUTION –NYS URI  
 SEPTEMBER 15, 2015

**Whereas**, the New York Upstate Revitalization Initiative (URI) was created by Governor Andrew Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

**Whereas**, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

**Whereas**, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year time frame with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

**Whereas**, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

**Whereas**, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

**Whereas**, the Capital 20.20 Revitalization Plan identifies our region’s grand vision for the long-term, is data driven, and is based on our region’s strengths while describing how we will overcome our weaknesses; and

**Whereas**, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

**Whereas**, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State;

**Now therefore be it resolved** that the Village of Hoosick Falls, Board of Trustees expresses its support for the 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and residents within the Capital Region.

The foregoing Resolution motion made by T. Robert Ryan, and seconded by T. Kevin O'Walley, was duly put to roll call vote:

Trustee Robert Downing Aye

Tr. Ric DiDonato Aye

Trustee Karen Sprague Aye

Tr. Robert Ryan Aye

Trustee Ben Patten Aye

Tr. Kevin O'Malley Aye

The foregoing Resolution was unanimously adopted on September 15, 2015

VILLAGE OF HOOSICK FALLS  
RENSSELAER COUNTY, NEW YORK

CERTIFICATION  
STATE OF NEW YORK  
RENSSELAER COUNTY

I, Ann M. Bornt, do hereby verify that the foregoing is a true copy of a resolution unanimously adopted by the Village of Hoosick Falls, Board of Trustees on the 15<sup>th</sup> day of September.

Ann M. Bornt, Village Clerk

Ann M. Bornt  
Village Clerk



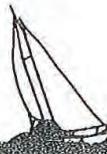
**VILLAGE OF LAKE GEORGE, NEW YORK**

P.O. BOX 791  
12845

ROBERT M. BLAIS  
Mayor

DARLENE V. GUNTHER  
Clerk-Treasurer

TRUSTEES  
John Earl  
Ray Perry  
John Root  
Joseph Mastrodomenico, Jr.  
ENFORCEMENT OFFICER  
Douglas Frost  
518-668-5771  
Fax: 518-668-3735  
E-mail: lgville@nycap.rr.com



Mayor Blais, seconded by Trustee Earl, offered the following resolution:

**RESOLUTION NO. 119, 2015**

WHEREAS, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

WHEREAS, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

WHEREAS, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

WHEREAS, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

WHEREAS, the Village of Lake George, on behalf of the Lake George Watershed Coalition is advancing the development of the LG Village Waste Water Treatment Plant Upgrade Project, among other Coalition Priority Actions; and

WHEREAS, the Capital District Regional Economic Development Council has engaged the contract services of McKinney & Company to provide professional consulting services to develop and submit the Capital 20.20 Revitalization Plan, and

WHEREAS, it is in the best interests of all members of the LGWC and the Village of Lake George in particular to participate in the development of that eventual economic development plan application,

NOW THEREFORE BE IT RESOLVED, that the Village of Lake George agrees to invest the sum of \$5,000.00 toward the development of said economic development plan application for financial assistance contingent upon a like amount contributed by the other towns and not-for-profit entities.

VOTING      Ayes: 5                      Blais, Earl, Mastrodomenico, Perry, Root  
                  Nays: 0

RESOLUTION NO. 119, 2015 ADOPTED.

August 31, 2015

Web address: [www.villageoflakegeorge.us](http://www.villageoflakegeorge.us)

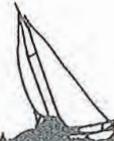


VILLAGE OF LAKE GEORGE, NEW YORK

P.O. BOX 791  
12845

ROBERT M. BLAIS  
Mayor

DARLENE V. GUNTHER  
Clerk-Treasurer



TRUSTEES  
John Earl  
Ray Perry  
John Root  
Joseph Mastrodomenico, Jr.  
ENFORCEMENT OFFICER  
Douglas Frost  
518-668-5771  
Fax: 518-668-3735  
E-mail: lgville@nycap.rr.com

Mayor Blais, seconded by Trustee Root, offered the following resolution:

