



## 2015 PROGRESS REPORT

*the power of we*  
connected with a purpose

**#DestinationHV**



**Mid-Hudson  
Regional Economic  
Development Council**

## A MESSAGE FROM THE CO-CHAIRS

*“All for one and one for all. And that really is the New York way. And that really is the New York credo. The power of “we” ... putting the differences aside, finding the commonalities, and coming together.”*

*—Governor Andrew M. Cuomo, 2015 State of the State Address*

Dear Governor Cuomo,

We are pleased to present the Mid-Hudson Regional Economic Development Council’s 2015 Progress Report, “The Power of We: Connected With a Purpose.” Over the past five years the seven counties making up the Mid-Hudson have come together as one Region, linked not only by geography and infrastructure, but by a unified economic development strategy. The key to the Mid-Hudson’s success has been our ability to find and forge connections between the various industry sectors critical to our communities, to connect our people to employment opportunities through meaningful workforce development initiatives, and to connect beyond our borders through interregional collaborations and statewide initiatives such as Global NY.

Through your leadership and the support of New York State, the Mid-Hudson has brought more than \$300 million into the Region through CFA Rounds I – IV, supporting 351 projects. We are extremely proud of the fact that 93% of these projects are either complete or progressing, that they have leveraged private dollars at above a 6:1 ratio, and that they have created or retained nearly 8,000 permanent jobs and 4,000 construction jobs. We strongly believe that past performance is the best indicator of future success, and have focused our efforts on continuing this momentum through Round V and beyond.

This year, our Council worked tirelessly to solicit and endorse truly transformational economic development projects that align with the Council’s 5-Year Strategic Plan as well as our URI plan. After careful consideration we have selected 24 Regional Council Capital Fund Priority Projects that have the potential to generate a billion dollars in economic activity, to create or retain more than 8,000 jobs, and leverage private dollars at a nearly a 36:1 ratio.

Most importantly, these projects support our Council’s vision of making the Mid-Hudson a world-class destination to Live, Work, and Play. Projects like Queen City Lofts and Stewart International Airport Infrastructure will promote the continued revitalization of our Region’s urban centers, including Kingston, Middletown, Poughkeepsie, and Yonkers. The SMARTT Labs and Center for Innovation and Entrepreneurship at 51 Fulton projects will encourage investment in high-tech industries, including advanced manufacturing and information technology. Major destination resorts including LEGOLAND and Bellefield at Hyde Park will provide premier tourism accommodations to visitors, encouraging people to stay longer and experience more.

On behalf of the Mid-Hudson Regional Economic Development Council we’d like to thank you, Governor Cuomo, for your vision and ongoing support of our efforts. It has been our honor to serve as Co-Chairs these past five years. We are excited about the work we have completed in 2015, and look forward to the new opportunities that lie ahead in 2016.

Very truly yours,



**Dennis J. Murray, Ph.D.**  
President, Marist College



**Leonard S. Schleifer, MD, Ph.D.**  
President, and CEO,  
Regeneron Pharmaceuticals, Inc.

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# MID-HUDSON REGIONAL COUNCIL MEMBERS

## REGIONAL CO-CHAIRS

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

**Leonard S. Schleifer**, MD, Ph.D., President and CEO, Regeneron Pharmaceuticals, Inc.

## GENERAL MEMBERS

**John J. Bonacic**, New York State Senate, 42<sup>nd</sup> District

**Vincent Cozzolino**, Partner, Galileo Technology Group, Executive Vice President, Ceres Technologies

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

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

**Mike Finnegan**, CEO and Co-Founder, Continental Organics

**Carol Fitzgerald**, Vice Chairman and Executive Vice President Corporate Development,  
Life Medical Technologies, Inc.

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

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

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

**Wiley C. Harrison**, President and Founder, Business of Your Business, LLC

**Ken Kleinpeter**, Vice President Operations, Glynwood

**Jacqueline Leventoff**, Senior Director, Community and Employee Relations, Granite Associates, LP

**J. Gary Pretlow**, New York State Assembly, 89<sup>th</sup> District

**Paul Ryan**, President, Westchester Putnam Central Labor Body AFL-CIO,  
Assistant Business Manager IBEW Local #3

**Al Samuels**, President and CEO, Rockland Business Association, Inc.

**David Sorbaro**, Co-Owner, Mavis Discount Tire

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

**James Taylor, Jr.**, CEO, Taylor BioMass, LLC

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

## ELECTED OFFICIALS

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

**Ed Day**, Rockland County Executive

**Mike Hein**, Ulster County Executive

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

**Steven Neuhaus**, Orange County Executive

**MaryEllen Odell**, Putnam County Executive

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

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

**Harley Doles**, Supervisor, Town of Monroe

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

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## **PART 1**

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*executive summary*

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## EXECUTIVE SUMMARY

In 2015, the Mid-Hudson Regional Economic Development Council (“Council” or “MHREDC”) has continued to implement its successful 5-Year Strategic Plan while simultaneously developing a focused and distinctive Upstate Revitalization Initiative (“URI”) Plan. Inspired by the Governor’s charge of “no copycat economic blueprints,” the Council committed itself early on to developing a truly custom vision that would leverage the Region’s unique assets and opportunities.

Here is our vision: imagine the Mid-Hudson Region as a tourist destination as popular and universally known as Napa. Imagine us leading not only the State, but the nation in biotechnology research, and continuing our world leadership position in information technology—including the growing field of cyber security. Imagine a revitalization of our urban spaces that makes them attractive places for businesses and millennial talent to locate, while simultaneously providing the entry-level employment opportunities so important to a balanced workforce.

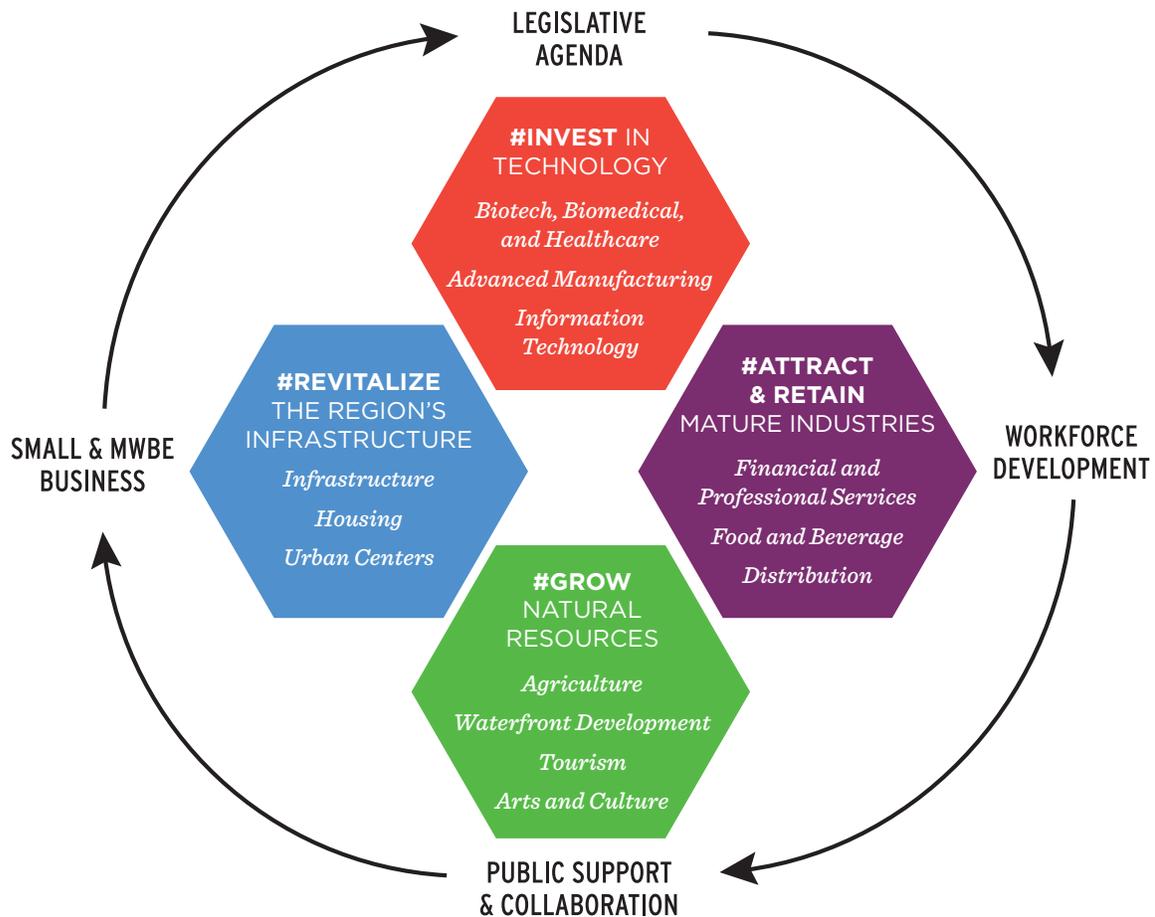
Many New York State Regions dream of growth in areas such as biotechnology and tourism, and all regions want

safe and vital urban centers. However, to quote Governor Cuomo, “plans are not dreams,” and the Mid-Hudson is the Upstate Region most capable of delivering upon its plan. This is due, in part, to our unique location. Our Region is strategically positioned between the growth areas of New York City and the Capitol Region in what has at times been called Tech Valley. Populated by a large and highly educated workforce, and boasting a multitude of higher education partners, a diverse economic base, and many small cities, the Mid-Hudson is the best place for State investment to create a solid corridor of economic growth between Manhattan and Albany, with the ability to spread wealth across not only this Region, but all of Upstate.

### Building on Past Success

Projects supported by the Council in the past have enjoyed great success—93% of all funded CFA projects are either complete or progressing (additional outcomes from prior funding rounds can be found in Part 2, page 26). Guided by Governor Cuomo’s advice that “often, the key to the future is found in updating the past,” the Council did not start from scratch in developing this year’s plan. Instead, members of

the MHREDC looked to our Region’s Core Strengths, and to continuing the economic development strategies that have served us well through CFA Rounds I – IV. We continued to focus on its four Core and four Supporting Strategies depicted in the following diagram.



The Council continued to emphasize proactive community outreach to solicit quality Consolidated Funding Applications (“CFAs”) and Upstate Revitalization Initiative (URI) Intents to Propose. As detailed in the Project Pipeline/Public Engagement section in Part 3 (page 51), public outreach efforts yielded a record number of strategy-aligned applications, from which the Council named 24 transformational Regional Council Capital Fund Priority Projects.

These Priority Projects are consciously balanced among the Council’s four Core Strategies, with four projects that fit the INVEST in Technology strategy; eight in the ATTRACT and RETAIN Mature Industries strategy; four in the GROW Natural Resource Related Sectors strategy; and eight in the REVITALIZE the Region’s Infrastructure category. Many

of these projects advance more than one of the Council’s Core Strategies (see page 64 for a complete list of the 2015 Regional Council Capital Fund Priority Projects). They also advance many other key State initiatives, including the NYSTAR Regional Economic Cluster Program (see page 36), Global NY (see page 39), the Regional Opportunity Agenda (see page 55), the Cleaner, Greener Sustainability Plan (see page 57), New York Rising Community Reconstruction (NYRCR) (see page 61), and Veterans’ Participation in the Workforce (see page 59).

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## Focusing for the Future

In looking to develop our URI strategy, the Region carefully considered Governor Cuomo’s advice that “spreading out the funding so that everyone gets something is not an economic strategy.” We therefore sought to further refine its four Core and four Supporting Strategies down to three very focused initiatives that we felt had the greatest opportunity to transform the regional economy.

In assessing data and gathering stakeholder output (see page 119), the Council determined that there were overlapping areas of opportunity and need. For example:

- While the Region’s unemployment is low, there are pockets of urban and rural poverty that run double their county averages and rival and even exceed chronically depressed areas further Upstate. Some Mid-Hudson cities such as Beacon and White Plains have seen successful community reinvestment over the last several decades. Other cities such as Newburgh, Poughkeepsie, Middletown, and Kingston have untapped potential that require a clustered and targeted investment approach.
- The Region has seen a resurgence in interest in its tourism offerings but has a lack of supports to make day visits into overnight trips that bring needed revenue and job creation for hard to place workers.
- The Mid-Hudson has seen vital growth in some areas such as biotech and digital services but lacks the workforce development pipeline to facilitate full success.

The URI plan adopted by the MHREDC addresses all of these issues. It builds on the momentum established by past Council investment, and further refines the Region’s economic development strategy into a three-pronged approach that will transform the way our Region Lives, Works, and Plays. The three initiatives complement the Region’s geographic, demographic, and economic diversity. They will harness private sector investment for community reinvestment, create jobs, and workforce development opportunities for hard to place workers, all while leveraging existing State programs.



### **LIVE.**

An initiative that seeks to revitalize the Region’s many river, hilltop, and cross-roads urban centers, encouraging smart growth, transit oriented development, downtown revitalization, and infrastructure improvements in order to stimulate job creation and prevent youth flight.

The Mid-Hudson does not have a single defining urban center, but a collection of them, located along the Hudson River and other historic transportation corridors. This initiative will build upon successful urban center revitalizations, such as the transformation that has taken place in Beacon, making the Region’s cities, villages, and towns attractive places to live and work. The initiative leverages major private investments, including those being made in the Yonkers Carpet Mill Arts District, SOYO Mixed-Use TOD Project, Middletown Community Campus, and Queen City Lofts Project. The initiative also has a special emphasis on creating a path to equity for hard to place workers through a new program called New York Hire. New York Hire has several components including a 21<sup>st</sup> Century WPA, expanding the Greyston model of open hiring throughout the Region, rolling out the COREStat initiative to all of the Region’s Opportunity Areas and providing small business and workforce development support for our diverse urban entrepreneurs.



### **WORK.**

An industry-based initiative that builds upon the Region's existing high-tech clusters by seeking to attract and retain high-paying jobs in STEM-intensive fields, match them with the Region's highly educated workforce, and leverage existing assets in biotech, advanced, and high-tech manufacturing, information technology, and food and beverage manufacturing.

Building upon the Region's historical strength as a hotbed of technological innovation, this initiative will create high paying jobs through capital investments in the expansion of regional biotechnology employers, advanced manufacturers, and healthcare providers. It will also position the Mid-Hudson as the intellectual center of emerging high-tech fields including cyber security. Such investments, supported by projects including the Center for Innovation and Entrepreneurship at 51, Fulton, Advanced Manufacturing SMARTT Labs and SMARTT Pods, and the Vassar Brothers Medical Center Patient Pavilion, will attract talent and create a growth environment where other high-tech corporations will want to locate. The Region intends to implement this strategy by creating a STEAM pipeline of workforce, marketing STEM jobs to the Region's youth, and expanding our PTECH offerings. The initiative creates a series of innovative places and spaces by investing in the creation of innovation districts, Live/Work innovation centers, and incubation facilities. In addition, the initiative invests in human and information networks, creating a Connectivity Commission that will examine and invest in the needed cellular and broadband technology to compete in the global economy, as well as invest in creating human networks that assist in collaborations among entrepreneurs and funders.



### **PLAY.**

An initiative that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

Lovingly nicknamed the "Napa East" strategy, this initiative seeks to attract world-class destination resorts including LEGOLAND, Bellefield at Hyde Park, and Wildberry Lodge to the Mid-Hudson. It will also brand, market, and package the Region's offerings in innovative and technologically savvy ways. In addition, the Council proposes investment in much-needed tourism support including the building of visitor experiential centers throughout the Region, leveraging of private investment ready to build additional hotel offerings, enhancing additional cultural, historic, and recreational facilities, and allocating resources to growing the agricultural, and food and beverage industry. In addition, the plan envisions a more developed tour boat and water resources industry that takes advantage of our unique Hudson River and Delaware River resources.

Our plan builds on the Council's strong track record of success, and on the considerable momentum that now exists in the Mid-Hudson around these initiatives. But our plan is not just incremental, we have been challenged by the Governor to "swing for the fences," and the transformational projects proposed in this plan meet that challenge. Within each strategy, these proposals have the potential to change the game, and help to move our Region and our State to a new level of prosperity.



## **PART 2**

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*progress*

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## **STATE OF THE REGION/ PERFORMANCE MEASURES**

In addressing the State of the Region's economy, the MHREDC relies on its strategic plan, economic trends, previous annual reports, and guidance from the State. This year's report contains General Economic Indicators and Quality of Life Indicators as well as Key Regional Indicators. General Economic Indicators address economic conditions in the Mid-Hudson Region by showing key metrics as well as an indication of trends since the Council's inception. Quality of Life Indicators represent measures to assess issues central to the well-being of residents within the Mid-Hudson Region. Key Regional Indicators assess, among other things, the Region's economy as it relates to industry clusters as identified by the Council through its Core Strategies.

## General Economic Indicators

Table 1 represents the regional dashboard of economic performance indicators. For each of these indicators, the Council monitors the indicator relative to last year, and longitudinally, over the course of the Council's tenure

(between 2011 and 2014) where this trend data is available. In addition, the table indicates the Region's progress with statewide data for comparison.

**TABLE 1 / MID-HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL DASHBOARD:  
GENERAL ECONOMIC INDICATORS<sup>1</sup>**

Measures	Region (2014)	Regional Progress (% Change 2013-2014)	State Progress (% Change 2013-2014)	Regional Progress (% Change 2011-2014)	State Progress (% Change 2011-2014)
<b>ECONOMIC INDICATORS</b>					
Average Annual Employment (2014)	881,947	1.30% ↑	1.86%	2.08% ↑	4.75%
Average Annual Private Sector Employment	736,166	1.62% ↑	2.23%	3.71% ↑	6.13%
Average Annual Public Sector Employment	145,781	-0.30% →	-0.12%	-5.41% ↓	-2.22%
Unemployment Rate	(5.3%) (State=6.3%)	-1.2% ↓	-1.4%	-2.1% ↓	-2.0%
Number of Establishments	74,527	1.82% ↑	2.29%	2.44% ↑	5.44%
Total Annual Wages (in millions)	49,928	3.19% ↑	6.35%	6.69% ↑	11.76%
Average Annual Wages	56,611	1.86% ↑	4.40%	4.51% ↑	6.69%

↑ The Region shows improvement in this metric.

↓ The Region is declining in this metric.

→ The Region is stable in this metric (change of less than 1%).

<sup>1</sup> Average annual employment, the number of establishments, total annual wages, and average annual wages were determined by The Quarterly Census of Employment and Wages program which collects employment and wage data from employers covered by New York State's Unemployment Insurance (UI) Law. This program is a cooperative program with the N.Y. Department of Labor and the U.S. Bureau of Labor Statistics ([labor.ny.gov/stats/lstechqcew.shtm](http://labor.ny.gov/stats/lstechqcew.shtm)).

Average annual unemployment represents national estimates obtained from the Current Population Survey (CPS), a sample survey of households conducted for the U.S. Bureau of Labor Statistics by the U.S. Bureau of the Census ([labor.ny.gov/stats/lstechlaus.shtm](http://labor.ny.gov/stats/lstechlaus.shtm)).

## GROSS REGIONAL PRODUCT MID-HUDSON REGION, 2013

# \$131,142 MILLION

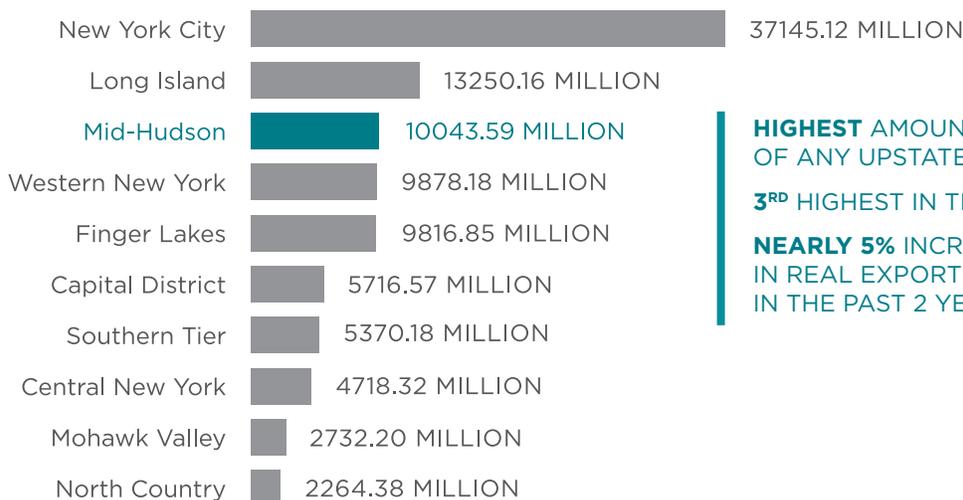
Between 2011 and 2014, average annual employment in the Mid-Hudson improved by 2.08%, yet still trailed statewide progress of 4.75%. The difference between regional and statewide job growth is due, in part, to continued employment reductions in the public sector, which made up 19.80% of regional jobs in 2014. The average unemployment rate in the Mid-Hudson Region declined to 5.3%, representing an improvement of 1.2% over the previous year and outpacing the statewide 6.3% unemployment rate by 1%. The decline in regional unemployment was similar to statewide improvements, where unemployment fell by 1.4% in 2014.

Between 2011 and 2014, the number of regional employers (establishments) increased by 2.44%. The Region trails the statewide average, which increased the number of establishments by 5.44% during the same time period.

Additionally, between 2011 and 2014 total annual wages for the Region increased by 6.69%, while statewide total annual wages increased by 11.76%. Helped by the national economic recovery, average annual wages for the Region increased to \$56,611 in 2014 representing a 1.86% increase over 2013. Statewide average annual wages increased 4.4% in 2014 and 6.69% from 2011 to 2014.

Overall, the regional economic indicators demonstrate that the regional economy is improving. The number of individuals employed in the public sector is not declining at the rate experienced in previous years, but still hampers local employment growth. Despite gains, the regional recovery still lags statewide improvements over the past year and between 2011 and 2014, representing a need for continued investment in regional economic development.

## REGIONAL EXPORTS MID-HUDSON REGION, 2012



**HIGHEST AMOUNT**  
OF ANY UPSTATE REGION  
**3<sup>RD</sup> HIGHEST IN THE STATE**  
**NEARLY 5% INCREASE**  
IN REAL EXPORTS  
IN THE PAST 2 YEARS

## Quality of Life Indicators

Table 2 shows regional quality of life indicators including poverty, migration (representing the percentage of individuals living in the same region as the previous year), commuting (representing the percentage of residents

working in the region), share of residents lacking health insurance, and estimated visitor spending. The most currently available quality of life data is from 2013.

**TABLE 2 / MID-HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL  
DASHBOARD: QUALITY OF LIFE INDICATORS<sup>2</sup>**

Measures	Region (2013)	Regional Progress % Change (2012 - 2013)	State Progress % Change (2012 - 2013)	Regional Progress % Change (2011 - 2013)	State Progress % Change (2011 - 2013)
<b>ECONOMIC INDICATORS</b>					
Share of residents lacking health insurance	11.27%	-0.37% →	-0.22%	-0.55% →	-0.73%
Poverty status of residents overall (% living below the poverty level)	11.1% (16% statewide)	-0.45% →	.013%	-0.47% →	0.03%
Poverty status of residents <18 (% living below the poverty level)	16.7%	0.36% →	-0.03%	0.24% →	0.23%
Poverty status of residents 18 - 64 (% living below the poverty level)	10.00%	-0.81% →	0.18%	-0.52% →	0.04%
Poverty status of residents >=65 (% living below the poverty level)	7.1%	0.55% →	0.15%	-0.40% →	-0.13%
Migration (% living in same county as previous year)	95.64%	0.34% →	0.30%	0.68% →	0.99%
Migration (% living in NY State)	98.29%	0.64% →	0.46%	0.93% →	1.07%
Commuting (% working in region of residence)	61.92%	-0.86% →	0.16%	0.09% →	-0.11%
Estimated visitor spending (in millions of dollars) 2011 - 2014	4.08 (2014)	3.50% ↑	5.4%	8.50% ↑	15.85%



The Region shows improvement in this metric.