RESOLUTION NO. 120, 2015

WHEREAS, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

WHEREAS, the URI process is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

WHEREAS, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

WHEREAS, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

WHEREAS, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

WHEREAS, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

WHEREAS, the process of developing the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

WHEREAS, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State;

NOW THEREFORE BE IT RESOLVED, that the *Village of Lake George Board of Trustees* expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

VOTING      Ayes: 5                      Blais, Earl, Mastrodomenico, Perry, Root  
                 Nays: 0

RESOLUTION NO. 120, 2015 ADOPTED.                      August 31, 2015

Web address: [www.villageoflakegeorge.us](http://www.villageoflakegeorge.us)

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## Town of Moreau

SARATOGA COUNTY, STATE OF NEW YORK

**Preston L. Jenkins, Jr., Supervisor**

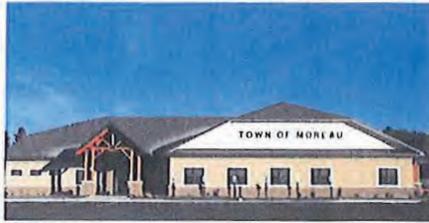
Town Office Complex

351 Reynolds Road

Moreau, NY 12828-9261

Phone: (518) 792-1802 ~ Fax: (518) 792-1062

E-mail: [moreausuper@townofmoreau.org](mailto:moreausuper@townofmoreau.org)



**Robert Vittengl, Jr.**  
Deputy Supervisor

**Todd Kusnierz**  
Councilman

**Robert Prendergast**  
Councilman

**Gina LeClair**  
Councilwoman

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September 22, 2015

Whereas, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

Whereas, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

Whereas, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

Whereas, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

Whereas, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

Whereas, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

*The Town of Moreau is an equal opportunity provider and employer.*

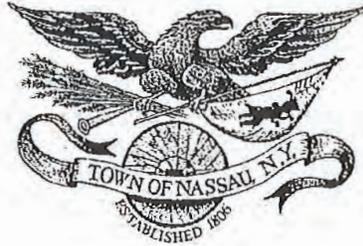
Whereas, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

Whereas, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now therefore be it

Resolved, that the Town Board expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.



Preston L. Jenkins, Jr.  
Supervisor, Town of Moreau



At the Regular Meeting of the Town Board of the Town of Nassau, held on September 15, 2015 the following resolution was presented to the Town Board:

**Resolution of the Town Board of the Town of Nassau  
SUPPORTING THE CAPITAL 20.20 REVITALIZATION PLAN**

**Whereas**, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

**Whereas**, the URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

**Whereas**, the Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

**Whereas**, concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

**Whereas**, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

**Whereas**, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our circumstances holding us back; and

**Whereas**, the process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

**Whereas**, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State;

**NOW THEREFORE BE IT RESOLVED**, that the Nassau Town Board expresses its strong support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

## RENSSELAER COUNTY LEGISLATURE

Introduced by Legislator(s) Brownell, Danaher, Herrington, Bayly, Breselor, Fiacco, Goodermote, Hoffman, Reid, Shannon, Stammel, Tesman, Walsh, Grimm, Doran, Fleming, Manny, Pavlic, Welcome

Sent To: Rules & Legislative Operations

Committee

Date September 8, 2015

Resolution No. P/385/15

### RESOLUTION IN SUPPORT OF THE CAPITAL 20.20 REVITALIZATION PLAN

**WHEREAS**, The New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the State Legislature as part of an overall program aimed at systematically revitalizing the economy of Upstate New York; and

**WHEREAS**, The URI process, is being conducted in conjunction with the fifth year of the Regional Economic Development Council program, and will result in the award of up to \$500 million to three selected regions with such selection based on a Revitalization Plan prepared by the region that identifies how the region will make transformative improvements to its economy; and

**WHEREAS**, The Capital Region has prepared the Capital 20.20 Revitalization Plan with a focus on a five year timeframe with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to the region; and

**WHEREAS**, Concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness and implementation; and

**WHEREAS**, The Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

**WHEREAS**, The Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

**WHEREAS**, The process of developing of the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

Resolution No. G/385/15

Page No. 2 of 2

**WHEREAS**, The development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive, universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; now, therefore, be it

**RESOLVED**, That the Rensselaer County Legislature expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens within the Capital Region.