The Region is stable in this metric (change of less than 1%).

<sup>2</sup> County migration, commuting, and poverty are determined by the American Community Survey 1-Year Estimates, which is prepared by the U.S. Census, and the data was compiled by New York State Department of Labor, Division of Research and Statistics ([census.gov/acs/www](http://census.gov/acs/www)).

The number of individuals without health insurance in the Region fell 0.55% between 2011 and 2013, and during the same time period the measure fell by 0.73% across the State.

One quality of life indicator of particular interest to the Council is percentage of individuals living below the poverty level. Overall, this number is declining, with the Region experiencing slight improvements for individuals aged between 18 and 64, compared to the State, which experienced small increases in that same population.

The Council also continues to monitor the percentage of individuals living and working in the Region. In 2013, 95.64% of residents in the Region lived in the same county as the previous year. From 2011 to 2013, the number of individuals living in the same county as the previous year increased in the Region by 0.68% and increased 0.99% statewide. In addition to assessing migration, the Council assesses commuting as measured by the percentage of individuals working in the Region as compared to previous years. Between 2011 and 2013, the number of individuals commuting to work outside their county of residence increased slightly, 0.09%, while there was a 0.11% decrease statewide. Lastly, visitors and tourists in the Mid-Hudson Region spent an estimated \$4,080,866 in 2014. This represents an increase of 3.5% over 2013 and an increase of 8.50% since 2011.

## Other Key Regional Indicators

Each year, regional progress toward MHREDC goals is assessed by examining strategic clusters of specific industries. Regional economic development strategies include investing in technology, attracting, and maintaining mature industries, and growing natural resource related sectors. The specific industries (NAICS code) used for analyzing the Region are included in Appendix D of the Council's 2011 five-year strategic plan.



Indicators in both the Region and State demonstrate that residents experience a similar quality of life compared to the previous year. The total number of uninsured residents in the Region is improving at rates more favorable than the rest of the State. The remaining metrics demonstrate that the Hudson Valley remains a vibrant Region with quality of life that is comparable to statewide averages.

Table 3 shows average annual employment, the number of establishments, and average annual wages for each industry cluster in the Region associated with three of the Council's industry-specific goals. Economic data from 2014 is included along with the percentage change from the prior year. Additionally, the table includes regional progress between 2011 and 2014, the time in which the Council has been active.

**TABLE 3 / GOAL SPECIFIC PROGRESS USING INDUSTRY DATA FOR THE NUMBER OF ESTABLISHMENTS, EMPLOYMENT, AND WAGES**

STRATEGY	CLUSTER	# OF ESTABLISHMENTS			EMPLOYMENT			WAGES		
		2014	PROGRESS TO DATE		2014	PROGRESS TO DATE		2014	PROGRESS TO DATE	
		Avg. # of Est.	% Change 2011-2014	% Change 2013-2014	Avg. Annual Emp.	% Change 2011-2014	% Change 2013-2014	Avg. Annual Wages \$	% Change 2011-2014	% Change 2013-2014
INVEST IN TECHNOLOGY	Biotech and Biomedical	244	-0.71%	-4.23%	10,303	-8.37%	-4.67%	194,366	61.34%	20.10%
	Healthcare	5,944	0.63%	2.22%	133,560	0.89%	0.42%	55,834	5.51%	1.80%
	High Tech Manufacturing	492	-5.52%	-1.06%	20,258	-11.21%	-7.61%	101,516	-5.82%	-4.39%
	Information Technology	1,423	-1.11%	-0.35%	7,776	-7.62%	3.84%	93,027	-10.21%	0.84%
	<b>Goal Subtotal</b>	<b>8,103</b>	<b>-0.11%</b>	<b>1.35%</b>	<b>171,898</b>	<b>-1.69%</b>	<b>-0.77%</b>	<b>71,203</b>	<b>6.49%</b>	<b>2.25%</b>
ATTRACT AND MAINTAIN MATURE INDUSTRIES	Distribution	846	1.07%	0.86%	11,298	8.12%	2.25%	52,074	-8.56%	-6.32%
	Food and Beverage	832	1.56%	3.23%	11,992	8.80%	0.44%	38,076	9.50%	7.38%
	Financial and Professional Services	11,305	-1.94%	-1.22%	83,210	2.05%	-0.71%	102,480	4.92%	3.64%
	<b>Goal Subtotal</b>	<b>12,983</b>	<b>-1.53%</b>	<b>-0.81%</b>	<b>106,499</b>	<b>3.39%</b>	<b>-0.28%</b>	<b>89,881</b>	<b>3.54%</b>	<b>2.95%</b>
GROW NATURAL RESOURCE RELATED SECTORS	Agriculture	536	3.47%	0.28%	5,728	7.85%	2.46%	46,873	-2.43%	1.28%
	Tourism, Arts, and Culture	2,054	2.83%	2.24%	32,196	7.21%	3.73%	34,302	2.88%	1.04%
	<b>Goal Subtotal</b>	<b>2,590</b>	<b>2.96%</b>	<b>1.83%</b>	<b>37,924</b>	<b>7.31%</b>	<b>3.54%</b>	<b>36,200</b>	<b>1.83%</b>	<b>1.03%</b>

## INVEST IN TECHNOLOGY

The technology industry clusters employed 171,898 individuals during 2014. Consistent with the Council's 2013 analysis, the technology cluster employed more individuals than other sectors analyzed by employment. As with previous years, healthcare represents the largest component of this sector with many technology-related jobs, though clearly not all jobs in this sector are technology related. The number of individuals employed in these sectors declined by .77% between 2013 and 2014. The sector experienced a 1.69% decrease in employment from 2011 to 2014. Of all industries in the cluster, healthcare was the only industry to experience slight job growth between 2011 and 2014 (.42%) including 0.89% growth in the last year. High tech manufacturing experienced the largest decline in annual employment, where the number of individuals employed in 2014 dropped by 7.61% over the previous year and 11.21% from 2011 to 2014.

The number of businesses in the Mid-Hudson Region employing workers in technology-related industries increased by 1.35% in 2014, while the total number of establishments declined slightly between 2011 and 2014 by .11%. The healthcare industry experienced the greatest gains in the cluster where the number of establishments increased by 2.22% in 2014, and the Region experienced minor growth of .63% between 2011 and 2014 in the number of healthcare employers. In contrast, the biotech and biomedical industries represent the most pressing need in the technology cluster, with a decline of 4.23% in the total number of establishments in 2014 and a .71% decline between 2011 and 2014.

Although increasing the number of technology employers demonstrates regional need, average annual wages remain a strength in the Region for the technology cluster. While average annual wages are \$71,203 for the sector as a whole, the large number of individuals employed by the healthcare industry skews this metric. Biotech and biomedical, high tech manufacturing, and information technology sectors in the Region had average annual wages of \$194,366, \$101,516, and \$93,027, respectively, in 2014. Although the number of employees in biotech and biomedical industries declined regionally, the average annual wage of individuals working in the industry increased by 20.10% in 2014 and 61.34% during the last four years (2011 – 2014). For all industries

### AVERAGE ANNUAL WAGES MID-HUDSON REGION, 2014

<b>\$194,366</b>	BIOTECH & BIOMEDICAL
<b>\$101,516</b>	HIGH TECH MANUFACTURING
<b>\$93,027</b>	INFORMATION TECHNOLOGY

in the technology cluster, average annual wages improved 2.25% in 2014 and 6.49% across the Region between 2011 and 2014. Investing in technology is an important priority for the Council, representing distinctive regional industries and high wage jobs with growth potential.

## ATTRACT AND MAINTAIN MATURE INDUSTRIES

Mature industries employ 106,499 individuals in the Mid-Hudson Region. This represents a slight, .28%, decline during 2014 despite increasing the total number of individuals employed by mature industries regionally, 3.39%, between 2011 and 2014. The financial and professional service industries experienced 2.05% growth in average annual employment between 2011 and 2014, notwithstanding a .71% decline in 2014. Distribution industries led the cluster with 2.25% growth in 2014 and an 8.12% increase in the number of individuals employed in the Region between 2011 and 2014.

The Mid-Hudson Region had 12,983 establishments employing workers in the mature industries cluster during 2014. The number of regional employers in mature industries declined 1.53% between 2011 and 2014, including a slight decline of .81% in 2014. Regionally, financial and professional service related industries employ 11,305 individuals representing 87% of the employees in the cluster, and these individuals experienced increases in average annual wages of 3.64% in 2014 and 4.92% between 2011 and 2014. Across the Region, financial and professional services experienced the greatest declines in the cluster with a 1.22% decline in 2014 and a reduction of 1.94% in establishments between 2011 and 2014. Food and

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beverage related industries led the mature industry cluster increasing the total number of establishments in 2014 by 3.23%, which includes a 1.56% increase in the number of regional employers between 2011 and 2014.

Across the Region, the average annual wage in the mature industry cluster was \$89,881, leading all other industry clusters. In total, the average annual wage for the cluster increased 2.95% in 2014 and 3.54% between 2011 and 2014. Within the cluster, distribution-related industries in the Region experienced the greatest decline in average annual wages falling 6.32% in 2014 and 8.56% in the years between 2011 and 2014. Food and beverage industries along with financial and professional service industries both experienced positive growth in the past year as well as between 2011 and 2014. Together, the mature industry cluster represents the majority of regional employers in our analysis and the average annual wage of workers is the highest of our three clusters. As a result, the cluster remains a priority for the Council as it seeks to identify future economic development opportunities in the Region.

### **GROW NATURAL RESOURCE RELATED SECTORS**

The natural resource related industry sectors represent the smallest cluster in terms of the total number of individuals working, the total number of employers, and average annual wages. The Council recognizes the importance of nurturing the sector to improve regional quality of life and growth potential for employment. Regionally, the natural resource related sectors employ 37,924 individuals. Between 2011 and 2014, the number of individuals employed regionally by natural resource related industries increased 7.31%, including an increase of 3.54% in 2014. There are 2,590 employers in natural resource related industries in the Mid-Hudson Region representing an increase of 2.96% between 2011 and 2014, including a 1.83% increase in 2014. Average annual wages for individuals employed in natural resource related industries in the Region was \$36,200, representing a 1.83% increase between 2011 and 2014, led by a 1.03% increase in 2014.

The Council assesses industry clusters as a means of gauging the impact of public and private investments in the Mid-Hudson Region. Evaluating the economic performance of each cluster allows the Council to evaluate its priorities and assess regional economic development progress for investing in new technologies, attracting and maintaining mature industries and growing natural resource related sectors. Investments in technology leverage regional distinctiveness for innovation and create high paying jobs with significant growth potential in the Mid-Hudson Valley. Attracting and maintaining mature industries is essential for the Region to continue appealing to current and future employers throughout the Mid-Hudson Region. The economic conditions in the Region demonstrate the importance of the Council's goals for targeting public and private investment in specific industries. As a result, the Council has improved the business climate for local employers and enhanced the lives of residents through increased earning potential while collaborating with regional job producing industries.

### **OTHER INITIATIVE-SPECIFIC KEY REGIONAL INDICATORS**

The Council also monitors a number of initiative-specific regional indicators, which can be found elsewhere in this report. URI-specific indicators can be found in Part 5. Data specific to the NYSTAR "Food and Beverage Manufacturing Supply Chain" Industry Cluster can be found in Part 3 (see page 36).

# STATUS OF PAST PRIORITY PROJECTS

## Priority Project Progress

A key component of Governor Cuomo’s Regional Economic Development Council initiative is the requirement that all CFA awarded projects be tracked in order to ensure success and State assistance in fostering the recipient company’s continued growth. Below is a look at the awarded Priority Projects since the MHREDC’s inception.

### PROJECT STATUS GUIDE

**Blue:** Project is complete

**Yellow:** Project is progressing

**Red:** Project concerns need to be resolved

**Green:** Project is on schedule

**Orange:** Project contract not yet executed

**Black:** Project canceled or funding declined



*Biotech, Biomedical,  
and Healthcare  
Advanced Manufacturing  
Information Technology*

#### PRIORITY PROJECTS FUNDED IN 2011 (ROUND 1)

CFA	Project Name	Status
5867	New York Medical College BioInc	Blue

#### PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)

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

#### PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)

CFA	Project Name	Status
27880	3D Printing Initiative at SUNY New Paltz	Green
27942	Kolmar Laboratories, Inc., SKINCARE2013	Green
29942	Clear Solution Labs	Black

#### PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)

CFA	Project Name	Status
39912	USAI Expansion	Green
42096	CGAM 2014 – Additional SMARTT Lab Equipment	Green
42716	Anellotech DS3	Green
38757	Pathway to Health	Green
39349	Jawonio Integrated Health, Wellness, and Work	Green



*Financial and Professional Services  
Food and Beverage  
Distribution*



*Agriculture  
Waterfront Development  
Tourism  
Arts and Culture*

**PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
19033	Matrix Distribution	<b>Green</b>

**PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
38762	Equilibrium Brewery	<b>Green</b>
42781	Hudson Valley Brewery	<b>Green</b>
40581	Stone Ridge Orchard Hard Cider Plant / Food Hub	<b>Orange</b>
42428	Hudson Valley Craft Beer, Cider, and Spirits Project	<b>Orange</b>

**PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
17030	Hudson Valley Food Hub – Phase II	<b>Green</b>
19089	Echo Bay Waterfront	<b>Green</b>
19129	Yonkers Rising Development	<b>Green</b>
14734	Hudson Landing Promenade Project	<b>Green</b>
17045	Glenwood Power Plant Restoration	<b>Yellow</b>
14353	Hyde Park Hotel Ventures	<b>Yellow</b>
16826	Crown Maple Visitor Center	<b>Black</b>

**PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
30713	M-H Capital Region Local Food Distribution Hub	<b>Green</b>

**PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
42279	Hepworth Farms Hudson Valley Grown Farm Hub	<b>Green</b>
43451	LEGOLAND New York	<b>Orange</b>
40201	Mensch Grasmere, LLC (Grasmere Farm)	<b>Orange</b>
41937	Sing Sing Historic Prison Museum	<b>Orange</b>



*Infrastructure*

*Housing*

*Urban Centers*

**PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
15293	Dover Knolls	<b>Black</b>

**PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
30425	Scobie Drive Industrial Park Infrastructure	<b>Green</b>
30408	White Plains Multimodal Transportation Ctr.	<b>Green</b>
32206	Extension of Water Services to Dutchess Airport	<b>Green</b>
29966	Warwick Valley Local Development Corp.	<b>Green</b>
30986	Mid-Hudson Opportunity Area (Peekskill/Brewster)	<b>Green</b>
31855	FITT to Grow New York	<b>Green</b>
32278	TBE Montgomery, LLC	<b>Black</b>
31877	Teutonia Buena Vista	<b>Black</b>
18646	Sound Shore Medical Center	<b>Black</b>

**PRIORITY PROJECTS FUNDED IN 2014 (ROUND 4)**

<b>CFA</b>	<b>Project Name</b>	<b>Status</b>
41765	Williams Lake Resort Community	<b>Green</b>
38871	Middle Main Revitalization Program	<b>Green</b>
43407	Wappingers Falls Waterfront Strategic Investment	<b>Green</b>
38915	Hudson Valley Opportunity Fund	<b>Green</b>
39716	Saw Mill River Daylighting Phase III	<b>Green</b>
39792	Ashburton Avenue Rehabilitation Project	<b>Green</b>
40666	Green Chimneys School Expansion	<b>Green</b>
41094	SoYo Mixed-Use TOD Project	<b>Green</b>

Updates on successful past priority projects including New York Medical College BioInc, Touro College for Osteopathic Medicine, The NYS Center for Cloud Computing and Analytics, The Center for Global Advanced Manufacturing, Matrix Distribution, BadAss Cider, Hudson Valley Food Hub, Saw Mill River Daylighting, and White Plains Multimodal Transportation Hub, can be found in Part 3's section on Strategic Plan Implementation (see page 41).

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## Mapped Status of Past Priority Projects

The MHREDC takes great pains to ensure appropriate geographic distribution of Regional Council Capital Fund dollars, as shown in the map below:



## Summary of All Past Priority Projects

### 2011 (ROUND 1)

1 Project	Project Status
1	Blue

### 2012 (ROUND 2)

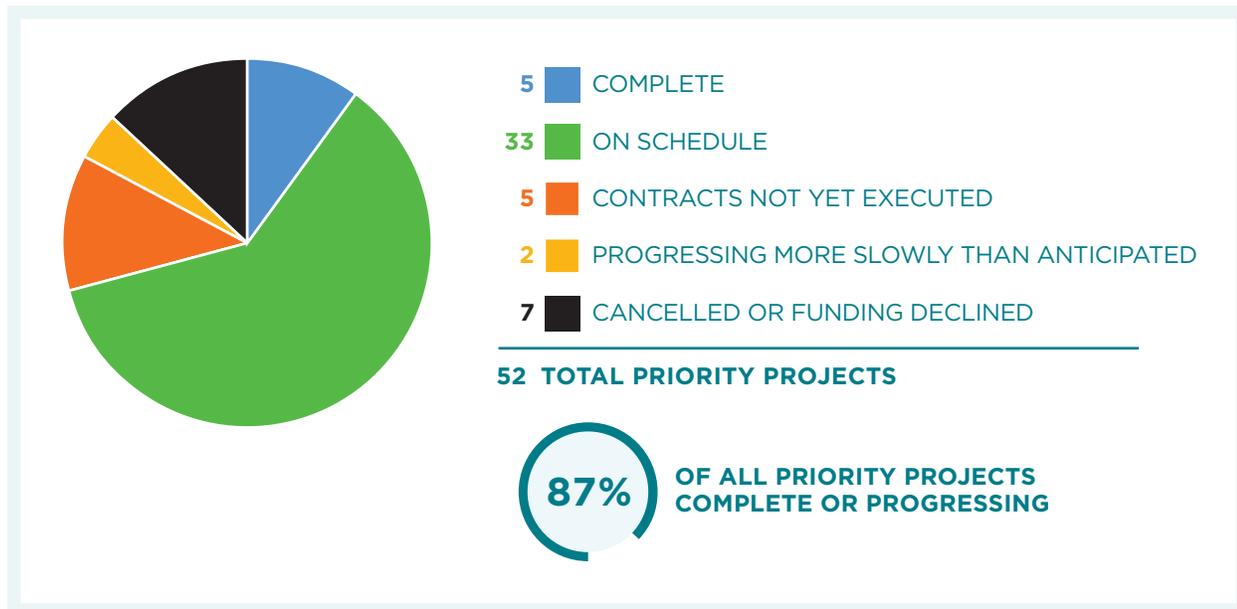
18 Projects	Project Status
4	Blue
8	Green
2	Yellow
4	Black

### 2013 (ROUND 3)

12 Projects	Project Status
9	Green
3	Black

### 2014 (ROUND 4)

21 Projects	Project Status
16	Green
5	Orange



## Leverage of State Investment in All Past Priority Projects

The table below shows the leverage of State investment in all past priority projects, excluding from these calculations those seven projects that were either canceled, or where the award was declined. The ratio of total project cost to total ESD Capital Fund awards for all Mid-Hudson priority projects over the past four rounds is nearly 12:1, demonstrating the Region's commitment to maximizing the impact of public dollars.

### LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

Round	Total Awards	Total Project Cost (TPC)	Total Awards	Total ESD Capital Funds	Leverage All Projects TPC
2011	1	\$14,000,000	\$4,000,000	\$4,000,000	3.50
2012	14	\$319,787,054	\$17,250,000	\$16,050,000	19.92
2013	9	\$18,917,379	\$3,925,000	\$2,700,000	7.01
2014	21	\$169,444,211	\$23,794,000	\$22,034,000	7.69
<b>Totals</b>	<b>45</b>	<b>\$522,148,644</b>	<b>\$48,969,000</b>	<b>\$44,784,000</b>	<b>11.66</b>



# STATUS OF ALL PROJECTS AWARDED CFA FUNDING

## Aggregated Status of All Projects

The Council prides itself on the fact that of the 351 projects it has funded in CFA Rounds I – IV, 93% are either complete or progressing.

### 2011 (ROUND 1)

62 Projects	Project Status
35	Blue
18	Green
1	Yellow
0	Orange
0	Red
8	Black

### 2013 (ROUND 3)

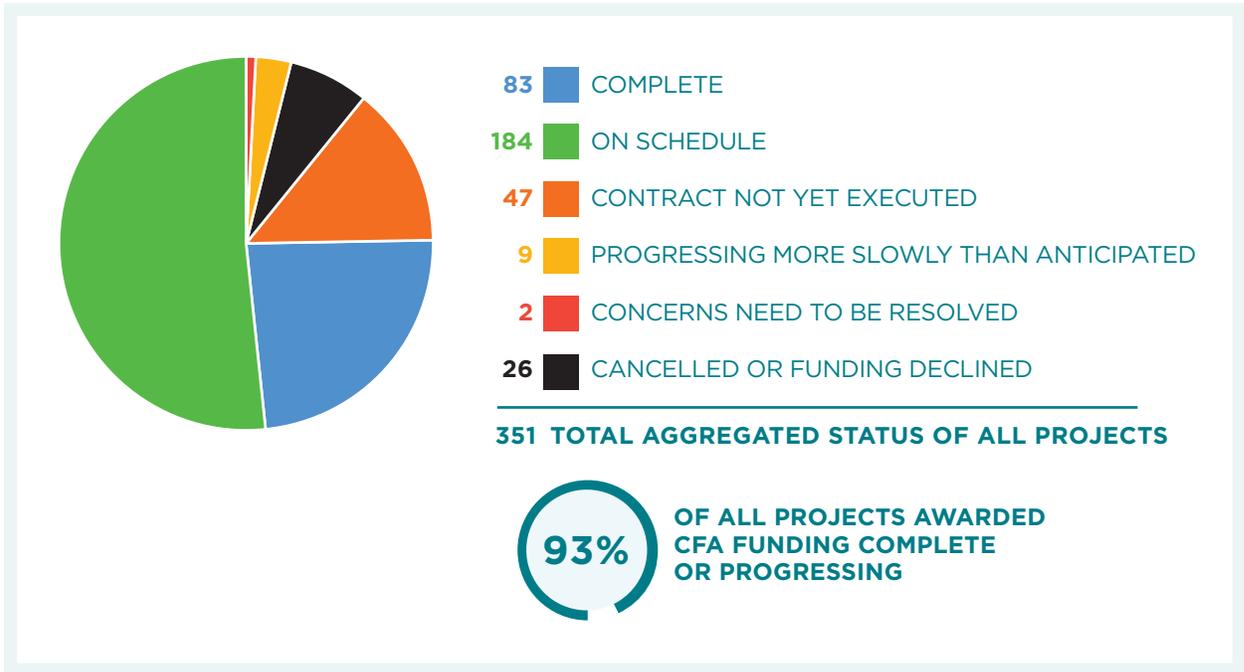
87 Projects	Project Status
10	Blue
50	Green
3	Yellow
19	Orange
1	Red
4	Black

### 2012 (ROUND 2)

84 Projects	Project Status
33	Blue
32	Green
5	Yellow
4	Orange
1	Red
9	Black

### 2014 (ROUND 4)

118 Projects	Project Status
5	Blue
84	Green
0	Yellow
24	Orange
0	Red
5	Black



Updates on successful past CFA awardees can be found in Part 3's section on Strategic Plan Implementation (see page 41).

## Detailed List of Projects Delayed or Terminated

The Mid-Hudson closely monitors the ongoing status of past CFA award recipients, including the 26 projects over the past four rounds where funding was terminated or the award was declined. A complete list, organized by year and agency, can be found below.

### DETAILED LIST OF PROJECTS DELAYED OR TERMINATED

AGENCY	CFA YEAR	APPLICANT	PROJECT	AWARD	REASON FOR TERMINATION
DOL	2011	Plastics Technologies of New York, LLC	Machine Operator Training	\$50,000	Applicant declined the award.
DOL	2011	Illinois Tool Works, Inc. dba ZIP-PAK	Production Worker Efficiency Training	\$18,300	Applicant declined the award.
ESD	2011	Paladin Group Holdings Capital	Public Safety First Responders Facility	\$1,000,000	Applicant declined award after experiencing difficulties obtaining financing for the project.
ESD	2011	San-Mar Manufacturing	SML Manufacturing	\$4,023,235	Applicant declined award due to better offer from Pennsylvania.
ESD	2011	Hudson Valley Produce Farms, LLC	HVP Farms	\$150,000	Delays with project implementation resulted in project termination.
ESD	2011	Cafe Spice GCT, Inc.	Expansion	\$750,000	Applicant terminated the project to pursue alternative financing sources.
ESD	2011	Global Fenestration Solutions/Sound Solutions Excelsior	High Performance Fenestration	\$1,000,000	Delays with project implementation resulted in project termination.
HCR	2011	Westchester Housing Action Council	Townhomes at Cockren Commons	\$400,000	Applicant terminated the project after request to reallocate funds to different site was denied.
DOL	2012	HVP Farms, Inc.	Environmental and Agricultural Training	\$100,000	Applicant terminated project due to inability to hire additional staff.

**DETAILED LIST OF PROJECTS DELAYED OR TERMINATED (CONTINUED)**

AGENCY	CFA YEAR	APPLICANT	PROJECT	AWARD	REASON FOR TERMINATION
DOL	2012	Prima Home Sales dba Primas Green House	Building Analysis and Green Training	\$13,270	Applicant declined the award.
DOL	2012	Nubian Directions II, Inc.	Pre-Apprenticeship Construction Training	\$50,000	Applicant declined the award.
DOL	2012	Fala Technologies, Inc.	ISO, Software, and Technical Training	\$99,984	Applicant declined the award.
DOL	2012	Precision Pipeline Solutions, LLC	Operations Training	\$37,500	Applicant declined the award.
ESD	2012	Dover Knolls Development Company II, LLC	Dover Knolls Infrastructure Development Project	\$2,000,000	Applicant declined the award after experiencing difficulties obtaining financing for the project.
ESD	2012	Madava Farms, LLC	Crown Maple Phase II Expansion for Visitor Center and Increased Manufacturing at Madava Farms	\$500,000	Applicant completed the project prior to award announcement.
ESD	2012	City of New Rochelle	Sound Shore Medical Center Medical Office Building Project	\$1,000,000	Project terminated because Sound Shore Medical Center declared bankruptcy; buyer declined to pursue the project.
ESD	2012	Bon Secours Charity Health System	Regional Cancer Center Medical Office Building	\$500,000	Applicant has been unable to secure necessary financing to undertake the project.
HCR	2013	Town of Poughkeepsie	Local Waterfront Revitalization Program Update	\$25,000	Applicant chose not to undertake project due to staffing constraints.
ESD	2013	Orange Regional Medical Center	Medical Campus Development	\$750,000	Applicant declined award, and the project is moving forward without State assistance.
ESD	2013	Clear Solution Labs, LLC	Establish Contract Manufacturing Business	\$1,000,000	Applicant unable to secure necessary financing to undertake project.

**DETAILED LIST OF PROJECTS DELAYED OR TERMINATED (CONTINUED)**

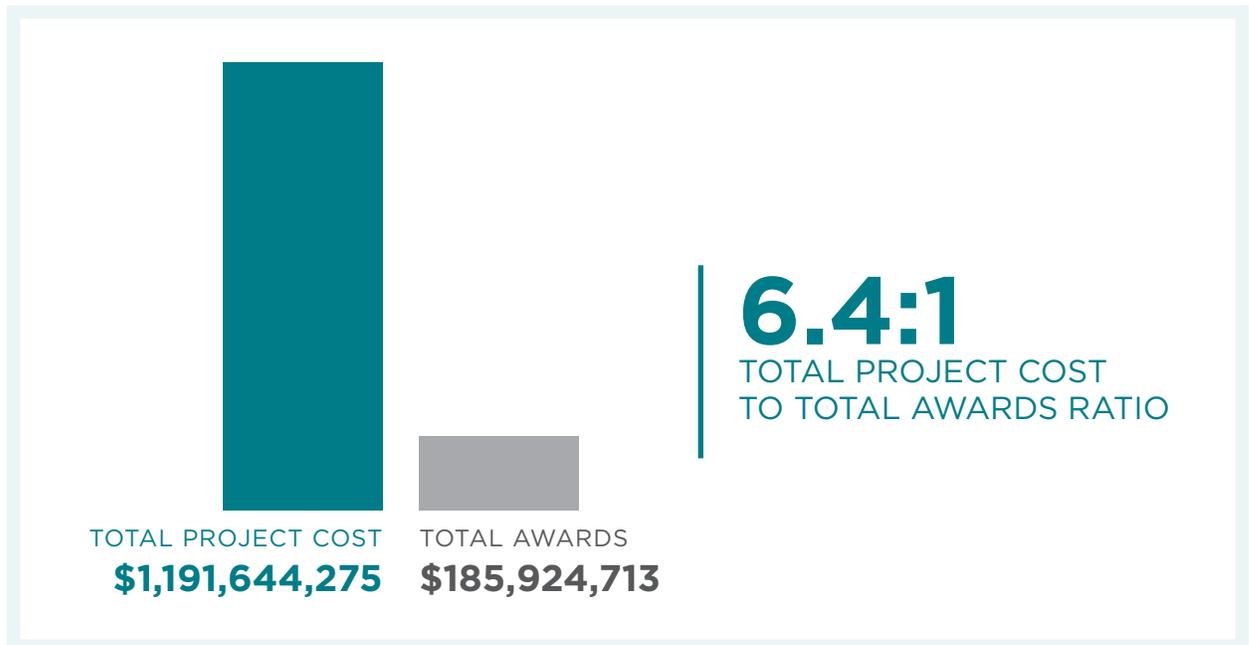
AGENCY	CFA YEAR	APPLICANT	PROJECT	AWARD	REASON FOR TERMINATION
ESD	2013	Taylor Biomass Energy, LLC	Large-Scale Waste to Energy Facility	\$1,000,000	Applicant declined the award, and the project is proceeding with non-CFA funding.
DOL	2014	Zumtobel Lighting	Lean Manufacturing and Operations Training	\$50,000	Applicant declined the award.
ESD	2014	Jica Chips	Manufacturing Expansion Project	\$15,000	Applicant elected to start operations using a co-packer rather than building out a commercial kitchen.
ESD	2014	Village of Goshen	CRV Well Project	\$80,000	Applicant completed project prior to award announcement.
ESD	2014	Greater Newburgh Partnership	Port of Newburgh Economic Development Strategy	\$25,000	Applicant declined the award.
ESD	2014	Ceres Technologies, Inc.	New Solar Panel Manufacturing Facility	\$500,000	Applicant declined the award due to international partner pulling out of the project.

## Leverage of State Investment in All CFA Projects

The table below shows the leverage of State investment in all past CFA projects, excluding from these calculations those twenty six projects that were either canceled, or where the award was declined. The ratio of total project cost to total ESD Capital Fund awards for all Mid-Hudson CFA projects over the past four rounds is 6.4:1.

### LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

Round	Total CFA Projects	Total Project Cost (TPC)	Total Awards	Leverage All Projects TPC
2011	54	\$190,295,706	\$56,085,050	3.39
2012	75	\$490,741,473	\$59,089,650	8.31
2013	83	\$121,275,840	\$22,472,010	5.40
2014	113	\$389,331,256	\$48,278,003	8.06
<b>Totals</b>	<b>325</b>	<b>\$1,191,644,275</b>	<b>\$185,924,713</b>	<b>6.41</b>



## Job Creation

The MHREDC closely tracks job creation numbers related to funded CFA projects, where such data is available. The numbers in the table below show jobs created or retained over the past four years of funding, excluding from the calculations those 26 projects that were either canceled, or where the award was declined. It is important to note that the numbers below are not truly representative of the

Council's full impact, as several Mid-Hudson agencies, including DOT, EFC, HCR, ONCS, OTDA, DOS, and DEC do not track job creation numbers. The Council has made it a top priority in the coming year to work closely with these agencies and project sponsors to assemble more accurate job creation data.

### JOB CREATION IN ALL CFA PROJECTS

Round	Total CFA Projects	Construction Jobs Created	Jobs Retained	Jobs Created
2011	54	62	351	348
2012	75	1,236	1,342	285
2013	83	321	807	276
2014	113	2,463	2,893	1,680
<b>Total</b>	<b>325</b>	<b>4,082</b>	<b>5,393</b>	<b>2,589</b>





## **PART 3**

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*implementation agenda*

# IMPLEMENTATION OF 2015 STATE PRIORITIES

## NYSTAR Regional Economic Cluster Program

As part of a new initiative and key priority in CFA Round V, the MHREDC was asked to define a manufacturing-based industry cluster for the purpose of the NYSTAR’s Manufacturing Extension Program (MEP). The Council’s Industry Cluster Work Group took stock of the Region’s existing assets and strategies; analyzed industry trend data on average annual employment, wages, and number of establishments; and ultimately selected a cluster it refers to as the “Food and Beverage Manufacturing Supply Chain.”

### DEFINING THE CLUSTER

This cluster, as defined by the MHREDC, includes the interrelated sub-industries of food and beverage manufacturing, processing, and equipment. These industries share distribution channels and customers; manufacture complementary products; and are related by skills, technologies, specialized machinery/infrastructure, and other common inputs; so the Council felt it appropriate to link them together under one relatively broadly defined cluster.

### WHY THE FOOD AND BEVERAGE MANUFACTURING SUPPLY CHAIN?

The Council chose this cluster, in large part, because it plays to existing regional strengths and established MHREDC priorities. The Council has previously identified both high-tech manufacturing and the food and beverage industry as priorities for investment. It named four craft brewing beverage manufacturers as 2014 Priority Projects in the past year (see Strategic Plan Implementation, page 41) and is recommending an additional eight food and beverage manufacturing-related projects for Priority status this year (see Priority Projects, page 64), making this cluster a logical extension of past and future State investment.

Example Industries	Example Products	Example Equipment
<ul style="list-style-type: none"> <li>• Animal Food Manufacturing</li> <li>• Bakeries and Tortilla Manufacturing</li> <li>• Dairy Product Manufacturing</li> <li>• Food Product Machinery</li> <li>• Fruit and Vegetable Preserving and Specialty</li> <li>• Sugar and Confectionary Product Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• Hydroponic/Aquaponic Farming</li> <li>• Urban Farmed Shrimp</li> <li>• Nutraceuticals</li> <li>• Food Additives</li> <li>• Canning and Bottling</li> <li>• Nutrients and Food Ingredients</li> <li>• Farm to Table</li> <li>• Specialty Foods</li> </ul>	<ul style="list-style-type: none"> <li>• Bone In/Boneless Injection and Marinating Equipment</li> <li>• Spray Coaters for Food Manufacturers</li> <li>• Blenders</li> <li>• Packaging Machines</li> </ul>

## NEW YORK FOOD MANUFACTURING JOBS

Region	2010	2014	% Change
Capital Region	1,947	2,091	7.4%
Central New York	1,637	1,556	-4.9%
Finger Lakes	5,527	5,875	6.3%
Long Island	6,805	6,103	0.3%
<b>Mid-Hudson</b>	<b>5,037</b>	<b>6,020</b>	<b>19.5%</b>
Mohawk Valley	2,304	2,390	3.7%
New York City	14,326	16,142	12.7%
North Country	1,055	963	-8.7%
<b>State Total</b>	<b>48,954</b>	<b>52,397</b>	<b>7.0%</b>

Data also suggests that this is a fast-growing industry within the Mid-Hudson economy. According to Empire State Development's EMSI Q2 2015 Data Set, the Mid-Hudson has more food manufacturing jobs than any other reporting Upstate Region, lagging only NYC and Long Island in terms of total jobs. The Region has also experienced incredible growth in this sector, expanding from 5,037 jobs in 2010 to 6,020 in 2014—an increase of 19.5%

Equally important, the Food and Beverage Manufacturing Supply Chain is a relatively well-paid sector. According to Empire State Development's EMSI Q2 2015 Data Set, the average annual wage for all food manufacturing was \$59,923 (well above the national average of \$53,891 for the same industry), and several other sub-industries, including high-tech equipment manufacturing, were even higher.



Beer stills at Equilibrium Brewery in Middletown, NY

## EXISTING AND EXPANDING MID-HUDSON BUSINESSES

Supporting the growth of the “product” portion of this cluster is the Mid-Hudson's proximity to NYC markets and the desire by that consumer base for fresh, custom food products. The “equipment” portion of this cluster is built on the Region's already strong hardware and automated equipment company base, which has seen many companies branching into food equipment as extensions of their in-house skill sets. In addition to companies producing food or equipment related products, the Mid-Hudson also has a cluster of box manufacturers reporting that food packaging is a significant part of their business.

In the Mid-Hudson, successful company attraction efforts have yielded businesses including leading frozen food brand Amy's Kitchen (Goshen, Orange County), live shrimp manufacturer Eco Shrimp Garden (Newburgh, Orange County), and corrugated packaging manufacturer President Container (Middletown, Orange County).

Other established Mid-Hudson companies have announced plans for expansions. These companies include JBT Wolf-Tec, which manufactures automated industrial food processing equipment (Kingston, Ulster County), Stauber Ingredients, a food-pharma-cosmetic ingredient manufacturer (Florida, Orange County) and EFCO Products, a bakery ingredient manufacturer (Poughkeepsie, Dutchess County). Some Mid-Hudson companies, including EFCO, are working closely with the Regional Council's Global NY Work Group to expand their

international presence. Additionally, high-tech companies including Sono-Tek (Milton, Ulster County) and Ceres Technologies (Saugerties, Ulster County) have entered the food processing equipment space.

**NEXT STEPS**

This emerging cluster will continue to receive support from regional resources and partners including the Culinary Institute of America (through the Department of Culinary Science), SUNY New Paltz (through the 3D Printing Initiative), Hudson Valley Economic Development

Corporation’s Food and Beverage Alliance, the Region’s START-UP NY campuses, Cornell University’s Food Science program, The Solar Energy Consortium (TSEC), and SUNY Sullivan, a local community college building expertise in the food processing industry.

The Industry Cluster Work Group has also outlined a number of initiatives it will undertake throughout the coming year to support the cluster:

**IMPLEMENTATION AGENDA & TIMELINE**

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Assist entrepreneurs in the food manufacturing business to process and test food products.	The Council has supported the installation of SMARTT Labs and SMARTT Pods at the Orange County Business Accelerator.	If funding is awarded, install SMARTT Lab/Pods for Food Manufacturing and Bottling (Summer, 2016).
Ensure alignment and partnering with New York State assets in the Region.	Convene a conference to explore emerging trends in food manufacturing including hydroponics, aquaponics, hops processing, organics, artisanal foods, small family farming, regulation, energy efficiency, labelling, sustainable processes, etc.	Secure regional industry partners capable of reaching out to all food manufacturing or supporting businesses in the Region and bring in leaders to facilitate the discussions on how to grow these businesses and this industry.  Establish a steering committee of farmers, manufacturers, equipment suppliers, and the college community to set the agenda for the conference (Spring, 2016) and host the conference (Late Fall, 2016).
Support the continued expansion and investment initiatives of companies in the Region that have approached the Council for funding.	The Council has previously funded a number of craft brewing projects, and named seven food and beverage manufacturing related projects as priorities for capital awards in this round of CFA funding.	Provide continued support to CFA applicants (Ongoing).



## Global NY

A key component of the REDC competition in 2014, Governor Cuomo launched the Global NY initiative to attract international investment and jobs to New York and provide the State's businesses with the tools and assistance necessary to export their products to the global marketplace. As a part of this initiative the Governor convened an October 7, 2014 Global Summit on World Trade and Investment at the Jacob K. Javits Center in New York, which was attended by many MHREDC members.

At that summit, Governor Cuomo announced that he would be undertaking several international trade missions. In April of this past year, the Governor led an historic two-day

trade mission to Cuba in order to facilitate international economic opportunities. This visit included executives from MasterCard, Pfizer, JetBlue, Chobani, and Dr. Leonard Schleifer, MD, Ph.D., President and CEO of Regeneron Pharmaceuticals, Inc., and Co-Chair of the MHREDC.

In order to continue to move this statewide priority forward in 2015, the MHREDC formed an International Trade and Investment Advisory Committee, made up of representatives from both the public and private sector. The Committee has identified and pursued several action items this past year, as identified in the table on the following page.

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Support the international trade and investment initiatives of companies in the Region that have approached the Council for funding.	Supported CFA awards to Foreign Direct Investment (FDI) of companies like Selux Corporation (Germany), Zumtobel Lighting (Austria), and Kikkerfrosch Brewery (Greece).  Supported reshoring of production from overseas back to the Mid-Hudson—underway by USAI lighting.	Provide continued support to CFA Global NY 2015 applicants (Ongoing).
Increase awareness of resources available to assist companies with their export actives.	Meeting of Global NY Committee held and items identified for short and long term action agenda.	Host two breakfast meetings with 10 – 15 businesses for a focused round table to increase knowledge of the CFA process and further communicate Global NY opportunities on trade and investment (Fall 2015).
Support the development of Stewart International Airport’s capabilities.	New investments in runway and terminal facilities are being made to enhance Stewart International Airport capacity.	Continue partnership and dialogue with Port Authority of New York and New Jersey (Ongoing).
Partner with other REDC Global NY committees to enhance project development and coordination.	Joint meeting of MHREDC Trade and Investment committee held on June 16, 2015 with the Long Island and New York City Regional Council global work groups.	Establish and hold regular schedule of working groups (Ongoing).
Attract and facilitate foreign direct investment.	Dialogue opened with a Regional Center to identify and attract EB5 Investments.	Identify various development opportunities and publish a Mid-Hudson Investment book (Fall 2015).
Develop a comprehensive regional export plan.	Additional members added to bolster the committee skill set.	Committee currently undertaking compilation and assessment of the Region’s assets (Ongoing).

## Strategic Plan Implementation



**#INVEST IN TECHNOLOGY**

*Biotech, Biomedical and Healthcare*

*Advanced Manufacturing*

*Information Technology*

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

### **CORE STRATEGY 1: INVEST IN TECHNOLOGY**

As discussed at length in other sections of this report, (Part 5, page 122), technology-intensive industries in the Region are anchored by the presence of Regeneron Pharmaceuticals, Inc., IBM, and other major employers, and supported by the Mid-Hudson’s well-educated workforce. Believing that the Region is poised for growth in high-tech industries, the Council has invested in this strategy, previously funding 18 “red” Priority Projects and many other strategy-aligned CFAs (see Part 2, page 20 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V.

#### **Biotech, Biomedical, and Healthcare**

A 2012 awardee, **Touro College of Osteopathic Medicine**, has redeveloped the former Horton Hospital in the City of Middletown, Orange County, into a state-of-the-art osteopathic medical school. All construction on this project is now complete and the first class was admitted in fall 2014. Touro now has 270 students studying osteopathic medicine, and it expects to have an additional 60 students

registered for the Master’s program of Interdisciplinary Studies in Biological and Physical Sciences later this year. Thus far, Touro’s Middletown campus has employed 50 Adjunct Faculty members, 81 part-time staff, 34 full-time employees, and is continuing to add faculty and administration as each class begins its medical studies.

The Middletown campus is quickly becoming a hub of educational excellence in the Mid-Hudson, and will continue to positively impact the regional economy for years to come.

#### **Advanced Manufacturing**

A 2014 CFA awardee, **USAI, LLC**, is an international industry leader in manufacturing LED lighting fixtures. It has grown from a \$5.9 million company seven years ago to a \$35.6 million company today. USAI has initiated a \$6.5 million expansion and upon completion, the company will be able to design, develop, test, and manufacture, localizing production from China and other states and increasing its global market share of this \$25 billion industry. The company is leveraging a \$1,000,000 grant and \$820,000 in Excelsior tax credits to improve and renovate its current

facility to create a new 3,300 square foot engineering laboratory, 6,000 square feet of office space and 11,467 square feet of manufacturing and warehousing space in the Town of New Windsor, Orange County. This project will create 99 new jobs and retain 134 existing full-time jobs over 5 years.

A 2012 awardee, **The Solar Energy Consortium (TSEC)**, leveraged a \$1,000,000 ESD grant to invest more than \$3.4 million towards the purchase and installation of highly specialized equipment which is housed at a machinist training center in the City of Newburgh, Orange County, located at the Newburgh Armory Unity Center, creating the Center for Global Advanced Manufacturing (CGAM). Approximately 50 hard to employ City of Newburgh residents were put back to work through a program in which people were trained at the SMARTT LAB located at the Newburgh Armory in Sheet Metal skills for a lighting company in New Windsor called LSI. LSI agreed to offer jobs to anyone who graduated from the program. Approximately 50 people were put to work in union (IBEW) jobs at LSI. In addition to using the SMARTT Labs/Pods for training, SME Manufacturing companies use the SMARTT Labs for faster product development, testing, and problem solving.



NYS Cloud Computing and Analytics Center, Marist College

### Information Technology

A 2012 awardee, **Marist College**, leveraged a \$3,000,000 ESD grant to invest \$38,000,000 to establish the NYS Cloud Computing and Analytics Center (CCAC), which provides IT services, including hardware, software, training, and consulting services to businesses. Marist has hired five new full-time faculty members, two new IT staff members, ten part-time (20 hours/week) staff members, and one administrative assistant to support CCAC projects. The CCAC has trained more than 1,000 individuals in data center management since its inception (279 in the past six months alone), and the Center has incubated a number of companies, including BlackRidge Technology.

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Improve access to capital for start-up technology firms.	The Hudson Valley Startup Fund, an early seed-round venture fund for Mid-Hudson start-ups, has attracted committed and pending angel investors. The fund's initial organizational meeting was sponsored by Marist College.	Continue to support the attraction of qualified investors to supplement the funds already raised by the Hudson Valley Startup Fund (Ongoing).
Continue to identify and promote strategy-aligned CFA applications.	The Council has identified four such Priority Projects for this round of funding (see complete list of 2015 Priority Projects on page 64).	Following awards announcements, continue to track project status and monitor implementation (Ongoing).

**#ATTRACT  
& RETAIN  
MATURE  
INDUSTRIES**

*Financial and  
Professional Services*

*Food and Beverage*

*Distribution*

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

**CORE STRATEGY 2: ATTRACT & RETAIN**

As discussed elsewhere in this report (see Part 2), mature anchor industries employ 106,499 individuals in the Mid-Hudson Region, and have continued to distinguish themselves as some of the Region's most diverse and fastest growing sectors. Because these are crucial areas for continued investment, the Council has previously funded five "purple" Priority Projects and many other strategy-aligned CFAs (see Part 2, page 21 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V.

**Food and Beverage**

In last year's report, the Council identified an important craft brewing sub-cluster of its food and beverage industry. Believing that it had a unique opportunity to make the Mid-Hudson Region of New York State the center of the made-in-America craft beer movement and to support our growing number of hard cider producers, the Council funded four craft beverage projects.