Resolution ADOPTED by the following vote:

Ayes: 18

Nays: 0

Abstain: 0

September 8, 2015

**CITY OF SCHENECTADY  
NEW YORK  
OFFICE OF THE CITY CLERK  
Room 107, City Hall, Jay Street  
Schenectady, N.Y. 12305-1938  
(518) 382-5195**

**Charles W. Thorne  
City Clerk**

**A RESOLUTION NO. 2015-261**

I, Charles Thorne, Clerk of the City of Schenectady, N.Y. certify that the foregoing is a true copy of a Resolution duly adopted by the Council of Schenectady, New York at a meeting held in City Hall in the City of Schenectady, N.Y. on the 28th day of September; and was approved by the Mayor Gary R. McCarthy, on the 29th day of September 2015.

WITNESS my hand at Schenectady, N.Y. on the 29th day of September 2015.



**City Clerk  
City of Schenectady, New York**

14



**City of Schenectady, New York**

RESOLUTION No.: 2015-261

Councilmember Ms. Porterfield offered the following:

**A Resolution of Support for the New York Upstate Revitalization Initiative (URI)**

**WHEREAS**, the New York Upstate Revitalization Initiative (URI) was created by Governor Cuomo and the New York State Legislature as part of a program aimed at revitalizing the economy of Upstate New York; and

**WHEREAS**, the initiative is being conducted in conjunction with the fifth year of the Regional Economic Development Council program and will result in an award to up to \$500 million to three selected regions; and

**WHEREAS**, the Capital Region has prepared the Capital 20.20 Revitalization Plan with the goal of creating and maintaining high-paying permanent private sector jobs and luring private sector investment in amounts that are significant to that region; and

**WHEREAS**, the concepts addressed in the Capital 20.20 Revitalization Plan include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard to place workers, community reinvestment, collaboration, readiness and implementation; and

**WHEREAS**, the Capital 20.20 Revitalization Plan also identifies other sources of state programs and funding to be used to supplement other funding sources allowing the region to accomplish our established priorities; and

**WHEREAS**, the Capital 20.20 Revitalization Plan identifies our region's grand vision for the long-term, is data driven, and is based on our region's strengths while describing how we will overcome our weaknesses; and

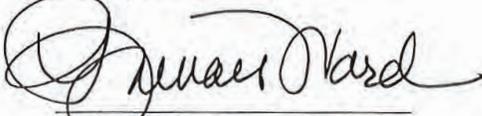
**WHEREAS**, the process for developing the Capital 20.20 Revitalization Plan included engaging the community through multiple public forums and meetings, engaging all stakeholders and constituencies; and

**WHEREAS**, the development of the Capital 20.20 Revitalization Plan drew from all business sectors, geographic areas, levels of government, universities and colleges, the not-for-profit sector and the general public to present a comprehensive universally supported plan that this region is ready, willing and able to implement to truly transform the Capital Region of New York State; and

**NOW, THEREFORE BE IT**

**RESOLVED**, that the Mayor, Gary R. McCarthy and the Schenectady City Council expresses its unconditional support for the Capital 20.20 Revitalization Plan and pledges its willingness to work to implement this Plan in concert with all the stakeholders and citizens throughout the Capital Region.

Approved, as to form, this  
28<sup>th</sup> day of September 2015.