A 2014 awardee, **Hudson Valley Brewery**, will use \$450,000 in Council funds to leverage a \$2.5 million investment to acquire and renovate a turn of the century historic factory on East Main Street in the City of Beacon,



Dutchess County, into a mid-sized production brewery and tap room, which will feature a Bavarian-style beer hall and beer garden with a simple farm-to-table menu consisting of fresh ingredients from local Hudson Valley farms.

Another 2014 priority project awardee, **Badass Cider Company, LLC**, is developing a bottling line to bottle its own cider, but it will also allow the line to be rented out by other craft brewers, cideries, and distilleries in the Region. Although this project was only funded last year, the bottling line is already operational, two full-time employees have been hired, and the company is currently looking for a building to locate its operations.

**Equilibrium Brewery** is also moving forward with the Council's 2014 support. This brewery is planning to transform a vacant, former meat packing building into a state-of-the-art craft brewing and canning facility that will produce craft beer to be sent out to distributors. The building is located in downtown Middletown, a distressed area of Orange County. By adding to the downtown entertainment area and promoting local tourism, the project supports the City of Middletown's Business Improvement District's (BID) goals of making the downtown area a more desirable place for people to live, work, and play. In the time

since the Council's funding, the brewery has acquired their building and renovations are scheduled for completion September 2015.

### Distribution

A 2012 awardee, the **Matrix Distribution Park** is a 69-acre tract of land in the Town of Newburgh assembled by Matrix Development Group for development of a state-of-the-art, 565,000 square foot warehouse/distribution facility. The project received a \$500,000 award to make the site shovel ready. The project has a prime location in the Boston-Washington supply chain corridor with direct frontage along I-84, I-87, and Route 17K. The highway access is unparalleled, thanks to the new \$121 million, I-84/I-87 interchange improvement project. Stewart International Airport is adjacent and provides air-freight synergies and overnight carrier support. Matrix Development Group has developed over 15 million square feet in its 30+ year history, and specializes in providing efficient facilities for discerning clients. AmeriSource Bergen has announced that it will be investing \$39.3 million to build a state-of-the-art pharmaceutical drug distribution center in Newburgh, creating 121 new jobs on the Matrix Distribution Park site.

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
<p>Assist regional food and beverage producers—especially the newly identified craft brewing industry cluster. The number of regional craft breweries doubled between 2012 – 2015, from 95 to 207.</p>	<p>The Council identified and funded four craft brewing projects as Priorities in CFA Round IV and eight food and beverage-related projects (including several breweries) as Priority Projects for Round V.</p>	<p>Following awards announcements, continue to track project status and monitor implementation (Ongoing).</p>
<p>Initiate a marketing campaign to raise awareness of the inventory of distribution sites in the Mid-Hudson, highlighting the proximity of the Mid-Hudson to the major economic centers of the Northeastern United States, including Boston, New York, Washington DC, and Philadelphia.</p>	<p>The Byne Group, under the supervision of the Marketing Committee, is creating a microsite for the MHREDC. Components of the microsite include highlighting various sites throughout the Hudson Valley that are available either for lease or purchase, in addition to information about the Hudson Valley specifically tailored for site selectors interested in the Region.</p>	<p>The MHREDC Marketing work group will continue to represent the Region at various tradeshow across the country (NYSCAR, CoreNet, NAIOP, and SIOR, for example), delivering information to C-suite executives, the nation's leading commercial real estate brokers, and industry experts (Ongoing).</p>

## #GROW NATURAL RESOURCES

*Agriculture*  
*Waterfront Development*  
*Tourism*  
*Arts and Culture*

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

### **CORE STRATEGY 3: GROW RESOURCE RELATED SECTORS**

The Council recognizes the importance of nurturing this sector to improve regional quality of life and growth potential for employment in industries including agriculture, tourism, and arts and culture. Over the past four rounds of competition, the Council has funded 12 “green” Priority Projects and many other strategy-aligned CFAs (see Part 2, page 21 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V.

#### **Agriculture**

Understanding that getting locally grown agricultural products to market must be a key part of its regional strategy, the Council has named two food hubs Priority Projects over the past four rounds of funding. The first award, back in 2012 allowed **Farm to Table Co-Packers** and **Hudson Valley Harvest**—two successful food processing and distribution firms that serve over 60 regional farms and over 40 private label customers—to expand their capacity and meet the growing demand for local food from customers in New York City and the Northeast. 2014 sales for Farm to Table Co-Packers rose over 29% from the previous year, and the project has generated 48 direct permanent jobs and 56 seasonal jobs.



Jars at the Hudson Valley Food Hub

In 2014 the Council also funded the **Mid-Hudson/Capital Region Food Distribution Hub**, an interregional initiative which will set up two “local distribution nodes” to supplement the well-established food transportation and distribution infrastructure in the area—meeting the need for “less than trailer load” freight service. The Council’s funds are being used to build a facility in Sullivan County to serve as the southern node of the operation and Columbia County will retrofit 10,000 square feet of space to serve as the northern “node.” These nodes will enable farmers to cost-effectively access the larger New York City, Hudson Valley, and Northeastern markets.

On June 9, 2014, Governor Cuomo announced the opening of the very first stand-alone **Taste NY Market** in the entire State. The storefront is located at the Todd Hill rest area

on the Taconic State Parkway in Dutchess County. This is a great example of inter-agency collaboration, as the State Department of Agriculture and Markets, the Department of Transportation, and the Office of General Services partnered with Cornell Cooperative Extension Dutchess County to create the unique Taste NY experience on the Parkway. The market boasts a wide variety of regional and New York State foods, beverages, and agricultural products from 15 local farms. About 18,000 cars travel the Taconic State Parkway every day, and the Taste NY market has become a “must stop” for many of these motorists.

### Tourism, Arts, and Culture

A 2012 awardee, the **DIA Art Foundation** received \$75,000 in NYS CA funding through the CFA to expand its arts programming to engage the public, including Community Free Days, and develop and continue new education initiatives serving the City of Beacon and regional schools. In 2013, the DIA Arts Foundation was awarded \$37,500 to continue its education initiatives including on-going in school arts partnerships, guided school group tours, teen-focused initiatives, professional development components and a college student internship program. An economic analysis has concluded that DIA

Beacon contributes \$12.4 million in revenue annually to the Region.

A 2014 awardee, **The Hudson Highland Fjord Trail** will transform a portion of the State Route 9D/Metro-North Hudson Line corridor in the heart of Hudson Highlands State Park between the Village of Cold Spring and City of Beacon from a high speed thoroughfare into a multi-use, user-friendly recreational, tourism-oriented connection that provides people with a stronger visual and physical connection with the Hudson River. The project received \$500,000 to assist in building the multi-use trail between the Breakneck Ridge Train stop to the Breakneck Ridge Trailhead, as well as a \$100,000 award in 2013 to assist in the implementation phases of the project.

Parks awarded The Poughkeepsie-Highland Railroad Bridge Company \$400,000 in 2011 to leverage a \$621,000 investment to install an elevator at the **Walkway Over the Hudson State Historic Park**, connecting visitors to Poughkeepsie’s northern shoreline to the bridge overhead. The elevator was opened to the public in the Spring of 2014. Building on that effort, the Greater Walkway Experience branding and marketing campaign is using \$186,000 in Market NY funding (2014 CFA) to encourage Walkway



The Walkway Over the Hudson State Historic Park, Dutchess and Ulster Counties

State Park’s 500,000 annual visitors to venture beyond the Park to patronize hotels, restaurants, shops, and cultural venues in Dutchess and Ulster counties. The public-private partnership administering this campaign is drawing upon resources from several key regional partners—including Marist College, SUNY New Paltz, IBM, Scenic Hudson, New York State Parks, and the Walkway Over the Hudson’s

non-profit organization. This dynamic collaboration has produced creative and specific outreach, marketing, and branding components designed to captivate local, national, and international visitors and showcase “360 Degrees of Discovery” throughout the Mid-Hudson Valley.

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Continue to identify and promote strategy-aligned CFA applications.	The Council has identified four such Priority Projects for this round of funding (See complete list of 2015 Priority Projects on page 64).	Following awards announcements, continue to track project status and monitor implementation (Ongoing).
Continue interregional collaboration through the Hudson Valley Tourism Group’s efforts to create apps and other hi tech promotional tools for the areas encompassing the Hudson Valley and Catskill Regions.	<p>This year saw a 6.5 percent increase in visitation to Historic Hudson River Town’s website, representing 208,000 unique visitors.</p> <p>Hudson Valley Tourism implemented a marketing grant through the Capital District REDC that benefitted both the Mid-Hudson and Capital District Regions.</p> <p>Hudson River Greenway Water Trail, a federally designated water trail that includes 100 access sites, is taking shape, with significant work done in 2014 and 2015 toward creation of new interactive website, including trip itineraries, and a series of beautifully designed interpretive waterproof maps.</p>	The Council has adopted this as a major initiative in its URI Plan – Part 5 (Ongoing).
Invest in trail connectivity projects to align tourism and quality of life opportunities, export our Region’s tourism brand, create access to world class natural resources, including for veteran populations (Ongoing).	A number of projects made significant strides in this area, including: the Hudson Highlands Fjord Trail, the Kingston Connectivity/Greenline Project’s Hudson Promenade, Sullivan County’s plans for a linkage and connectivity analysis on the O&R Rail Trail, the Westchester County Riverwalk’s plans to connect with the Croton Aqueduct Trail and North County Trailway, The Mohonk Preserve Foothills Trail, and Connectivity Project.	Continue investments to further develop regional trail networks. Prioritize investments that link municipal centers with one another and protected landscapes available for recreation and tourism (Ongoing).



*Infrastructure*

*Housing*

*Urban Centers*

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

#### **CORE STRATEGY 4: REVITALIZE THE REGION'S INFRASTRUCTURE**

The MHREDC believes strongly that key anchor infrastructure projects that facilitate immediate job creation are worthy of Council support. These include building the New NY Bridge to replace the Tappan Zee Bridge in the southern part of the Mid-Hudson Region and strengthening the capacity of the area surrounding Stewart International Airport, to name a few. Over the past four rounds of competition, the Council has funded 18 “blue” Priority Projects and many other strategy-aligned CFAs (see Part 2, page 22 for more information). The Council closely monitors the progress of these projects, and what follows are a few status updates on projects funded in Rounds I – V.

##### **Infrastructure**

**Stewart International Airport** is a public/military airport owned and operated by the Port Authority of NY and NJ in the Mid-Hudson Region, located within two towns in Orange County—the Town of Newburgh and the Town of New Windsor. The passenger airline companies that currently serve the Airport are: Allegiant (Non-Stop to St. Pete/Clearwater International), JetBlue Airways (Non-Stop to Orlando and Ft. Lauderdale), Delta (Non-Stop to Detroit hub), and U.S. Airways (Non-Stop to Philadelphia hub). There are two Flight Based Operators that currently operate at Stewart—Atlantic Aviation and



The New NY Bridge under construction

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Airborne Aviation Services—which provide aviation services to private aircraft. Stewart International Airport is home to various industries such as distribution enterprises including FedEx, UPS, Carib South, and the United States Postal Service; hospitality enterprises such as Homewood Suites and a Marriott Courtyard; manufacturers such as The Metal Container Corporation, which manufactures the cans for Anheuser-Busch, and Pepperidge Farm; software companies such as Docuware and Epicor Software Corporation; not for profit enterprises such as the Orange County Business Accelerator and the Hudson Valley Economic Development Corporation, and government entities such as the FBI, the TSA, the New York State Crime Lab, Empire State Development, Department of Agriculture and Markets, and the Office of the State Comptroller are all operating on the grounds of Stewart International Airport. In addition, there are 53.62 acres of land available in the Industrial Park off of Route 17K, which is very close to being shovel-ready.

In October 2014, Governor Cuomo announced that Stewart International Airport would be turned into a Regional Cargo Distribution Hub with a potential START-UP NY Zone established at the Airport. The Port Authority recently announced that Carib-South is opening a 10,000 sq. ft. cargo operation with 10 to 12 employees at the FedEx distribution facility just off of Governor Drive in the Industrial Park.

On September 17, 2015 Howard Zemsky, President and CEO of Empire State Development, Leslie Whatley, Executive Vice President of START-UP NY along with economic development partners Maureen Halahan from the Orange County Partnership, Jonathan Drapkin, President and CEO of Hudson Valley Pattern for Progress and Laurence Gottlieb, President and CEO of Hudson Valley Economic Development Corporation held an event at Stewart International Airport to help promote redevelopment opportunities at the Airport to a group of over 100 developers, brokers, economic development partners from the Mid-Hudson Region.

## Housing

**Hudson River Housing** is undertaking the restoration and adaptive re-use of The Poughkeepsie Underwear Factory, a National Historic Register property located at Main and

North Cherry Streets, and one of the last remaining mill buildings in the Poughkeepsie area. Hudson River Housing will leverage a \$800,000 ESD grant to develop a site that is a hub for sustainable living that connects the urban city center to the wealth of natural and cultural resources in the Hudson Valley. The building will include 7,000 square feet of community commercial enterprise space and 15 units of high quality affordable housing. Over the last five years, this area of Main Street has been the target area of the successful Middle Main Initiative.

## Urban Center Revitalization

The City of Yonkers has undertaken a massive urban renewal project to daylight the buried **Saw Mill River**. The project started in 2011, and has had three phases so far. Phase 1 transformed a surface parking lot into a 1.8 acre river-themed park from the Yonkers Metro-Station east to Warburton Avenue. This phase was completed in summer 2012. In Phase 2, the City of Yonkers acquired six properties along New Main Street to allow riverbank restoration to occur.

Phase 3, which the Council funded as a 2014 priority project, is now underway, furthering the daylighting of the river to the east to anchor the creation of a new urban space in the heart of downtown Yonkers to be known as the Mill Street Courtyard. The Council's investment will design and construct a river-themed park along New Main Street from Ann Street to the Nepperhan Avenue arterial to spur private development of the adjacent parking lot. This phase is scheduled to be completed in December 2016. The City of Yonkers has reported that Phases 1 and 2 have already spurred over \$400 million of ongoing housing and mixed-use development projects. The daylighting has helped to attract high quality tech jobs (Mindspark and ContraFect Corporation), and a dozen new restaurants in downtown Yonkers.

The **Town of Warwick**, in partnership with private investors, has acquired the closed Mid-Orange Correctional Facility to redevelop approximately 130 acres. It is currently in the process of turning this old prison into a business and technology campus housing incubators, research facilities, and light manufacturing sites on pre-approved parcels that will allow immediate occupancy. The Council's

2013 investment is allowing for generic site approval and detailed infrastructure improvement designs, which will then be constructed using private and public investment. An aggressive regional marketing program will also be implemented to connect and develop inter-regional partnerships with universities and industries in the Mid-Hudson and beyond. The redevelopment of this site will create 100-150 construction trade jobs and when completed

will create 350+ full time jobs. One lot has already been sold to a firm planning to do light manufacturing and office work. Other existing buildings on site are under contract and two have been leased to Trans Tech bus company for 1.5 years. This firm has almost doubled its production of small school buses since they moved to the site.

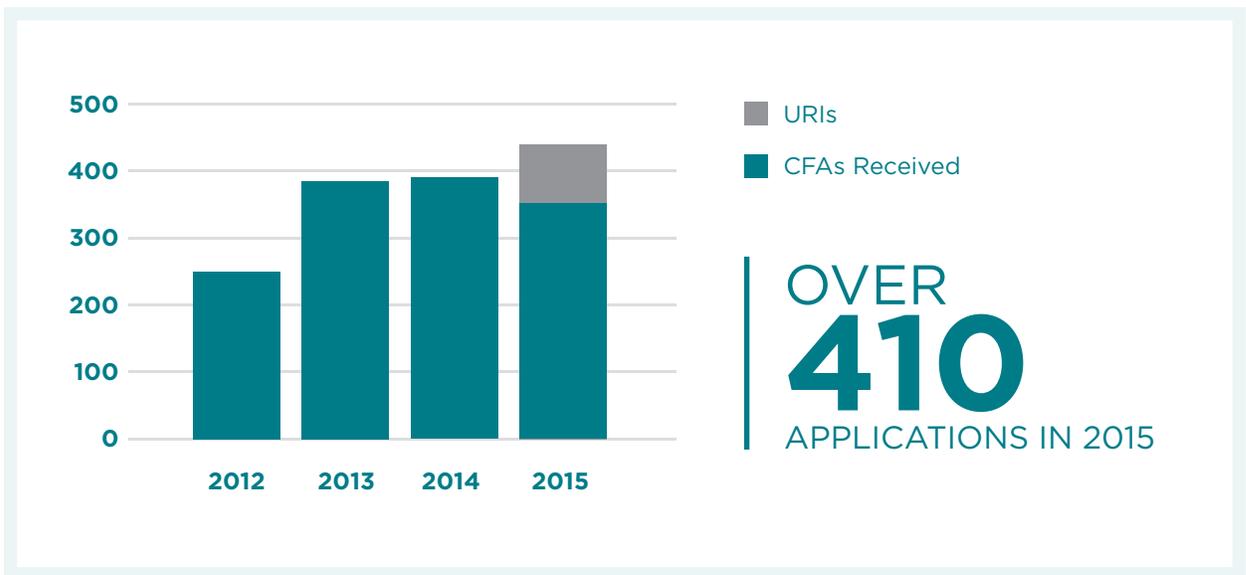
### IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Continue to identify and promote strategy-aligned CFA applications.	The Council has identified eight such Priority Projects for this round of funding (See complete list of 2015 Priority Projects on page 65).	Following awards announcements, continue to track project status and monitor implementation (Ongoing).
Prioritize anchor projects. These include building the New NY Bridge to replace the Tappan Zee Bridge in the southern part of the Mid-Hudson Region and strengthening the capacity of the area surrounding Stewart International Airport to support ancillary businesses in the middle part of the Region.	The New NY Bridge project continues to move forward, as does Stewart (See narrative above).	Continue supporting the continued progress on these key projects (Ongoing).

## Project Pipeline/Public Engagement

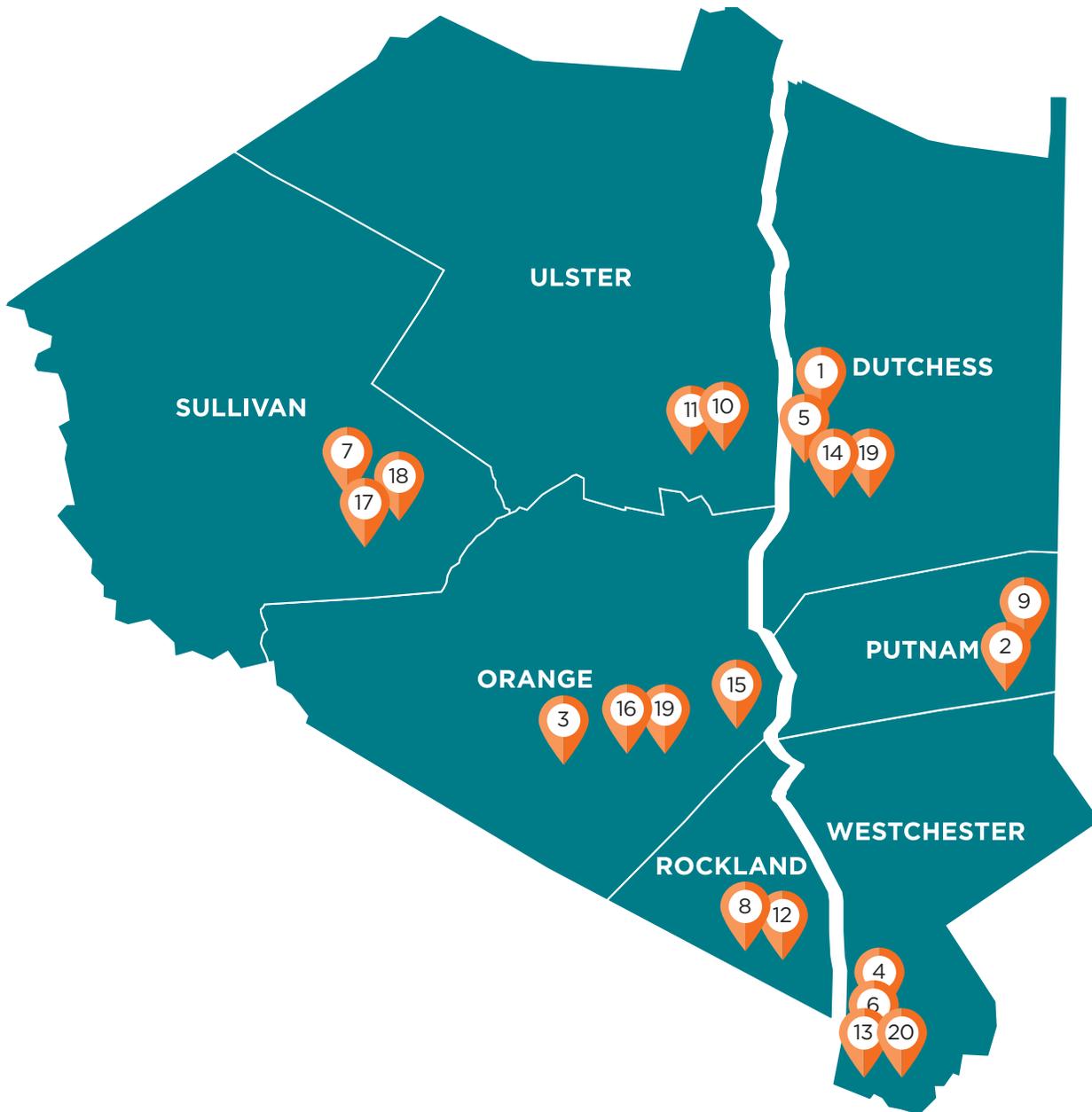
The Mid-Hudson prides itself on its ongoing and extensive outreach to community stakeholders. Since implementation of the Council's strategies depends upon the quality and quantity of available projects, the MHREDC focuses on encouraging members of the public to submit strategy-aligned Priority Project Applications along with corresponding CFAs and/or URI Intent to Propose. These

efforts were particularly successful this past year, as the Council received one of the highest number of applications in the State—more than 410. This tops the 389 applications received in 2014, the 386 received in 2013, and the 251 received in 2012.



The MHREDC attributes its success in these areas to the significant outreach it does to educate the public about the CFA and Priority Project review process and encourage applicants. In partnership with non-profit organizations, county elected officials, and regional economic

development partners, the Council hosted 20 information sessions, workshops, and public meetings throughout the seven county region this year, which were attended by more than 1,200 stakeholders:



## MAP LOCATIONS

1. **MHREDC Public Meeting**, March 12, 2015, Culinary Institute of America, Dutchess County
2. **CFA/URI Info. Session**, March 19, 2015, Women's Leadership Alliance, Putnam County
3. **CFA/URI Info. Session**, March 31, 2015, Association of Towns and Villages, Orange County
4. **CFA/URI Info. Session**, April 1, 2015, Pace Law School, Mayors' Redevelopment Roundtable, Westchester County
5. **CFA/URI Info. Session**, April 7, 2015, History Community Information Session, Dutchess County
6. **CFA/URI Info. Session**, April 17, 2015, HVEDC Board Meeting, Westchester County
7. **CFA/URI Info. Session**, May 8, 2015, SUNY Sullivan, Sullivan County
8. **CFA/URI Info. Session**, May 15, 2015, RBA CEO Breakfast, Rockland County
9. **CFA/URI Info. Session**, May 27, 2015, Putnam County Chamber of Commerce, Putnam County
10. **MHREDC Public Meeting**, May 29, 2015, SUNY New Paltz, Ulster County
11. **CFA Workshop**, May 29, 2015, SUNY New Paltz, Ulster County
12. **CFA/URI Info. Session**, June 4, 2015, SUNY RCC, Rockland County
13. **CFA Workshop**, June 10, 2015, SUNY WCC, Westchester County
14. **CFA/URI Info. Session**, June 18, 2015, Marist College, Dutchess County
15. **CFA Workshop**, June 23, 2015, Mount Saint Mary College, Orange County
16. **CFA/URI Info. Session**, July 2, 2015, MHRO New Windsor, Orange County
17. **CFA/URI Info. Session**, July 9, 2015, Granite Associates, LP, Sullivan County
18. **MHREDC Public Meeting**, July 17, 2015, The Center for Discovery, Sullivan County
19. **MHREDC Public Meeting**, August 18, 2015, SIAT Tour and Presentation, Orange and Dutchess Counties
20. **MHREDC Public Meeting**, September 9, 2015, Regeneron Pharmaceuticals, Inc., Westchester County

The Council also received an unprecedented number of Priority Project Applications this year (158 compared to 112 last year). In scoring Priority Project applications, the MHREDC prioritizes those projects that:

1. Advance the Council's Economic Development Plan
2. Provide a Positive Economic Benefit
3. Are Shovel Ready
4. Provide Potential for Growth
5. Maximize Return on State Investment by Leveraging Other Funding

Voting members of the Council reviewed the materials submitted by these 158 projects, and ranked them according to the criteria listed above. Ultimately the Council awarded "20s" to 65 total projects (see page 93 for a complete list of 2015 Priority Projects by agency).

Of the 158 Priority Project Applications submitted, 99 were eligible for Regional Council Capital Fund (RCCF) dollars. In the case of those projects, the Council undertook yet another level of review. Council Members agreed on the 26 projects they felt were most deserving based on their applications, and set aside two full days (September 2 and 3, 2015) for in-person interviews. Project sponsors made brief presentations to the Council and participated in Q&A from voting and ex officio members. Following the two days of interviews, the Council deliberated and ultimately selected 24 Regional Council Capital Fund Priority Projects (see page 64 for a complete list by Core Strategy). While this process was both time and labor intensive, the MHREDC attributes its success in developing a compelling suite of strategy-aligned projects to its superior process for ensuring that it solicits and selects the right projects.

## Workforce Development

The MHREDC is committed to supporting workforce development within the Region, through identifying and promoting projects that provide effective training in priority areas, and by building partnerships at the community and regional level. The Council's 19-member Workforce Development Taskforce has been active over the past year in bringing together members of the business community to work with the Council and explore ways to ensure there is a qualified workforce to meet the needs of the Mid-Hudson. The Taskforce engages with partners such as community colleges, New York State Career Centers, and Pattern for Progress, to deliver on this mandate.

The Taskforce is chaired by Council members Jacquie Leventoff, Senior Director of Community and Employee Relations at Granite Associates, LP, and Dr. Cliff L. Wood, President of Rockland Community College. This year, the Taskforce expanded its membership to include the Workforce Investment Board (WIB) directors in all counties of the Mid-Hudson Region. This has provided a broader perspective of workforce development needs and opportunities in the Region.

### IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Create a strong alliance with local Mid-Hudson Valley WIBs.	Workforce Development Taskforce expanded to include WIB directors in all counties in the Mid-Hudson Region.	Align resources, goals, and activities of the MHREDC and WIBs to better serve the Region (Ongoing).
Promote career center services.	Established liaisons with New York State Career Centers.	Highlight Career Center services as part of outreach to regional employers and job seekers (Ongoing).
Engage community colleges.	Supported job fairs hosted by regional community colleges, as part of the Hudson Valley Educational Consortium. Created a comprehensive list of entrepreneurship programs available in the Mid-Hudson Valley, including those offered by community colleges.	Partner with community colleges to raise awareness of programming and connect students and graduates with employers (Ongoing).
Assess and respond to workforce demands by county.	Developed a new Hudson Valley Manufacturing Resource Map to improve access to resources for employers, job-seekers, and students. Created by Pattern for Progress, this online system maps businesses and training resources for advanced manufacturing.	Add new sectors to this online tool, including the allied health and hospitality sectors. Expand taskforce membership to include representatives of major businesses identified as priority projects (Winter/Spring 2016).

# IMPLEMENTATION OF KEY REGIONAL PRIORITIES/ONGOING INITIATIVES

## Regional Opportunity Agenda

**Mission Statement:** The Mid-Hudson Regional Council incorporated twin goals into its five-year plan: (1) moving impoverished individuals throughout the Region into jobs that can sustain them and their families; and (2) revitalizing distressed communities.

Through a competitive process, the MHREDC selected two communities as its initial Opportunity Agenda Communities: the Village of Brewster in Putnam County and the City of Peekskill in Westchester County. As part of this initiative, the two communities partnered with

Westchester Community College to obtain funding from Empire State Development (ESD) for the creation of a workforce development training program directed at the most distressed neighborhoods in each community focused on the workforce training and language needs of the Hispanic and Latino Community.

Since the initial identification of the Opportunity Agenda Communities, additional communities have sought to be designated as Opportunity Agenda.

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Successfully complete the projects initiated in Peekskill and Brewster.	Two classes, one about entrepreneurship taught in English and Spanish and a contextualized ESL class that provided basic job skills training were created. Though still in its infancy, initial classes have met with some success and both the college and the communities would like to continue to offer the new classes if funding can be obtained.	Use the FITT to Grow model for additional offerings throughout the Region (Ongoing).
Incorporate a class of communities into the Opportunity Agenda program to include at least one community from each county.	The MHREDC opened the Opportunity Agenda Community status to additional applicants and expanded the program to include the cities of Newburgh, Kingston, Middletown, Mount Vernon, Yonkers, and Poughkeepsie and the villages of Monticello and Kaser.	The MHREDC would like to continue to facilitate discussions among the Opportunity Agenda Communities to share best practices and to inform future strategic plans (Ongoing).
Identify common needs among the Opportunity Agenda Communities.	Pattern for Progress and the Regional Office of ESD convened the Opportunity Agenda Communities both in person and via conference call and identified common needs including better coordination among service agencies and infrastructure problems.	Work with the communities to find avenues such as COREStat to better align service agencies and to assist the communities in identifying and funding infrastructure projects that will create jobs for hard to place workers (Ongoing).

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## State Business Incubators

The Mid-Hudson Region is home to three official State business incubators: iCANny, the Orange County Business Accelerator, and BioInc@NYMC. These incubators play a critical role in supporting innovation in the Region, and the Council will continue to work with them to identify and promote businesses and projects that are consistent with regional priorities.

- iCANny was awarded official New York State Business Incubator status in 2013. It focuses on accelerating the commercialization of products and services leading to growth oriented, sustainable business development.

Current iCANny clients include: Aris Energy, producing off-grid municipal lighting, wind turbines, and energy-saving technologies; Volta Reserve Power, providing backup power supplies for urban residential and commercial utility customers; and Energy Storage Systems, developing energy-saving technologies for elevators and motors. Additional iCANny graduates continue to grow and create jobs in the Mid-Hudson Region.

iCANny is part of iCLEAN (Incubators for Collaborating and Leveraging Energy and Nanotechnology), a consortium with the College for Nanoscale Science and Engineering at the University at Albany and the Saratoga Technology and Energy Park. iCLEAN specializes in accelerating and commercializing emerging energy enterprises and technologies. It currently has 36 member companies, with about one third from the Mid-Hudson Region. Over the past three years, iCLEAN has assisted companies in raising over \$22.7 million from public and private sources, creating more than 150 jobs.

- The Orange County Business Accelerator (“The Accelerator”) was awarded official New York State Business Incubator status in 2013. It attracts new entrepreneurial investment across various industries by providing businesses with below-market occupancy costs, mentoring programs, easy access to experienced professionals and a high-tech plug-and-play office environment.

In 2014, control of The Accelerator was assumed by The Solar Energy Consortium (TSEC), who received an ESD grant for machinery and equipment for training centers in the Mid-Hudson Region. This equipment is made available to small and medium-sized manufacturers, as well as college faculty and students, for research and development. TSEC is seeking funding to purchase and install additional specialized manufacturing equipment to supplement its established SMARTT Labs/Pods, and its request has been identified as a priority project by the Council this year (see page 67).

- BioInc@NYMC, which has twice been named a priority project by the MHREDC, became operational in October, 2014. It is a biotechnology incubator offering shared resources, turnkey wet lab space, and sponsored professional services to promising, high-potential entrepreneurs, and start-ups. In addition to providing best-in-class infrastructure and operational services, BioInc@NYMC assists its members in refining their business strategies, conserving capital, building strong teams, and achieving development and funding milestones. It was named the Region’s Innovation Hot Spot in 2014.

Governance and operational standards and a complementary package of support services have been developed for BioInc@NYMC. Partnership development is underway with a range of public and private sector entities such as SUNY–Westchester Community College, the Hudson Valley Economic Development Corp., and the Business Council of Westchester.

BioInc@NYMC currently licenses its space and biotech facilities to six entrepreneur client-firms and serves as a nexus for the consultation between researchers that is vital to innovation. These client-firms have created 12 full-time and eight part-time positions to date.

## Regional Cleaner, Greener Sustainability Plans

The Mid-Hudson Regional Sustainability Plan, endorsed by MHREDC and accepted by NYSERDA and New York State in 2013, and advanced by the Mid-Hudson Sustainability Consortium, made great strides over the past year to create performance metrics and a governance structure to guide future implementation. All seven counties in the Mid-Hudson Region and twenty-five multidisciplinary organizations are now active participants, meeting regularly and beginning to establish select performance metrics. All measures in the Plan that have data available are moving in the right direction. Local governments increasingly play a vital role in advancing energy, transportation, agricultural and water goals, often with financial support from the private sector.

In the energy sector, communities in Rockland and Ulster Counties are replacing inefficient streetlights with energy-saving LEDs. Winners of the NY Prize competition's Phase I for micro-grid development include over a dozen Mid-Hudson Communities.

Transportation infrastructure in the Region has improved, with the \$91 million upgrade to the New NY Bridge's express/bus line among the highlights.

Complete Streets policies are being put into effect in the cities of Poughkeepsie, Kingston, Newburgh, and Westchester County through CFA and Cleaner Greener grant applications, while Dutchess and Putnam Counties announced a new weekend trolley service linking Cold Spring and Beacon. Regional trails are advancing in Ulster, Dutchess and Putnam Counties and electric vehicle pilot programs are being developed in all counties.

Agriculture and Open Space goals made significant strides, with a 5% increase in acres of farmland and 2% increase in the number of farms since the plan was written in 2013.

Per Capita public water withdrawals decreased by 17% in the Region, and the need for desalination infrastructure in Rockland County is being reexamined with a focus on sustainability and cost to local residents. The Water Infrastructure Improvement Act of 2015 was passed by the Legislature and signed in to law by Governor Cuomo, while Riverkeeper's "How's the Water" report brought attention to municipal water treatment facilities and catchment systems that can be prioritized as part of the Region's revitalization.



## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Develop performance metrics to screen projects for the Consortium to recommend to the Regional Council.	All seven counties and twenty-five multidisciplinary organizations are regularly meeting to establish select performance metrics.	Finalize metrics and recommend projects to the Regional Council (2016).
Establish governance structure to guide future implementation of sustainability plans.	All seven counties and twenty-five multidisciplinary organizations are regularly meeting to put in place a governance structure.	Finalize the governance structure to help local communities implement their plans (2016).
Support Cleaner Greener Community award recipients.	Performance metrics and a governance structure are being established by the Mid-Hudson Sustainability Consortium to help local communities with their plans.	Finalize the performance metrics and governance structure (2016).
Support the Solarize initiative and expand it throughout the Region.	In Westchester County, 21% of households have committed to the Community Choice Aggregation (CCA) Program, and an additional nine communities, representing an additional 26% of households are considering adopting the local law which will enable participation.	Expand the number of households participating in the CCA Program by working with local municipalities to adopt the local law enabling participation (Ongoing).
Support the preservation of agriculture and open space throughout the Region.	Food, farming, and craft beverage operations were recipients of multiple CFA grants, and Governor Cuomo announced a \$20 million investment to protect farmland in the Capital District and Mid-Hudson Regions. Private land trusts have consistently stepped up with matching funds while federal farmland preservation funds awarded in the Hudson Valley Region have picked up after a one-year drop-off. Local funding for farmland protection grants became available through Dutchess and Ulster Counties.	Continue to work with local government to fund farmland protection grants to leverage the State's investment.  Farmers and land trusts are poised to respond to the RFP issued by the Department of Agriculture and Markets, when issued, and to take necessary follow-up steps (Ongoing).

## Veterans' Participation in the Workforce

The initial focus of the MHREDC Veterans' Work Group was to identify unemployed veterans, veteran-owned businesses and regional employers who would commit to veteran hires. This was accomplished through outreach to the Region's Directors of Veterans' Services, area colleges, the faith-based community, unique groups such as the Committee for the Families of War Veterans and interaction with the Council's Workforce Development Task Force.

This led to a significant commitment to veteran hires in CFA applications and the identification of a VOSB Incubator pilot program for start-up businesses and an accelerator program for existing veteran owned businesses. The Council will continue to drive progress on these initiatives, and it will continue to advocate for businesses and projects that promote the interests and workforce participation of veterans.



Council Member Dr. Cliff Wood attending the Rockland Community College Korean War Memorial Ceremony

## IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
<p>Establish both a VOSB Incubator and Accelerator in conjunction with American Business Strategies, founded by Pat Curran, NYS Small Business Development Center 2014 Veteran Entrepreneur of the Year.</p>	<p>An accelerator program, Business NexGen has been launched with two non-veteran businesses.</p>	<ol style="list-style-type: none"> <li>1. Expand NexGen to include veteran owned businesses.</li> <li>2. Launch incubator program, 21st Century Start-Ups.</li> <li>3. Identify corporate sponsors and other funding sources to underwrite both programs.</li> <li>4. Link 21st Century Start-Ups to Start-Up NY (Fall 2015 – Spring 2016).</li> </ol>
<p>Identify veterans seeking degrees at area colleges and assist the institutions in adopting best practices and programs being used by their colleagues.</p>	<p>1,035 veterans have been identified at 11 area colleges, seven of which are SUNY institutions.</p>	<ol style="list-style-type: none"> <li>1. Evaluate the programs and services offered at each institution, identify the most beneficial, and share the information with all colleges (Fall/Winter 2015).</li> <li>2. Link students with prospective employers.</li> <li>3. For those interested in starting a business after graduation, connect them with 21st Century Start-Ups.</li> </ol>
<p>Establish relationships with existing area organizations addressing the employment needs of veterans.</p>	<p>In addition to programs offered through local and State government, contact was made with Supportive Services for Veteran Families, a VA-funded program in Dutchess County operating in conjunction with the Dutchess County Regional Chamber of Commerce and the federal Hiring Our Heroes program.</p>	<ol style="list-style-type: none"> <li>1. Meet with and establish formal relationships with these organizations (Fall 2015).</li> <li>2. Engage the Region's Chambers of Commerce in this effort (Fall 2015).</li> <li>3. Plan and hold regional job fairs in conjunction with appropriate agencies (Winter 2015/Spring 2016).</li> </ol>

## New York Rising Community Reconstruction

The New York State Office of Storm Recovery was created in June 2013 to centralize, coordinate, and lead storm recovery efforts and provide funding in storm-affected municipalities throughout New York State. The State received an allocation of Community Development Block Grant Disaster Relief (CDBG-DR) funding which was part of the \$50 billion appropriated by Congress in the Disaster Relief Appropriation's Act of 2013. These funds can be put towards improving or restoring public facilities, infrastructure improvements, community services, and economic development.

In the Mid-Hudson Region, 14 communities were selected to be incorporated into four separate NY Rising Committees for 2013, each eligible for up to \$3 million in CDBG-DR funds. They included communities in Rockland, Ulster, and Orange Counties. In 2014 the program was expanded to include additional Orange and Rockland County municipalities, as well as the City of Rye and the City of Yonkers, in Westchester County.



As part of its Core Strategy to revitalize the Region's infrastructure, the MHREDC will continue to identify and promote projects that support and build the resilience of our communities, consistent with the objectives of the NY Rising program. This includes a particular focus on urban infrastructure renewal, such as the Town of Shandaken's 5 Bridges Infrastructure project which repaired and/or replace five bridges within the town's municipal limits.

## SUNY 2020/CUNY 2020 Plans

Investing in technology is one of the Council's Core Strategies for economic development in the Mid-Hudson Region. To maximize the impact of its funding, the Council identifies and promotes projects that align with SUNY 2020/CUNY 2020 objectives, and fosters constructive linkages between colleges and regional businesses.

The SUNY Manufacturing Alliance for Research and Technology Transfer (SMARTT) is one example. SMARTT is an interregional collaboration, including partnerships between the Center for Global Advanced Manufacturing (CGAM) and numerous SUNY colleges, including Ulster, Dutchess, Rockland, and Orange Community Colleges. It received a Round II SUNY 2020 award, as well as MHREDC Priority Project status and Regional Council Capital Fund dollars in 2014. The Council has again identified this as a Priority Project for the current round of funding (see page 64).



The Engineering Innovation Hub and 3D printing lab at SUNY New Paltz (a Round III SUNY 2020 Awardee) is another example of strong alignment between the Council and SUNY 2020/CUNY 2020 program. The 3D printing initiative received Priority Project status and Regional Council Capital Fund dollars in 2013. This project is closely linked to the Engineering Innovation Hub at SUNY New Paltz, which received \$10 million in funding from SUNY 2020 in 2014.

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## Local Government Engagement

The Council engages with local governments through its partnership with Pattern for Progress and Pace University Law School's Mayors' Redevelopment Roundtable.

Pattern for Progress' Urban Action Agenda (UAA) is a three year initiative to promote the revitalization of urban centers throughout the Hudson Valley Region. This initiative uses a broad definition of "urban center", and includes cities, villages, and other areas where social, cultural, civic, and economic activity have traditionally clustered. As part of this initiative, Pattern is convening and collaborating with local officials, regional agencies, and organizations. Participating local governments range from large cities like Yonkers, to mid-sized cities like Mount Vernon and Poughkeepsie, to smaller cities like Beacon, Kingston, Middletown, and Peekskill. They also include smaller centers like Brewster, Ellenville, Haverstraw, Fishkill, and Liberty.

While these communities have their own unique issues and opportunities, they also share many similar challenges. Pattern is working to develop data profiles for each participating community, and is helping them identify:

- Revitalization strategies that are working and may be transferable;
- Unique amenities and assets that should be promoted; and
- Transformative or catalyst projects that should be championed.

The Council has also supported the Land Use Law Center of Pace Law School and its Mayors' Redevelopment Roundtable (MRR). The MRR is a partnership of 12 urban municipalities in the Mid-Hudson, working together on shared strategies for revitalization and sustainable growth. Participating communities include Peekskill, Yonkers, White Plains, Mount Vernon, New Rochelle, Newburgh, Beacon, Poughkeepsie, Port Chester, Ossining, Rye, and Brewster, with a combined population of over 500,000.

The MRR works with State agencies, other experts, and professional partners to support transformational initiatives, build a base for regional cooperation, and promote efficient, sustainable, and economically viable development. Its activities to date have been wide-ranging, and include:

- Building significant efficiency in local planning and development spending through the development of shared resources and strategies.
- Fostering planning, policy, and regulatory changes to attract much-needed private-sector investment.
- Supporting projects with the potential to transform and revitalize communities, consistent with the Council's strategy.

In the coming year, the MRR will continue this work with the Land Use Law Center, with a particular focus on:

- Assisting member communities to adopt development readiness standards that foster both economic investment and environmental stewardship.
- Streamlining project approval processes for each community to encourage investment, while protecting the environment.
- Updating codes to identify and remove impediments to growth.



# PROPOSED PRIORITY PROJECTS

## Priority Projects Descriptions

In 2015, the Council selected 24 Regional Council Capital Fund Priority Projects, each of which aligns with one or more of the Council’s four Core Strategies. The projects are listed below, grouped by related strategy. Individual project descriptions can be found immediately following.



*Biotech, Biomedical,  
and Healthcare  
Advanced Manufacturing  
Information Technology*

### PROPOSED PRIORITY PROJECTS

CFA	Project Name	Sector	County	Details
52144	Vassar Brothers Medical Center Patient Pavilion	Healthcare	Dutchess	Page 66
53796	Adv. Manuf. SMARTT Labs and SMARTT Pods	Manufacturing	All Counties	Page 67
55084	New Precision Glass Surfaces Division (Gillinder Brothers, Inc.)	Manufacturing	Orange	Page 68
57574	Ctr. for Innovation and Entrepreneurship at 51 Fulton Technology Crossroad	Info. Tech.	Dutchess	Page 69



*Financial and  
Professional Services  
Food and Beverage  
Distribution*

### PROPOSED PRIORITY PROJECTS

CFA	Project Name	Sector	County	Details
50577	Black Dirt Distillery and Tourism Expansion	Food and Bev.	Orange	Page 70
50797	Roscoe Brewery Exp. and Economic Revitalization	Food and Bev.	Sullivan	Page 71
52545	Greyston Bakery Production Capital Improvements	Food and Bev.	Westchester	Page 72
54059	Sullivan County Stave Mill and Cooperage	Food and Bev.	Sullivan	Page 73
55255	Capacity Improvement – (EFCO, Inc.)	Food and Bev.	Dutchess	Page 74
55681	Clemson Distribution and Bottling Plant	Food and Bev. Distribution	Orange	Page 75
56436	WWTP to support Amy’s Kitchen	Food and Bev.	Orange	Page 76
56905	Food and Bev. Manufacturing and Agritourism Ctr.	Food and Bev.	Ulster	Page 77



*Agriculture*  
*Waterfront Development*  
*Tourism*  
*Arts and Culture*

**PROPOSED PRIORITY PROJECTS**

<b>CFA</b>	<b>Project Name</b>	<b>Sector</b>	<b>County</b>	<b>Details</b>
50725	Wildberry Lodge	Tourism	Ulster	Page 78
51316	Bellefield at Hyde Park	Tourism	Dutchess	Page 79
51749	Walkway Visitor Facility Improvement Project	Tourism	Dutchess, Ulster	Page 80
57595	LEGOLAND New York	Tourism	Rockland	Page 81



*Infrastructure*  
*Housing*  
*Urban Centers*

**PROPOSED PRIORITY PROJECTS**

<b>CFA</b>	<b>Project Name</b>	<b>Sector</b>	<b>County</b>	<b>Details</b>
51725	Queen City Lofts Project	Housing/ Urbn Ctr	Dutchess	Page 82
52472	SOYO Mixed-Use TOD Project	Housing/ Urbn Ctr	Westchester	Page 83
52574	Middletown Community Campus	Urban Centers	Orange	Page 84
52824	Yonkers Downtown TOD Riverwalks	Urban Centers	Westchester	Page 85
54111	Yonkers Carpet Mills Arts District Project	Urban Centers	Westchester	Page 86
54163	Re-Purposing New Hope Farms	Urban Centers	Orange	Page 87
54177	Stewart International Airport Infrastructure Improvement	Infrastructure	Orange	Page 88
54717	Iron Workers Local 417 Training Ctr.	Infrastructure	Orange	Page 89

**PRIORITY PROJECT**

**VASSAR BROTHERS MEDICAL CENTER PATIENT PAVILION**



**INVEST IN TECHNOLOGY**



Vassar Brothers Medical Center plans to replace and modernize significant portions of its existing campus, located in the City of Poughkeepsie. Plans call for construction of a 696,440 square foot bed tower that allows Vassar to replace all existing semi-private medical/surgical rooms with 264 individual inpatient rooms, 30 ICU/CCU rooms, a new and expanded Emergency Department, and replacement of most of the existing operating rooms and interventional procedure suites. Additionally, Vassar will expand and modernize the existing central plant, add conference and educational space, and improve amenities that will enhance physician, visitor, and employee experience. The project allows for development of additional services so that patients will no longer have to travel great distances for those services.