Rachael Ward, Esq.  
Deputy Corporation Counsel

RESOLUTION adopted unanimously  
SEP 28 2015 by Councilmembers  
Approved by Mayor SEP 29  
Signed by Mayor

# LIST OF SOURCES

## WEBSITES & DIGITAL MEDIA

2015 Opportunity Agenda, Governor Andrew M. Cuomo

Albany Business Review

Albany Times Union

American Public Transportation Association

Association of University Technology Managers (AUTM)

Bureau of Labor Statistics

Capital District Transportation Authority (CDTA)

Capital Repertory Theater

CBRE

CDPHP

Centers for Disease Control and Prevention

Cornell Program on Applied Demographics

Cornell University College of Agriculture and Life Sciences

Dun & Bradstreet Hoover's

Forbes

Free Map Tools

Harvard Business Review

Inc. Magazine

Innovative Health Alliance of New York

Iowa Department of Transportation

Minnesota Department of Health

Mount Auburn Associates

Ohio Department of Child and Family Services

National Grid

National Science Foundation, Survey of Higher Education Research and Development, New York State Commission on Independent Colleges and Universities

New York State Comptroller

New York State Delivery System Reform Incentive Payment (DSRIP)

New York State Department of Education

New York State Department of Health

New York State Power Authority

New York State Department of Labor

New York State Department of Public Service

Organisation for Economic Cooperation and Development (OECD)

Pew Research Center

Port of Albany

Port of Coeymans

Proctors Theater

Regional Office of Sustainable Tourism

Smith Travel Research

The Saratogian

Smart Growth Online

State University of New York

State University of New York Polytechnic Institute

US Department of Agriculture

US Department of Housing and Urban Development

US Federal Financial Institutions Examination Council (FFIEC)

U.S. National Institutes of Health

US News and World Report

US Patent and Trademark Office

## REPORTS

Accenture, Burning Glass, Harvard Business School, *"Bridge the Gap: Rebuilding America's Middle Skills"*

Albany Business Review, Book of Lists 2015

Albany Port Authority annual reports from 2009 to 2014

Boston Consulting Group report, *"Wide Open"* (2015)

California Institute for Regenerative Medicine website; Stanford Public Policy Program report *"Analyzing Potential Cost Savings Resulting from Stem Cell Therapies funded by California's Proposition 71"* (2014)

Environment and Energy Study Institute, *"Fact Sheet: Jobs in Renewable Energy and Energy Efficiency"* (2014)

Ernst and Young, *"Cleantech Matters"* (2012)

F. F. Marvasti and R. S. Stafford, *From Sick Care to Health Care—Reengineering Prevention into the U.S. System*, *The New England Journal of Medicine*, 2012

General Electric, Economic Impact Study, 2015

Health Affairs, *"Health Policy Brief: Reducing Waste in Healthcare"* (2012)

International Energy Agency, *"Renewable Energy Medium-term Market Report"* (2014)

Jobs Ohio Report on Transport and Logistics, 2010

NADO Research Foundation report *"Inland Ports: Linking Freight and Regional Economic Development"*

New York State Community Action Association, *"New York State Poverty Report"*

New York State Canal Corporation report *"New York State Canal System: Modern Freight Way"* (2010)

Northern Rivers Family Services 2014 annual report

Reuters, *"Exclusive: GE to spend another \$10 billion on energy research by 2020"* (February, 2014)

Patient-Centered Primary Care Collaborative, *"The Patient-Centered Medical Home's Impact on Cost & Quality"* (2014)

Saratoga Economic Development Corporation, *"Economic Impact of GlobalFoundries on Saratoga County"* (August 2014)

Stewart et al., *"Health and Lost Productive Time in the US Workforce"* (2003)

White House release *"Fact Sheet: President Obama to Announce Historic Carbon Pollution Standards for Power Plants"* (August 2015)

University of Buffalo Regional Institute, *"Capital Region: A Regional Assessment"* (April 2015)

University of Buffalo Regional Institute, *"Capital Region Targeted Analysis & Best Practices for Two Initiatives"* (July 2015)

## DATABASES AND TOOLS

American Community Survey (US Census)

Brookings Institute Export Monitor

Brookings Institute Global Cities Initiative

Centers for Medicare & Medicaid Services, National Health Expenditure Projections 2012-2022

ESRI

Google Finance

MIT living wage calculator

Moody's Analytics

National Center for Education Statistics, IPEDS

New York State Office of Children and Family Services

Small Area Income and Poverty Estimates Program (SAIPE)

Statistics of US Businesses (US Census)

Small Business Innovation Research/Small Business Technology Transfer (SBIR/SBTT)