The new Patient Pavilion will bring state-of-the-art healthcare facilities to the Medical Center and its community. The expansion and upgrades will include new individual rooms with more than double the space per patient than the current, semi-private rooms; sufficient space for bedside clinical care; privacy to ensure patient confidentiality and limit the spread of infection; and ample space for families and visitors, who play a vital role in the healing process. Overall, the project will lead to improved operational efficiencies and enhanced quality of care for residents of the Mid-Hudson Region who look to Vassar Brothers Medical Center for the highest quality of healthcare, close to home.

**VASSAR BROTHERS MEDICAL CENTER PATIENT PAVILION**

**CFA #52144**

<b>Applicant</b>	Foundation for Vassar Brothers Medical Center	<b>Uses of Funds</b>	New Construction, Renovation, Equipment
<b>Location</b>	Poughkeepsie, Dutchess County	<b>Goal</b>	Invest in Technology
<b>Total Project Cost</b>	\$437,165,207	<b>Construction Jobs</b>	750
<b>Amount Requested</b>	\$87,433,041	<b>Total Jobs</b>	21
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	1,650
<b>Funding Source</b>	Regional Council Capital Grant Fund, Vassar Brothers Medical Center is committing \$100 million in cash and contributions, and plans to seek tax exempt bond financing		

**PRIORITY PROJECT**

**ADVANCED MANUFACTURING SMARTT LABS AND SMARTT PODS**



**INVEST IN TECHNOLOGY**



The Solar Energy Consortium (TSEC) has established 6 SMARTT Labs, each with a distinct core competency defined by the academic partner, typically a Hudson Valley community college. These labs have received capital funding from Empire State Development and SUNY 2020, with matching funds from other public and private sources, to create a pipeline of highly-skilled workers to support the growth of advanced manufacturing businesses. A SMARTT Lab is a laboratory equipped with advanced manufacturing equipment and is typically a collaborative effort between industry and educational institutions. SMARTT Labs provide access to specialized manufacturing test/characterization equipment, along with related training, which is typically unavailable to small and medium-sized manufacturers (SME's) or to community colleges in the Region. TSEC purchases the equipment, owns and installs the equipment, provides O&M training, and makes the equipment available

to manufacturers and faculty/students who want to use it to further their business and academic interests.

With 2015 CFA funding, TSEC intends to purchase additional specialized manufacturing equipment to supplement the equipment already installed at the SMARTT Labs. In addition, TSEC plans to use a portion of the funding to introduce its SMARTT “Pod” concept in the Mid-Hudson Region. SMARTT Pods are a natural outgrowth of the SMARTT Lab concept. A SMARTT Pod provides pilot manufacturing capability (sometimes referred to as “maker space”) for use by start-up companies and entrepreneurs, who want to produce new products initially at pilot-level volumes. In the first SMARTT Pod, to be located at the Orange County Business Accelerator, TSEC will partner with the Orange County IDA, the SBDC, and WDI to provide technical, marketing, training, and business services to the users. Four Pods will be established: cut and sew, bottling, food processing, and artisan manufacturing.

**ADVANCED MANUFACTURING SMARTT LABS AND SMARTT PODS**

**CFA #53796**

<b>Applicant</b>	The Solar Energy Consortium (TSEC)	<b>Uses of Funds</b>	Purchase and Install Manufacturing Equipment
<b>Location</b>	Multiple Mid-Hudson Region locations	<b>Goal</b>	Invest in Technology
<b>Total Project Cost</b>	\$5,000,000	<b>Construction Jobs</b>	N/A
<b>Amount Requested</b>	\$1,000,000	<b>Total Jobs</b>	50+
<b>Past CFA Awards</b>	Round II: \$1,000,000 Round IV: \$1,000,000	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Orange County IDA, private industry, US Dept. of Commerce EDA, Community Colleges, Workforce Development Institute		

**PRIORITY PROJECT**  
**NEW PRECISION GLASS SURFACES DIVISION**



**INVEST IN TECHNOLOGY**



Gillinder Brothers, Inc., an over 100 year old family owned company, located in the City of Port Jervis is requesting funding to purchase advanced manufacturing equipment and renovate 70,000 square feet within their current facility to bring a new product to market.

Gillinder Brothers’ chemists, lab techs, and optical engineers have developed several colored glass compositions with specific filtered transmission spectrums. These glasses are compatible with night vision imaging systems (NVIS) and used in aircraft cockpits, used as filters for Precision Approach Path Indicators (PAPI), used in other aerospace safety lighting applications, and used with Light Emitting Diodes (LED’s) to control harshness and accuracy of color in other industries. Although not part of the CFA, but provided as evidence of commitment to the technological advance, Gillinder Glass is in the process of acquiring the equipment needed to move the production of the glass “patties” from a lab environment to the manufacturing floor. The manufactured glass “patties” are formulated to produce “near infra-red absorbing color when finished into required shapes and thicknesses with highly polished surfaces.” Gillinder currently outsources this finishing process to companies in other states.

**NEW PRECISION GLASS SURFACES DIVISION**

**CFA #55084**

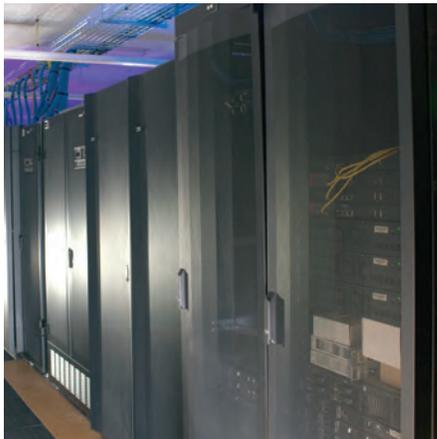
<b>Applicant</b>	Gillinder Brothers, Inc.	<b>Uses of Funds</b>	Building Renovation, Fixtures, and Equipment
<b>Location</b>	Port Jervis, Orange County	<b>Goal</b>	Invest in Technology
<b>Total Project Cost</b>	\$300,000	<b>Construction Jobs</b>	2 – 3
<b>Amount Requested</b>	\$60,000	<b>Total Jobs</b>	15
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Company Working Capital		

**PRIORITY PROJECT**

**CENTER FOR INNOVATION AND ENTREPRENEURSHIP AT 51 FULTON TECHNOLOGY CROSSROAD**



**INVEST IN TECHNOLOGY**



Through the proposed Center for Innovation and Entrepreneurship, Marist will redesign, renovate, and equip the new Fulton Technology CrossRoad to be located at 51 Fulton Street in Poughkeepsie. The project site, 51 Fulton Street, is an existing limited use warehouse/manufacturing space that was discontinued as a recycling center by Dutchess County when Marist acquired the property in 2013.

As the central building in its new Science and Research area on the east side of campus, Marist proposes developing 25,000 square feet of the 45,000 square feet building to include office environments designed for technology-based small and medium businesses, high-speed network connections to Manhattan, and an interoperability data center to promote community economic development. This facility will leverage advanced technologies to provide the local economy with much-needed purpose built space and functions not normally available to small and medium businesses.

Through the Fulton Technology Crossroad, Marist will position the Mid-Hudson Region as a world center of connectivity for advanced technology, analytics based companies, cybersecurity research, and commercialization, and will allow the Region to attract and grow jobs in the IT industry.

**CENTER FOR INNOVATION AND ENTREPRENEURSHIP AT 51 FULTON TECHNOLOGY CROSSROAD**

**CFA #57574**

<b>Applicant</b>	Marist College	<b>Uses of Funds</b>	Equipment and Machinery
<b>Location</b>	Poughkeepsie, Dutchess County	<b>Goal</b>	Invest in Technology
<b>Total Project Cost</b>	\$15,807,800	<b>Construction Jobs</b>	240 Indirect/Construction Jobs (100 Construction and 140 Indirect Jobs)
<b>Amount Requested</b>	\$3,161,560	<b>Total Jobs</b>	5
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Marist College		

**PRIORITY PROJECT**  
**BLACK DIRT DISTILLERY AND TOURISM EXPANSION PROJECT**



**ATTRACT & RETAIN MATURE INDUSTRIES**



The Black Dirt Distillery and Tourism Expansion Project seeks to meet the demand for Warwick Valley Winery’s already established lines of (hard) cider, wine, and gin by purchasing equipment to expand their bottling capacity. They will add a bottling line at the Black Dirt Distillery and cider production facilities in nearby Pine Island to expand production from 100,000 to 250,000 case equivalents per year. The Distillery, opened in 2012, has begun bourbon production and is seeking funds to install a bottling line to expand production of this product from 140 to 500 cases a day. Warwick Valley Winery’s products are already distributed in 25 states and exported to two countries, and there is significant unmet demand. Finally, the Black Dirt Distillery seeks to purchase a tour bus to better incorporate the distillery into the already tourist-popular Warwick Valley Winery. The bus will not only shuttle visitors from the main winery facility to the Black Dirt Distillery, but also show tourists where and how the local ingredients are grown, as well as presenting the history of distilling in New York State.

**BLACK DIRT DISTILLERY AND TOURISM EXPANSION PROJECT**

**CFA #50577**

<b>Applicant</b>	Warwick Valley Wine Co., Inc.	<b>Uses of Funds</b>	Equipment, Machinery and Supplies
<b>Location</b>	Warwick, Orange County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$1,639,775	<b>Construction Jobs</b>	N/A
<b>Amount Requested</b>	\$390,000 (\$328,000 ESD Capital Grant, \$62,000 Market NY Grant)	<b>Total Jobs</b>	10
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Market NY Grant, Cash, Private funds		

**PRIORITY PROJECT**

**ROSCOE BREWERY EXPANSION AND ECONOMIC REVITALIZATION PROJECT**



**ATTRACT & RETAIN MATURE INDUSTRIES**



Roscoe New York Beer Company (RNYBC) will undertake a dynamic expansion project that involves the enlargement of its brewing, bottling, and hops-growing operations. The project includes the purchase of equipment which will expand RNYBC’s in-house brewing and packaging capabilities, and minimize the need for use of its contract brewer in Lake George. The project also includes creation of a hop yard, further reducing the cost of beer production. All phases would be supported by expanded marketing efforts with emphasis on regional assets. This expansion will allow RNYBC to lower its costs, expand its distribution into new territories, and hire nine new full-time employees, thus spurring economic development in Sullivan County.

**ROSCOE BREWERY EXPANSION AND ECONOMIC REVITALIZATION PROJECT**

**CFA #50797**

<b>Applicant</b>	Roscoe NY Beer Company	<b>Uses of Funds</b>	Machinery and Equipment
<b>Location</b>	Roscoe, Sullivan County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$589,000	<b>Construction Jobs</b>	8
<b>Amount Requested</b>	\$168,000 (\$99,000 Regional Council Capital Fund, \$69,000 Market NY Grant)	<b>Total Jobs</b>	9
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	2
<b>Funding Source</b>	Regional Council Capital Fund, Private investment		

**PRIORITY PROJECT**  
**GREYSTON BAKERY**  
**PRODUCTION IMPROVEMENTS**



**ATTRACT & RETAIN MATURE INDUSTRIES**



Since 1982, Greyston has provided individuals in Southwest Yonkers with employment, skills, and resources to lift them out of poverty. Greyston’s unique combination of Open Hiring at the world famous Greyston Bakery and PathMaking services offer a roadmap to assist individuals and families in visualizing and realizing their paths to self-sufficiency. Greyston is proposing a \$1 million project to upgrade production equipment utilized within their 22,000 square foot bakery facility, located at 104 Alexander Street in Yonkers. This project would include the implementation of new environmental controls, a new panning/de-panning process for baked goods, and electrical system upgrades.

The Bakery is currently operating at approximately 67% of capacity. As a result of the improvements to be implemented through this project, it is anticipated the bakery will raise their potential capacity by 48%. These improvements will enable Greyston to attract and retain new business, leading to additional hiring. The Bakery, as a for-profit entity, is in constant competition with other businesses in the baked goods industry for market share. This project will eliminate an existing production bottleneck and generate a new phase of growth.

**GREYSTON BAKERY PRODUCTION IMPROVEMENTS**

**CFA #52545**

<b>Applicant</b>	Greyston Bakery	<b>Uses of Funds</b>	Equipment Purchase and Installation
<b>Location</b>	Yonkers, Westchester County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$1,046,755	<b>Construction Jobs</b>	25 Jobs (indirect)
<b>Amount Requested</b>	\$209,351	<b>Total Jobs</b>	25 – 30
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	152
<b>Funding Source</b>	Bakery Credit Line, Cash Equity, Regional Council Capital Grant Fund		

**PRIORITY PROJECT**  
**SULLIVAN COUNTY STAVE MILL AND COOPERAGE**



**ATTRACT & RETAIN MATURE INDUSTRIES**



Empire State Cooperage was founded to establish a modern manufacturing stave mill and cooperage in Sullivan County to meet the demand for barrels from distillers in New York and across the US. New York State has become a leader in the growing craft beverage movement, with over 120 new distilleries. The growing demand for whiskey from both large and craft distillers, combined with a national shortage of available white oak, has created a shortage of the barrels used for aging bourbon and other whiskeys. While big whiskey distillers can leverage their resources to ensure their barrel supplies, this barrel shortage is severely impacting small craft distillers like those in New York and may limit the future growth of New York’s craft beverage industry. Most barrels currently come from producers in the Southeast and Midwest. Empire State Cooperage, LLC, will take advantage of nearby sources of white oak to produce barrels and use the waste from the manufacturing process to make hardwood stove pellets to create a local, sustainable energy source.

**SULLIVAN COUNTY STAVE MILL AND COOPERAGE**

**CFA #54059**

<b>Applicant</b>	Empire State Cooperage, LLC	<b>Uses of Funds</b>	Buildings and Equipment for Stave Mill Cooperage Facility
<b>Location</b>	Roscoe, Sullivan County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$7,097,394	<b>Construction Jobs</b>	127 Indirect Jobs/ 35 Construction Jobs
<b>Amount Requested</b>	\$1,400,000	<b>Total Jobs</b>	115
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Private Investment		

## PRIORITY PROJECT CAPACITY IMPROVEMENT – EFCO PRODUCTS



### ATTRACT & RETAIN MATURE INDUSTRIES



EFCO Products, a small company competing against multi-national corporations, is experiencing increased demand for their products both domestically and internationally and must take advantage of these opportunities while they are available. Production capacity must increase in order for EFCO to achieve this growth both in the U.S. and abroad and remain in its current City of Poughkeepsie facility. EFCO Products plans to update production and storage facilities which will be accomplished by investing in equipment, storage solutions, technology, and people. The main product lines include pie fillings, donut fillings, fruit and other specialties, flavored syrups, and bakery mixes.

### CAPACITY IMPROVEMENT – EFCO PRODUCTS

**CFA #55255**

<b>Applicant</b>	EFCO Products, Inc.	<b>Uses of Funds</b>	Investment Will be Made in Equipment, Storage Solutions, Technology, and People
<b>Location</b>	Poughkeepsie, Dutchess County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$470,000	<b>Construction Jobs</b>	N/A
<b>Amount Requested</b>	\$94,000	<b>Total Jobs</b>	3
<b>Past CFA Awards</b>	Round IV CFA #41831	<b>Jobs Retained</b>	84
<b>Funding Source</b>	Cash, Regional Council Capital Grant Fund, Lending Institution		

**PRIORITY PROJECT**  
**CLEMSON DISTRIBUTION  
 AND BOTTLING PLANT – PHASE II**



**ATTRACT & RETAIN MATURE INDUSTRIES**



In 2014, Heritage Restoration Properties, LLC, (HRP) purchased the historic Clemson Building in Middletown (Orange County), a largely vacant, 82,000 square foot, 1860’s former hacksaw factory. As of 2015, HRP had substantially completed Phase I of its transformational investment in the building, constructing multiple commercial spaces, loft apartments, and a microbrewery/restaurant. The commercial spaces will house HRP’s founder’s beverage businesses, KP Distribution, and Sabila Corp.

Phase II of the project focuses on renovations and the purchase and installation of the bottling equipment necessary to bring manufacturing of the Sabila beverages into the City of Middletown, capturing a process currently performed in Taiwan and Brazil, and relocating it to the United States. This will also enable expansion of the beer production, bottling, and canning division of the business.

**CLEMSON DISTRIBUTION AND BOTTLING PLANT – PHASE II**

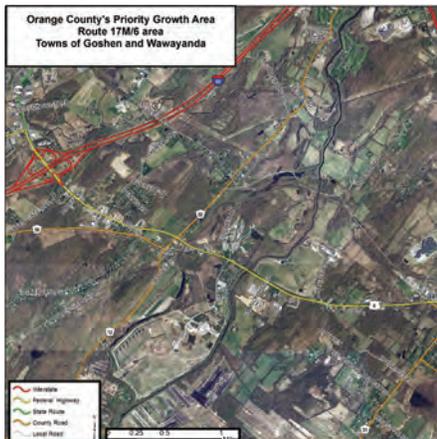
**CFA #55681**

<b>Applicant</b>	Heritage Restoration Properties, LLC	<b>Uses of Funds</b>	Interior Renovations, Equipment and Machinery, Engineering
<b>Location</b>	Middletown, Orange County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$925,000	<b>Construction Jobs</b>	6
<b>Amount Requested</b>	\$450,000	<b>Total Jobs</b>	20
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	15
<b>Funding Source</b>	Regional Council Capital Grant Fund, Private equity		

## PRIORITY PROJECT WWTP TO SUPPORT AMY'S KITCHEN



### ATTRACT & RETAIN MATURE INDUSTRIES



Orange County will use CFA funds to acquire and upgrade the NYS Office of Mental Health's (OMH) Mid-Hudson Forensic Psychiatric Center wastewater treatment plant (WWTP). The WWTP will continue to serve the OMH site as well as the newly attracted Amy's Kitchen manufacturing facility and eventually the Route 17M corridor from I-84 to the Village of Goshen. Amy's Kitchen is predicted to provide 680 jobs as well as many indirect jobs. The availability of wastewater capacity is vital to Amy's Kitchen and businesses in the County's Priority Growth Area Route 17M corridor. Investment of ESD funds in Orange County will assist in removing barriers to skilled employment in a County with 24% living below the Federal Poverty Level according to the 2010 Census.

### WWTP TO SUPPORT AMY'S KITCHEN

**CFA #56436**

<b>Applicant</b>	Orange County Department of Public Works Division of Environmental Facilities and Services	<b>Uses of Funds</b>	Transfer of the OMH WWTP to Orange County who proposes to assume operations and conduct upgrades to OMH WWTP and provide services to the OMH facility and Amy's Kitchen through the establishment of a special improvement district or by contract
<b>Location</b>	Goshen, Orange County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$6,000,000	<b>Construction Jobs</b>	75
<b>Amount Requested</b>	\$1,200,000	<b>Total Jobs</b>	680 (Amy's Kitchen)
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	0
<b>Funding Source</b>	Regional Council Capital Grant Fund, Private Equity (Amy's Kitchen), County Bonded Debt (to be repaid by users)		

**PRIORITY PROJECT**

**FOOD AND BEVERAGE MANUFACTURING AND AGRITOURISM CENTER**



**ATTRACT & RETAIN MATURE INDUSTRIES**



BBG Ventures, LLC, is a food and beverage company launching its flagship location at 311 Wall Street in Kingston, NY. The site will be multifaceted, featuring a food and beverage manufacturing facility, a commercial kitchen and business incubator, a food education center, a fresh foods supermarket, and multiple cafes that will showcase locally sourced foods. The site consists of 18,000 square feet on the main floor, and 17,000 square feet in the basement, plus an adjacent 60-car parking lot. The facility will initially support four operations including the expansion of Brooklyn Bouillon (a local bone broth company), the re-launch of a nationally distributed beverage line, the development of a Hudson Valley brand featuring local foods and a commercial kitchen allowing for business incubation. In addition, BBG plans to partner with a local non-profit organization that specializes in place-based learning to create a center for food education.

**FOOD AND BEVERAGE MANUFACTURING AND AGRITOURISM CENTER**

**CFA #56905**

<b>Applicant</b>	BBG Ventures, LLC	<b>Uses of Funds</b>	Construction/Renovation, Equipment and Machinery, Furniture and Fixtures, Architecture/Engineering/Soft Costs, Training
<b>Location</b>	Kingston, Ulster County	<b>Goal</b>	Attract and Retain Mature Industries
<b>Total Project Cost</b>	\$7,900,000	<b>Construction Jobs</b>	40
<b>Amount Requested</b>	\$1,580,000	<b>Total Jobs</b>	90
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Private Equity, Lending Institutions, Regional Council Capital Grant Fund		

**PRIORITY PROJECT**  
**WILDBERRY LODGE**



**GROW NATURAL RESOURCES**



The Turk Hospitality Group plans to construct and operate the Wildberry Lodge, a world class indoor waterpark resort and conference center on a 57-acre vacant property located in New Paltz, NY. The \$81 million project is expected to break ground in March 2017 and generate an estimated 578 construction jobs before the resort opens in the Summer of 2018. Once completed, Wildberry Lodge will be a first-class recreational tourism venue in the Hudson Valley, providing 375 full-time equivalent jobs. The resort will feature 256 family-oriented rooms and suites, a 66,000 square foot indoor waterpark, a 25,000 square foot outdoor water park, an adventure park and climbing facility, a 10,000 square foot conference center, and other amenities such as a bowling alley, demonstration kitchen, health spa, and three restaurants.

**WILDBERRY LODGE**

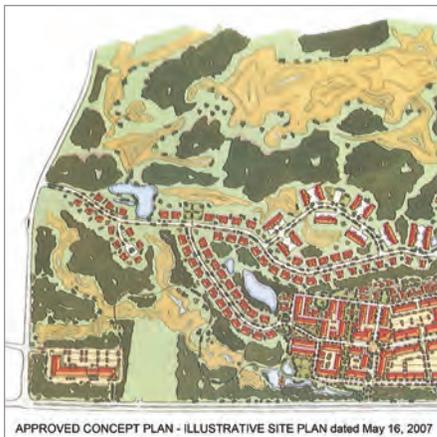
**CFA #50725**

<b>Applicant</b>	The Turk Hospitality Group	<b>Uses of Funds</b>	Funding will be used to move the project through construction. It will also be used to leverage critical private funding.
<b>Location</b>	New Paltz, Ulster County	<b>Goal</b>	Grow Natural Resources
<b>Total Project Cost</b>	\$81,000,000	<b>Construction Jobs</b>	104 indirect; 578 construction
<b>Amount Requested</b>	\$15,000,000 (\$14,500,000 Regional Council Capital Grant Fund, \$500,000 Market NY Grant)	<b>Total Jobs</b>	375
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Private Equity, Bond Financing, Market NY Grant		

## PRIORITY PROJECT BELLEFIELD AT HYDE PARK



### GROW NATURAL RESOURCES



The Bellefield mixed use development will create a distinctive, world class hospitality, and tourism destination located across from the world renowned Culinary Institute of America, providing 369 full-time equivalent jobs and generating a 10-year economic impact of \$634 million (indirect and direct—HLA study). The project fulfills regional goals for job creation, tourism attraction, and infrastructure investments along an underused yet highly visible commercial corridor. It will provide much needed hotel rooms, conference space, and retail space in support of tourists wishing to visit the CIA, FDR National Historic Site, Val-Kill, and several other State and Federal parks located nearby.

Phase One of the \$94.6 million Bellefield at Hyde Park project will consist of two hotels with 250 rooms, a 15,000 square foot conference center, one restaurant, a 15,000 square foot spa, retail establishments and other amenities. The project will also include 48,000 square feet of leased retail space and 48,000 square feet of apartments, resulting in 40 units of market rate rental housing.

### BELLEFIELD AT HYDE PARK

CFA #51316

<b>Applicant</b>	T-Rex Hyde Park Owner, LLC	<b>Uses of Funds</b>	Funding will be used to move the project through construction. It will also be used to leverage critical private funding.
<b>Location</b>	Hyde Park, Dutchess County	<b>Goal</b>	Grow Natural Resources
<b>Total Project Cost</b>	\$94,600,000	<b>Construction Jobs</b>	577
<b>Amount Requested</b>	\$18,000,000 (\$17,000,000 Regional Council Capital Grant Fund, \$1,000,000 Market NY Grant)	<b>Total Jobs</b>	369
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Private Equity, Bank Financing, IDA, Regional Council Capital Grant Fund, Market NY Grant		

**PRIORITY PROJECT**

**WALKWAY VISITOR FACILITY IMPROVEMENT AND ACCESSIBILITY PROJECT**



**GROW NATURAL RESOURCES**



The Walkway Over the Hudson State Historic Park is a linear walkway spanning the Hudson River. At 212 feet tall and 1.28 miles long, it is the longest, elevated pedestrian bridge in the world. The park is managed and maintained by NYS Parks—Taconic Region. Walkway State Park officially opened to the public in October 2009. The Walkway Visitor Facility Improvement and Accessibility initiative addresses three related capital improvement initiatives, including: the Walkway Western Gateway Improvement Project, the Walkway Tour Bus Turnaround and Parking Lot Project, and the Hoffman and Reynolds House Adaptive Re-use Project at Upper Landing Park. These projects will construct and rehabilitate key points of access at two of Walkway State Park’s three main entrance areas in both Dutchess and Ulster Counties, improving them for more efficient public use, better visitor access and comfort and, in the case of the Hoffman and Reynolds House, adaptive re-use and cultural enhancement of two historically significant buildings on the National Register of Historic Places.

**WALKWAY VISITOR FACILITY IMPROVEMENT AND ACCESSIBILITY PROJECT**

**CFA #51749**

<b>Applicant</b>	Walkway Over the Hudson	<b>Uses of Funds</b>	Soft Costs and Construction
<b>Location</b>	Dutchess and Ulster Counties	<b>Goal</b>	Grow Natural Resources
<b>Total Project Cost</b>	\$3,185,000	<b>Construction Jobs</b>	35
<b>Amount Requested</b>	\$1,848,000 (\$548,000 Regional Council Capital Grant Fund, \$1,000,000 Market NY Grant, \$1,200,000 Parks)	<b>Total Jobs</b>	35
<b>Past CFA Awards</b>	\$586,000	<b>Jobs Retained</b>	10
<b>Funding Source</b>	Walkway Over the Hudson, Town of Lloyd (In Kind), Environmental Protection Fund (Parks Development and Historic Preservation), Regional Council Capital Grant Fund, Market NY Grant, and Recreational Trails Program		

## PRIORITY PROJECT LEGOLAND NEW YORK PHASE II



### GROW NATURAL RESOURCES



LEGOLAND New York Resort in Rockland County will be the third LEGOLAND Park in the United States. The initial project will consist of the LEGOLAND Park and a 250 room LEGOLAND Hotel. Planning, design and permitting will happen between 2016 and 2017 with construction beginning late 2017 and continue through all of 2018. The scheduled opening is the spring of 2019. Project costs are \$250 million to build the park on the 165-acre site and approx. \$75 million for a 250 room Hotel. Merlin Entertainments will then follow with a LEGOLAND Water Park. Approximately 150 full time jobs will be created initially and another 1,000 seasonal positions. During the construction phase there will be approximately 600 construction jobs with infrastructure construction and entitlement planning to begin late 2016. Projected opening year attendance would be 1.8 million visitors generating over \$100 million in revenue.

LEGOLAND Parks are owned and operated by Merlin Entertainments, which currently operates 110 attractions, 10 hotels, and 4 holiday villages in 23 countries and across 4 continents. The company aims to deliver memorable and rewarding experiences to its almost 63 million visitors worldwide, through its iconic global and local brands, and the commitment and passion of its managers and more than 26,000 employees.

#### LEGOLAND NEW YORK PHASE II

**CFA #57595**

<b>Applicant</b>	Merlin Entertainments, PLC	<b>Uses of Funds</b>	Infrastructure/Demolition
<b>Location</b>	Haverstraw, Rockland County	<b>Goal</b>	Grow Natural Resources
<b>Total Project Cost</b>	\$30,000,000	<b>Construction Jobs</b>	600
<b>Amount Requested</b>	\$6,000,000	<b>Total Jobs</b>	250 full time, 1,000 seasonal
<b>Past CFA Awards</b>	\$1,100,000	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Private Investment		

## PRIORITY PROJECT QUEEN CITY LOFTS



### REVITALIZE THE REGION'S INFRASTRUCTURE



Queen City Lofts (QCL) is a proposed innovative mixed use, mixed income, and artist housing development to be located at 178 Main Street in the City of Poughkeepsie. QCL will seamlessly integrate commercial spaces with the residences for the purpose of helping the artists grow and prosper at their professions and will help Poughkeepsie's downtown begin to revitalize. This premium location lies within easy walking distance of the Poughkeepsie Metro-North train station, the historic Bardavon Opera house, Cunneen-Hackett Arts Center, The Walkway over the Hudson, as well the Poughkeepsie waterfront.

Queen City Lofts will consist of seventy (70) two story loft-style apartments, five commercial spaces, a community room, gallery space for the resident artists, internet café for residents, as well as a management office. The two larger end units will accommodate restaurants or eateries. The building has been designed in a way to offer outside seating on Main Street, something that is very rare on Poughkeepsie's Main Street. Of the remaining commercial spaces, one will potentially be utilized by a local non-profit organization such as Arts Mid-Hudson at a reduced rent. In turn, the not-for-profit artist group will provide classes, exhibitions and/or shows to the community free of charge.

#### QUEEN CITY LOFTS

CFA # 51725

<b>Applicant</b>	The Kearney Realty and Development Group	<b>Uses of Funds</b>	New construction, land acquisition, demolition and environmental remediation, and soft costs
<b>Location</b>	Dutchess County, City of Poughkeepsie	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$22,165,000	<b>Construction Jobs</b>	255
<b>Amount Requested</b>	\$600,000	<b>Total Jobs</b>	35
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Federal Low Income, Housing Tax Credit, State Low Income Housing Tax Credit, Dutchess County HOME Funds, Brownfield Remediation Tax Credit, Developer Equity, Bank Mortgage through Community Preservation Corporation (CPC)		

**PRIORITY PROJECT**  
**SOYO MIXED-USE TOD PROJECT (PHASE 2)**



**REVITALIZE THE REGION'S INFRASTRUCTURE**



The SoYo Mixed Use TOD Project is located in South Yonkers just inland from the Waterfront District. This is a transit-friendly location, adjacent to one of the four Metro-North Train Stations serving Yonkers, New York's fourth-largest city. The project by SoYo Exalta, LLC, a partnership of Rising Development and RXR Realty, represents a \$192.4 million private investment on nearly a full city block that will include 442 residential units, approximately 40,000 square feet of street level retail and restaurant space, and approximately 500 new parking spaces. Located adjacent to Van der Donck Park, a 1.8 acre river-themed park featuring the "daylighted" Saw Mill River and landscaped open space, the 580,000 gross square foot project will activate this downtown area for local residents and create a new regional tourism destination. The project builds on previous public and private investments in South Yonkers and serves to induce additional future investment in the area.

**SOYO MIXED-USE TOD PROJECT (PHASE 2)**

**CFA #52472**

<b>Applicant</b>	SoYo Exalta, LLC	<b>Uses of Funds</b>	Hard Costs of Construction
<b>Location</b>	Yonkers, Westchester County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$199,038,246	<b>Construction Jobs</b>	985
<b>Amount Requested</b>	\$5,000,000	<b>Total Jobs</b>	187
<b>Past CFA Awards</b>	\$1,000,000	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Funds		

# PRIORITY PROJECT MIDDLETOWN COMMUNITY CAMPUS PROJECT



## REVITALIZE THE REGION'S INFRASTRUCTURE



The City of Middletown seeks ESD Grant Funds towards infrastructure improvement and planning to enhance the shovel-readiness of the Middletown Community Campus (the former Middletown Psychiatric Center). The project will also leverage \$600,000 in City funding and a \$28 million private investment for the establishment of the Fei Tian Academy of the Arts, and the Fei Tian College on the 232 acre Community Campus project site.

The Campus is situated in a low-to-moderate-income area, including two of the City's public housing projects. In addition to the Fei Tian development projects, the City intends to develop the remaining Campus for multiple uses including recreational, general office, health care, educational, and light industrial. ESD Strategic Planning funds will be used to create a Campus Redevelopment Master Plan to guide redevelopment

and to complete necessary environmental screenings, reviews, and permitting, towards creation of shovel-ready sites.

ESD Development Grant funds will be used for replacement of aging storm, sanitary and water utilities, and road reconstruction. Funding will also be used in the construction of the Oliver Avenue spur of the Heritage Trail link to campus grounds and development of a city owned 1.8 acre parcel for municipal parking.

### MIDDLETOWN COMMUNITY CAMPUS PROJECT

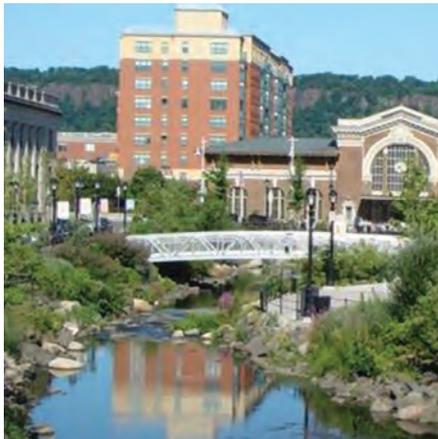
**CFA #52574**

<b>Applicant</b>	City of Middletown	<b>Uses of Funds</b>	Infrastructure reconstruction and safety upgrades to accommodate proposed and anticipated private development projects, and preparation of a Redevelopment Master Plan.
<b>Location</b>	Middletown, Orange County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$43,665,000	<b>Construction Jobs</b>	410
<b>Amount Requested</b>	\$11,050,000 (\$150,000 ESD Strategic Planning and Feasibility Planning, \$10,900,000 Regional Council Capital Grant Fund)	<b>Total Jobs</b>	350
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	85
<b>Funding Source</b>	ESD Strategic Planning and Feasibility Planning, Regional Council Capital Grant Fund, Private Equity, Local (City) Investment		

## PRIORITY PROJECT YONKERS DOWNTOWN TOD RIVERWALKS



### REVITALIZE THE REGION'S INFRASTRUCTURE



This project creates a series of pedestrian improvements in the heart of the Region's largest city. When completed, the project will provide 2 miles of publically accessible recreation trails along the acclaimed Saw Mill River Daylighting and historic Hudson River with world class views of the New York City skyline and the Palisades. The project will stabilize a deteriorated bulkhead and will create streetscape improvements along the streets parallel to the Hudson. The Riverwalks will also continue the dramatic growth of public art in the downtown area.

### YONKERS DOWNTOWN TOD RIVERWALKS

**CFA #52824**

<b>Applicant</b>	City of Yonkers	<b>Uses of Funds</b>	Expand the Downtown Hudson Riverwalk and conduct streetscapes on River Street and Alexander Street North of Yonkers rail station. East of station add public art and interpretive plaques along Saw Mill River Daylighting Phases 1, 2, and 3.
<b>Location</b>	Yonkers, Westchester County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$4,445,000	<b>Construction Jobs</b>	25
<b>Amount Requested</b>	\$2,175,000 (\$825,000 Regional Council Capital Grant Fund, \$50,000 Recreational Trails Program, \$1,300,000 LWRP)	<b>Total Jobs</b>	250
<b>Past CFA Awards</b>	Portions of CFA 2012 EFC Green Innovation Saw Mill River Daylighting Phase 2, CFA 2013—EFC Green Innovation Daylighting Phase 3 and CFA 2014—ESD Daylighting Phase 3	<b>Jobs Retained</b>	50
<b>Funding Source</b>	Regional Council Capital Grant Fund, Recreational Trails Program, LWRP, Private Equity, In-Kind Work, and Local Investment		

**PRIORITY PROJECT**  
**YONKERS CARPET MILL**  
**ARTS DISTRICT PROJECT**



**REVITALIZE THE REGION'S INFRASTRUCTURE**



This Project will further the development and renovation of the historic Alexander Smith Carpet Mills facility in Yonkers to create a major regional arts and new technology destination. The owners of this property have made significant investments to transform this formerly blighted property into a functioning facility. In order to fully implement their vision, they now request additional funding to create and install on-site identity signage and exterior lighting, make streetscape improvements, do a study to identify water and sewer infrastructure within the facility, renovate additional space for arts and new tech tenants, and make critical improvements to the buildings, including ADA access. Currently there are 100 arts tenants in approximately 234,000 square feet of studio, artisan workshops, creative professional space (designers, publishers), and art materials manufacturing space in 14 buildings. This transformational project will continue the evolution of a marginalized, formerly industrial section of Yonkers by attracting additional investment, new businesses, artists, and tourists, while also becoming a cultural resource to the local underserved community.

**YONKERS CARPET MILL ARTS DISTRICT PROJECT**

**CFA #54111**

<b>Applicant</b>	Randolph Rose, President, R.J. Rose Realty, LLC	<b>Uses of Funds</b>	Construction/Renovation, Streetscape Improvements, Engineering Studies
<b>Location</b>	Yonkers, Westchester County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$18,950,940	<b>Construction Jobs</b>	175
<b>Amount Requested</b>	\$4,375,167 (\$3,022,022 Regional Council Capital Grant Fund, \$1,353,145 Market NY Grant)	<b>Total Jobs</b>	120
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, Market NY Grant, Cash Equity		

**PRIORITY PROJECT**

**RE-PURPOSING NEW HOPE FARMS (NHF)  
INTO A FILM PRODUCTION FACILITY**



**REVITALIZE THE REGION'S INFRASTRUCTURE**



New Hope Farms (NHF) is one of the most significant pieces of real estate in the Town of Deerpark. The proposed project will transform a former world-class equestrian facility into an active world-class film and television production facility. The redesigned 171,502 square foot space will have designated areas for film studios, offices, recreational facilities, cast and crew dwellings, set construction workshops, equipment, props and wardrobe storage, make-up rooms, recording rooms, editing suites, etc. This facility will be home to one of the largest indoor sound stages in New York State and could attract major productions to the Region. This project will create skilled film production jobs for local residents of Deerpark and neighboring towns such as Port Jervis, and will create internship opportunities for local students. Zheng Da Construction will also re-purpose several buildings and fields for community events, such as a 19-stall year-round indoor farmer's market.

**RE-PURPOSING NEW HOPE FARMS (NHF)  
INTO A FILM PRODUCTION FACILITY**

**CFA #54163**

<b>Applicant</b>	Zheng Da Construction, LLC	<b>Uses of Funds</b>	Funds will be used to establish onsite offices and begin repairs on the roofing of the entire complex, limiting further deterioration that has already accumulated.
<b>Location</b>	Deerpark, Orange County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$1,900,000	<b>Construction Jobs</b>	4
<b>Amount Requested</b>	\$380,000	<b>Total Jobs</b>	15
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Private Investment, Regional Council Capital Grant Fund		

**PRIORITY PROJECT**

**STEWART INTERNATIONAL AIRPORT  
INFRASTRUCTURE IMPROVEMENT PROJECT**



**REVITALIZE THE REGION'S INFRASTRUCTURE**



The Town of New Windsor, which maintains all water and sewage infrastructure at Stewart International Airport, is seeking funding to support a \$14.1 million project to make critical airport infrastructure improvements. The current infrastructure, nearly 50 years old, has significant wear and damage that impacts the airport and its customers. These improvements will allow for economic expansion and the attraction of new commercial tenants, enabling Stewart to accommodate more personal and commercial aircraft, support more air traffic, add 35,000 square feet of terminal space and expanded cargo space. As a result of the project, additional tracts of land will become suitable for future commercial development.

**STEWART INTERNATIONAL AIRPORT  
INFRASTRUCTURE IMPROVEMENT PROJECT**

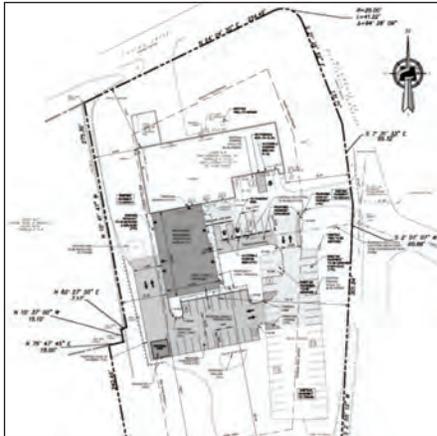
**CFA #54177**

<b>Applicant</b>	Town of New Windsor	<b>Uses of Funds</b>	Construction/Renovation, Equipment/Machinery, Soft Costs
<b>Location</b>	New Windsor, Orange County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$14,100,000	<b>Construction Jobs</b>	40
<b>Amount Requested</b>	\$1,620,000	<b>Total Jobs</b>	N/A
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Regional Council Capital Grant Fund, WQIP, Town of New Windsor		

**PRIORITY PROJECT**  
**IRONWORKERS LOCAL 417 – TRAINING CENTER**



**REVITALIZE THE REGION'S INFRASTRUCTURE**



Ironworkers Local 417 was established in October 1929, and has enjoyed 86 years of doing business in the Hudson Valley. During this time, the main goal of Local 417 has been to train and produce the best ironworkers possible. Local 417's present training facility has outgrown its capacity. The demand for highly-skilled ironworkers is strong, and increasing, due to the many projects underway or pending in the Hudson Valley (Tappan Zee Bridge, CPV Power House, Casino/Water Park, etc.). In order to train apprentices appropriately, and meet the demand for this necessary workforce, Ironworkers Local 417 will significantly expand and improve their current educational facility.

**IRONWORKERS LOCAL 417 - TRAINING CENTER**

**CFA #54717**

<b>Applicant</b>	Ironworkers Local 417	<b>Uses of Funds</b>	Build Addition to Ironworkers Local 417's Training Center
<b>Location</b>	Wallkill, Orange County	<b>Goal</b>	Revitalize the Region's Infrastructure
<b>Total Project Cost</b>	\$2,170,000	<b>Construction Jobs</b>	TBD
<b>Amount Requested</b>	\$434,000	<b>Total Jobs</b>	75 newly trained ironworkers each year (based upon job demand)
<b>Past CFA Awards</b>	N/A	<b>Jobs Retained</b>	N/A
<b>Funding Source</b>	Existing Funds, Bank Loan, Regional Council Capital Grant Fund		

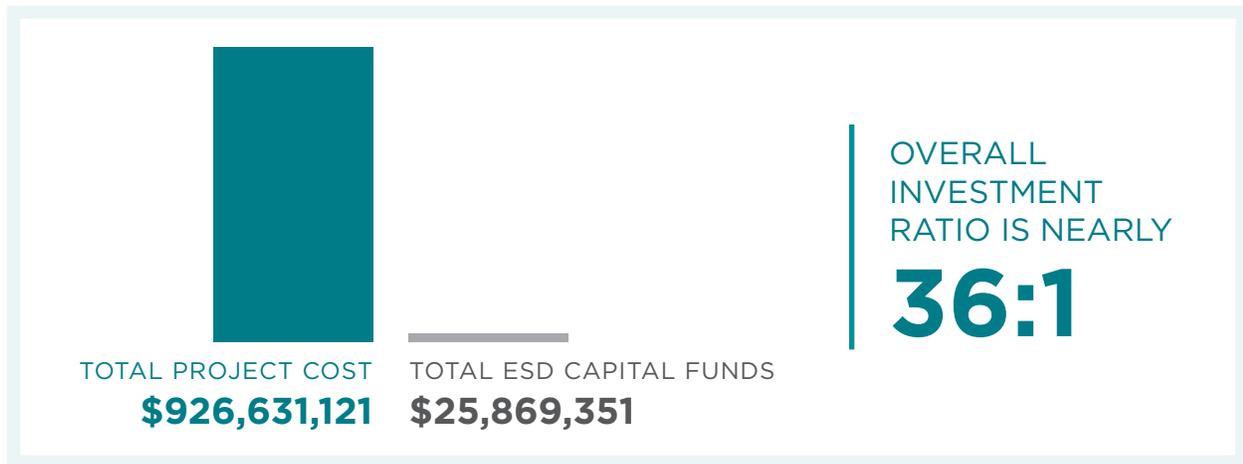
## Overall Investment Ratio for Proposed Priority Projects

The graph below shows the leverage of State investment in this year's 24 proposed Regional Council Capital Fund Priority Projects, excluding from these calculations public

infrastructure projects, and comparing the proposed total project cost to total proposed ESD Capital Fund investment. The overall investment ratio is nearly 36:1.

### LEVERAGE OF STATE INVESTMENT

Total Project Cost (TPC)	Proposed ESD Capital Fund Investment	Leverage All Projects TPC
\$926,631,121	\$25,869,351	35.81



## Map of Proposed Priority Projects

The MHREDC has selected 24 geographically diverse Regional Council Capital Fund Priority Projects, as shown in the map below:

### PROJECT GOAL GUIDE

**Red:** Invest in Technology

**Green:** Grow Natural Resources

**Purple:** Attract and Retain Mature Industries

**Blue:** Revitalize the Region's Infrastructure



## PROPOSED PRIORITY PROJECTS

#	Goal	CFA	Project Name	Town/City	County
1	Green	57595	LEGOLAND New York	Haverstraw	Rockland
2	Purple	56436	Orange County Amy's Kitchen WWTP	Village of Goshen	Orange
3	Red	52144	Vassar Brothers Medical Center Patient Pavilion	Poughkeepsie	Dutchess
4	Blue	54177	Stewart International Airport Infrastructure Improvement Project	New Windsor	Orange
5	Red	57574	Ctr. for Innovation and Entrepreneurship at 51 Fulton Tech. CrossRoad	Poughkeepsie	Dutchess
6	Green	50725	Wildberry Lodge	New Paltz	Ulster
7	Green	51316	Bellefield at Hyde Park	Hyde Park	Dutchess
8	Red	53796	Advanced Manufacturing SMARTT Labs and SMARTT Pods		All Counties
9	Blue	52472	SOYO Mixed-Use TOD Project	Yonkers	Westchester
10	Purple	52545	Greyston Bakery Capital Improvements	Yonkers	Westchester
11	Purple	55681	Clemson Distribution and Bottling Plant – Phase II	Middletown	Orange
12	Blue	51725	Queen City Lofts Project	Poughkeepsie	Dutchess
13	Purple	54059	Sullivan County Stave Mill and Cooperage	Loch Sheldrake	Sullivan
14	Blue	54163	Re-Purposing New Hope Farms	Deerpark	Orange
15	Purple	50577	Black Dirt Distillery and Tourism Expansion Project	Pine Island	Orange
16	Purple	55255	Capacity Increase (EFCO Products)	Poughkeepsie	Dutchess
17	Purple	56905	Food and Beverage Manufacturing and Agritourism Center	Kingston	Ulster
18	Blue	54717	Iron Workers Local 417 Training and Education Center	Town of Newburgh	Orange
19	Red	55084	New Precision Glass Surfaces Division (Gillinder Brothers, Inc.)	Port Jervis	Orange
20	Purple	50797	Roscoe Brewery Expansion and Economic Revitalization Project	Roscoe	Sullivan
21	Blue	52574	Middletown Community Campus	Middletown	Orange
22	Blue	52824	Yonkers Downtown TOD Riverwalks	Yonkers	Westchester
23	Blue	54111	Yonkers Carpet Mills Arts District Project	Yonkers	Westchester
24	Green	51749	Walkway Visitor Facility Improvement and Accessibility Project	Poughkeepsie-Highland	Dutchess, Ulster

## Proposed Priority Projects Relating to State Priorities

CFA	Project Name	County	Advances the Regional Cluster Program	Supports Global NY Strategies	Supports the Opportunity Agenda	Advances the Regional Cleaner Greener Sustainability Goals	Supports NY Rising Community Reconstruction Goals	Supports the Veterans Agenda
<b>REGIONAL COUNCIL CAPITAL FUND (ESD)</b>								
50577	Black Dirt Distillery and Tourism Expansion Project	Orange	X	X				
50725	Wildberry Lodge	Ulster						X
50797	Roscoe Brewery Expansion and Economic Revitalization Project	Sullivan	X	X				X
51316	Bellefield at Hyde Park	Dutchess				X		X
51725	Queen City Lofts Project	Dutchess			X			
51749	Walkway Visitor Facility Improvement and Accessibility Project	Dutchess and Ulster			X			X
52144	Vassar Brothers Medical Center Patient Pavilion	Dutchess			X			X
52472	SOYO Mixed-Use TOD Project	Westchester			X		X	X
52545	Greyston Bakery Capital Improvements	Westchester	X		X			
52574	Middletown Community Campus	Orange			X	X	X	X
52824	Yonkers Downtown TOD Riverwalks	Westchester			X	X	X	X
53796	Advanced Manufacturing SMARTT Labs and SMARTT Pods	Regional		X	X			X
54059	Sullivan County Stave Mill and Cooperage	Sullivan	X			X		X

CFA	Project Name	County	Advances the Regional Cluster Program	Supports Global NY Strategies	Supports the Opportunity Agenda	Advances the Regional Cleaner Greener Sustainability Goals	Supports NY Rising Community Reconstruction Goals	Supports the Veterans Agenda
<b>REGIONAL COUNCIL CAPITAL FUND (ESD)</b>								
54111	Yonkers Carpet Mills Arts District Project	Westchester			X			
54163	Re-Purposing New Hope Farms	Orange		X				X
54177	Stewart International Airport Infrastructure Improvement Project	Orange		X		X		
54717	Iron Workers Local 417 Training and Education Center	Orange						X
55084	New Precision Glass Surfaces Division (Gillinder Brothers, Inc.)	Orange		X				X
55255	Capacity Improvement (EFCO, Inc.)	Dutchess	X	X	X			
55681	Clemson Distribution and Bottling Plant - Phase II	Orange	X	X	X			
56436	Orange County Amy's Kitchen WWTP	Orange	X	X				
56905	Food and Beverage Manufacturing and Agritourism Center	Ulster	X		X			X
57574	Center for Innovation and Entrepreneurship at 51 Fulton Technology CrossRoad	Dutchess		X	X			X
57595	LEGOLAND New York	Rockland		X				X

<b>CFA</b>	<b>Project Name</b>	<b>County</b>	<b>Advances the Regional Cluster Program</b>	<b>Supports Global NY Strategies</b>	<b>Supports the Opportunity Agenda</b>	<b>Advances the Regional Cleaner Greener Sustainability Goals</b>	<b>Supports NY Rising Community Reconstruction Goals</b>	<b>Supports the Veterans Agenda</b>
<b>DEC</b>								
52460	Kerhonkson Sewer District DEC Engineering Planning Project – Town of Wawarsing	Ulster				X	X	
54177	Stewart International Airport Infrastructure Improvement Project	Orange		X		X		
54789	Hillside Lake Inflow Remediation – Town of East Fishkill	Dutchess				X		
56101	WWTP Comprehensive Upgrade – Village of Liberty	Sullivan				X		
56691	Callicoon WWTP Upgrade Study – Town of Delaware	Sullivan				X		
57018	Pawling WWTP Upgrade	Dutchess				X		
57022	Pawling II Investigation	Dutchess				X		
57762	MS4 Mapping Project – Village of Cornwall on Hudson	Orange				X		
<b>DOL</b>								
52264	Unemployed Worker Training	Ulster						X
53988	Employment Training for Special Needs Populations	Westchester			X			X
54511	Greyston Existing Employee Training Program	Westchester	X		X			
57671	ABS Port Jervis	Orange						X
<b>DOS</b>								
52824	Yonkers Downtown TOD Riverwalks	Westchester				X	X	X
55262	City of Port Jervis LWRP Implementation	Orange		X		X		X
56208	Poughkeepsie Waterfront Connectivity Project	Dutchess			X			

CFA	Project Name	County	Advances the Regional Cluster Program	Supports Global NY Strategies	Supports the Opportunity Agenda	Advances the Regional Cleaner Greener Sustainability Goals	Supports NY Rising Community Reconstruction Goals	Supports the Veterans Agenda
<b>DOS CONTINUED</b>								
56785	Tarrytown Waterfront TOD Plan and Zoning	Westchester				X		
56925	Beacon Transit Oriented Development Plan	Dutchess				X		
<b>EFC</b>								
52518	SUNY Sullivan Going Green Stormwater Management Project Phase I	Sullivan				X		
54728	Newburgh City Hall Green Roof Project	Orange			X	X		
<b>EXCELSIOR JOBS PROGRAM (ESD)</b>								
55681	Clemson Distribution and Bottling Plant - Phase II	Orange	X					
57671	ABS Port Jervis	Orange			X			X
<b>HOT SPOTS (ESD)</b>								
56981	The New York Technology Incubator	Rockland		X				X
<b>MARKET NY (ESD)</b>								
50577	Black Dirt Distillery and Tourism Expansion Project	Orange		X				
50725	Wildberry Lodge	Ulster		X				X
50797	Roscoe Brewery Expansion Economic Revitalization Project	Sullivan		X				X
51316	Bellefield at Hyde Park Hospitality and Retail Development Project	Dutchess						X
51749	Walkway Visitor Facility Improvement and Accessibility Project	Dutchess and Ulster		X				X
53454	Visit Nyack, Inc., Market NY Grant Application	Rockland						X
53996	150th Anniversary Reinvestment Program - Village of Port Chester	Westchester			X			

CFA	Project Name	County	Advances the Regional Cluster Program	Supports Global NY Strategies	Supports the Opportunity Agenda	Advances the Regional Cleaner Greener Sustainability Goals	Supports NY Rising Community Reconstruction Goals	Supports the Veterans Agenda
<b>MARKET NY (ESD) CONTINUED</b>								
54111	Yonkers Carpet Mill Arts District Project	Westchester			X			
57965	Tourism Marketing in Sleepy Hollow	Westchester		X				
<b>NYSERDA - CLEANER GREENER COMMUNITIES</b>								
55603	Poughkeepsie Sustainable Main Street	Dutchess				X		
<b>OPRHP</b>								
51749	Walkway Visitor Facility Improvement and Accessibility Project	Dutchess and Ulster		X	X			
52824	Yonkers Downtown TOD Riverwalks	Westchester				X	X	
53279	Expanding Access to Stony Kill Falls	Ulster		X				
55978	Yonkers Rail Trail Phase 1 Capital Construction	Westchester			X			
56132	Ulster County Rail Trail Project Phase 1	Ulster			X	X		
57249	Greens to Green Conservancy	Westchester				X		
<b>STRATEGIC PLANNING AND FEASIBILITY STUDIES (ESD)</b>								
52574	Middletown Community Campus Redevelopment Project	Orange					X	X
54448	Pilot Project for a Regional Model for Data Driven Workforce Development and Education	Rockland			X			
57511	Attracting an Engineering Program to Westchester	Westchester						X

## OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY

### OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY

CFA	Project Name	Project Sponsor	Agency
56810	Restoration of the Sloop Woody Guthrie	Beacon Sloop Club, Inc.	Arts
56596	Heritage Community Coordinator	Greater Hudson Heritage Network	Arts
53104	Sharing SPACE Farmers Market	SPACE on Ryder Farm	Arts
52860	Riverport Phase 2	Hudson River Maritime Museum	Arts
57910	Willowemoc Creek Aquatic Barrier Removal Project	Trout Unlimited	DEC
57304	Stormwater Consortium of Rockland County Stormwater Outfall and SMP Mapping/Inspection	Cornell Cooperative Extension	DEC
57210	Wastewater Improvements	AKRF	DEC
56148	Village of Walden Sanitary Sewer System Improvement Planning	Village of Walden	DEC
55537	Sanitary Sewer Overflow Investigation Project Phase II	City of Newburgh	DEC
54726	Downing Park Pond Outlet Project	ARCADIS	DEC
54659	Hasbrouck Sewershed I&I Study	ARCADIS	DEC
54648	Regulator No 2 Upgrades	ARCADIS	DEC
54520	City Sanitary Sewer Study	The Chazen Companies	DEC
54282	Saw Mill River Valley Sanitary Sewer Diversion Project	Town of New Castle	DEC
54085	City of Port Jervis 2015 Inflow and Infiltration Planning Grant	City of Port Jervis	DEC
52804	Wappinger Lake Inflow Quality Improvements	Village Wappingers Falls	DEC
52055	Village of Monticello Inflow Infiltration Reduction Study	Village of Monticello	DEC
51366	Rosendale Wastewater System Inflow Infiltration Study	Town of Rosendale	DEC
51356	Monticello Wastewater System Disinfection Project	Village of Monticello	DEC
55025	Management Development Training	ShopRite Supermarkets, Inc.	DOL
53233	GET Back to Work	Gateway to Entrepreneurial Tomorrows GET	DOL
42006	Hospital Consolidation	HeathAlliance of the Hudson Valley	DOL
56862	Yonkers Downtown, Sites H and I, Yonkers, NY	SFC H and I, LLC	DOS
56848	Kingston Waterfront Resiliency Project	City of Kingston	DOS
56737	Bulkhead Financing CFA	Village of Port Chester	DOS
56395	Yonkers Southern Riverfront Park	City of Yonkers	DOS
55260	Dwaarkill Pine Bush Water Supply Project	County of Orange	DOS
55245	Newburgh’s Emerald Crescent-Downing Park System	City of Newburgh	DOS
54508	Hudson Highlands Fjord Trail	Scenic Hudson	DOS
53052	Wallkill Hamlet Waterfront Revitalization	Town of Shawangunk	DOS

**OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY CONTINUED**

<b>CFA</b>	<b>Project Name</b>	<b>Project Sponsor</b>	<b>Agency</b>
51551	Glenwood Plant Transportation Network	The City of Yonkers	DOS
51399	Construction of Charles Point Multi-Use Trail	City of Peekskill	DOS
55334	Yonkers Choice Farms	City of Yonkers	EFC
54934	Sustainability Initiative	Cornell Cooperative Extension of Rockland	EFC
53507	Hamlet of Wallkill Green Stormwater Retrofit	Town of Shawangunk	EFC
52928	James Street Municipal Lot GIGP	Orange County Soil and Water Conservation District	EFC
52804	Wappinger Lake Inflow Quality Improvements	Village Wappingers Falls	EFC
50877	Home for Heroes Green Innovation	Town of Orangetown	EFC
58067	NY Comprehensive Seniors Health Care Facility	New York Resort for Seniors, LLC	ESD
57919	Eastchester Creek Dredge	Sprague Operating Resources, LLC	ESD
57504	College of New Rochelle START-UP NY Montefiore Initiative	The College of New Rochelle	ESD
57341	SL Resort Destination Waterpark Project	Baez Associates	ESD
57316	French American School of New York	French American School of New York	ESD
57193	Highland Water District Line Extension	Chazen Companies	ESD
57143	Catskills Brewery Expansion Project	Catskills Brewery, LLC	ESD
56870	Shadowland Second Stage	Shadowland Artists, Inc.	ESD
56865	College of Dental Medicine at NYMC	New York Medical College	ESD
56862	Yonkers Downtown, Sites H and I, Yonkers, NY	SFC H and I, LLC	ESD
56804	Farm Cidery for Hard Apple Cider	Clintondale Brewing Company, LLC	ESD
56566	Multi-modal Transportation Master Plan	Village of Port Chester IDA	ESD
56563	Ridge Hill Regional Connectivity	FC Yonkers Associates, LLC	ESD
56531	PHC Emergency Department	Putnam Hospital Center	ESD
56395	Yonkers Southern Riverfront Park	City of Yonkers	ESD
56287	Women’s Studio Workshop, Phase II Art Campus Expansion	Women’s Studio Workshop	ESD
56169	Narrowsburg School Redevelopment Project	Rock Meadow Partners, LLC	ESD
55800	Mid-Hudson Regional Socioeconomic Indicator DataHub MHRSID	Sarah Lawrence College	ESD
55772	Zumtobel Factory Modernization Project	Zumtobel, Inc.	ESD
55334	Yonkers Choice Farms	City of Yonkers	ESD
55332	Expansion Funds	Hardwood Flooring USA, LLC	ESD
55297	Nyack Hospital Care Transformation Project	Nyack Hospital	ESD
55218	Newburgh’s Emerald Crescent-Downing Park System Part 2	City of Newburgh	ESD
55152	Hydronic Snow Melting System for Sidewalks Crosswalks	Village of Brewster	ESD
55035	Hits on the Hudson	HITS, Inc.	ESD

**OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY CONTINUED**

<b>CFA</b>	<b>Project Name</b>	<b>Project Sponsor</b>	<b>Agency</b>
55031	Grape Pomace Processing Plant	Royal Energy and Health Resources	ESD
55017	Rushing Duck Brewing Expansion	Rushing Duck Brewing Company	ESD
54934	Sustainability Initiative	Cornell Cooperative Extension of Rockland	ESD
54903	Tourism Visitors Center	Sullivan County Visitors Association	ESD
54823	Innovation District Plan	City of Poughkeepsie/ Land Use Law Center	ESD
54740	Enhancements to Arts Westchester’s Mixed Use Cultural Facility	Westchester Arts Council, Inc.	ESD
54737	SS Columbia Restoration	SS Columbia Project	ESD
54686	Ward Acres Park Restoration Project	City of New Rochelle	ESD
54577	389 West Nyack	Pearl River Pastry	ESD
54322	Central Kingston Green Affordable Housing and Civic Uses	RUPCO, Inc.	ESD
54140	City of Port Jervis ESD Strategic Planning and Feasibility Studies	City of Port Jervis	ESD
54048	101 Wolf’s Lane Transit Oriented Development	MatriArch Development	ESD
54014	UPAC Interior Exterior Renovation Construction Project Final Phases 3 and 4	Bardavon 1869 Opera House, Inc.	ESD
53998	Upgraded Building for Clean Energy Business to Revitalize Downtown Mount Vernon	Ari Associates, LLC	ESD
53970	CRMC Primary Care Expansion	Catskill Regional Medical Center	ESD
53956	County-Wide Feasibility Study for Tourism and Revitalizing Economic Development Centers	Putnam County	ESD
53765	Newburgh Preschool and School at The Arc of Orange	NYSARC, Inc., Orange County Chapter DBA The Arc of Orange County	ESD
53600	Marketing the New York State Upper Delaware Scenic Byway	Sullivan County Visitors Association	ESD
53578	Bleachery Revival Initiative	Village of Wappingers Falls	ESD
53531	Get Green	Get Real Surfaces	ESD
53507	Hamlet of Walkkill Green Stormwater Retrofit	Town of Shawangunk	ESD
53424	Colony Farm Agritourism Feasibility Study	Town of Wawarsing	ESD
53375	Williams Lake Resort Spa	Hudson River Valley Resorts, LLC	ESD
53266	Ritz Theater Redevelopment Project	Safe Harbors of the Hudson	ESD
53162	Manitoga Public Access	Manitoga, Inc.	ESD
53091	Primo Sports Athletic Center	Route 94 North, LLC	ESD
53088	Tusten Water District Improvements	Town of Tusten	ESD
53029	Route 9 Corridor Study	Village of Ossining	ESD
52893	Family Partnership Center Campus Revitalization	Family Services	ESD

**OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY CONTINUED**

<b>CFA</b>	<b>Project Name</b>	<b>Project Sponsor</b>	<b>Agency</b>
52539	Nodine Hill Transformation Project	Westhab, Inc.	ESD
52521	Philipsburg Manor Bridge and Wharf Restoration	Historic Hudson Valley	ESD
52490	Plan Bee Farm Brewery	Plan Bee Farm Brewery	ESD
52455	Old Jail Shovel Ready Site	Ulster County Office of Economic Development	ESD
52363	Bannerman Castle Visitor Enhancement Project	Bannerman Castle Trust, Inc.	ESD
51865	Downtown Core Redevelopment Infrastructure Upgrades	City of New Rochelle	ESD
51577	Hudson Valley 3D Printing Prototype Initiative	Hudson Valley Economic Development Network	ESD
51551	Glenwood Plant Transportation Network	The City of Yonkers	ESD
50968	Poughkeepsie Farm Project Expansion and Community Access Initiative	Poughkeepsie Farm Project, Inc.	ESD
50928	Old Salem Farm Equestrian Center Expansion Project	Old Salem Acquisition Corporation	ESD
49813	Thornwillow Makers Village	Hudson Valley Paperworks, Inc.	ESD
46887	SRN Green Roof	Jewish Home Lifecare Sarah Neuman Center, Westchester	ESD
42696	Fish and Bicycle Bar, Cafe and Grocery	Fish and Bicycle, Inc.	ESD
50763	Rosehaven Alpacas Expansion 2015	Rosehaven Alpacas, Inc.	ESD
51171	People to People Hunger Relief Initiative and Facility Expansion	Help From People to People	ESD
54587	Veterans Talent and Opportunity Initiative	Mount Saint Mary College	ESD
54964	Organic Greenhouse Facility	Hudson Valley Produce, LLC	ESD
55010	Boys and Girls Club Newburgh Center for Arts and Education	Boys and Girls Club of Newburgh	ESD
57645	Cornell Cooperative Extension Green Energy Project	Cornell Cooperative Extension Sullivan County	ESD
57949	SWPS Manufacturing and Assembly Plant	Sustainable Waste Power Systems, Inc.	ESD
57943	Convention Center Market Feasibility Study	Sullivan County	HCR
57190	Livingston Manor Riverwalk	Town of Rockland	HCR
57016	Hurleyville Facade Improvement Program	Town of Fallsburg	HCR
56870	Shadowland Second Stage	Shadowland Artists, Inc.	HCR
56753	Phoenicia Water District PER	Town of Shandaken	HCR
56400	Livingston Manor NYMS Downtown Anchor Project	County of Sullivan	HCR
56287	Women’s Studio Workshop, Phase II Art Campus Expansion	Women’s Studio Workshop	HCR
55999	Highland Falls – Planning	Village of Highland Falls	HCR
55992	Technical Analysis of Hyde Park Crossroads for New York Main Street Program	Town of Hyde Park	HCR
55694	Union Street Henry Street Development Area	Downtown Middletown Business Management Association	HCR
55565	Monticello Water System Improvements Project	Village of Monticello	HCR

**OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY CONTINUED**

<b>CFA</b>	<b>Project Name</b>	<b>Project Sponsor</b>	<b>Agency</b>
55425	Town of Chester – Sugar Loaf Downtown	Town of Chester	HCR
55089	Newburgh Community Stabilization Project	Newburgh Community Land Bank	HCR
54599	Ellenville Universal Inflow and Infiltration Reduction Project	Village of Ellenville	HCR
54228	Broadway Monticello Revitalization	Sullivan County Division of Planning Environmental Management	HCR
54126	City of Port Jervis Hammond Street Sewer Repair	City of Port Jervis	HCR
53355	Cardinal Court	Hudson River Housing, Inc.	HCR
53234	Phoenicia Water System	Town of Shandaken	HCR
52874	Goshen 2020 Downtown Enhancement Plan	Village of Goshen	HCR
52296	KJ Sidewalks Project	Village of Kiryas Joel	HCR
51680	Ritz Theater Redevelopment Project	Safe Harbors of the Hudson	HCR
51593	Wurtsboro Main Street 2015	Town of Mamakating	HCR
58092	LED Streetlight Replacement	Village of Mamaroneck	NYSERDA
57660	A Brighter Greener More Energy Efficient Ramapo	Town of Ramapo	NYSERDA
57315	The Sustainable Chappaqua Revitalization Project	Town of New Castle	NYSERDA
56017	Municipal Composting Expansion	Ulster County	NYSERDA
55811	NY Community Project	EV Connect	NYSERDA
55482	And Away We Go Electric Vehicle Initiative	Town of Cortlandt	NYSERDA
55481	Downtown Strategic Investment Green Parking Initiative	City of New Rochelle	NYSERDA
55396	Elwood Avenue/Commerce Street Downtown Revitalization Project	Town of Mount Pleasant	NYSERDA
55334	Yonkers Choice Farms	City of Yonkers	NYSERDA
55152	Hydronic Snow Melting System for Sidewalks Crosswalks	Village of Brewster	NYSERDA
54322	Central Kingston Green Affordable Housing and Civic Uses	RUPCO, Inc.	NYSERDA
53012	Municipal LED Streetlight Consortium	Courtney Strong, Inc.	NYSERDA
52893	Family Partnership Center Campus Revitalization	Family Services	NYSERDA
58033	Con Iron Waterfront Community Planning Project	Groundwork Hudson Valley	Parks
57995	Riverfront Revitalization Project	Village of Cornwall-on-Hudson	Parks
57380	Fishkill Creek Greenway and Heritage Trail City Center Segment	City of Beacon	Parks
57323	North Rockland YMCA Recreation Center Planning Project	Rockland County YMCA	Parks
57262	Middletown Skateboard Park	City of Middletown	Parks
57190	Livingston Manor Riverwalk	Town of Rockland	Parks
56876	Kingston Lighthouse Renovation Project	City of Kingston	Parks
56401	Untermeyer Park Water Canals Restoration	City of Yonkers	Parks
56395	Yonkers Southern Riverfront Park	City of Yonkers	Parks
55506	Patriots Park Improvements	Village of Tarrytown	Parks
55437	Marydell on Hudson	The Trust for Public Land	Parks

**OTHER REGIONALLY SIGNIFICANT PROJECTS (SCORES OF “15”) BY AGENCY CONTINUED**

<b>CFA</b>	<b>Project Name</b>	<b>Project Sponsor</b>	<b>Agency</b>
55430	Upper Delaware River Heritage Walking Trail	Town of Lumberland	Parks
55245	Newburgh’s Emerald Crescent-Downing Park System	City of Newburgh	Parks
55088	Environmental Protection Fund Municipal Grant Program	Copland House	Parks
54742	Black Rock Forest Visitor Access Pathway	Black Rock Forest Consortium	Parks
54737	SS Columbia Restoration	SS Columbia Project	Parks
54686	Ward Acres Park Restoration Project	City of New Rochelle	Parks
54669	Old Dutch Church Restoration and Improvement	The Reformed Church of the Tarrytowns	Parks
54667	Trailway Connection to FDR Park	Town of Yorktown	Parks
54392	Lyndhurst River Loop Trail	Town of Lyndhurst	Parks
54261	Heritage Trail Extension	County of Orange	Parks
54208	City of Port Jervis NYS OPRHP White Water Kayak Park Plan	City of Port Jervis	Parks
54113	Wassaic Trail to the Train	Town of Amenia	Parks
54014	UPAC Interior Exterior Renovation Construction Project Final Phases 3 and 4	Bardavon 1869 Opera House, Inc.	Parks
53978	Old Croton Aqueduct Trail Restoration	Village of Irvington	Parks
53540	The Sullivan County OW Rail Trail	County of Sullivan	Parks
53424	Colony Farm Agritourism Feasibility Study	Town of Wawarsing	Parks
53314	Yorktown Heights Railroad Station Restoration	Town of Yorktown	Parks
53132	The Right Connections Mountainside Woods Accessibility Project	Town of Lloyd	Parks
53067	John Jay Homestead Circulation and Site Improvement Plan	Friends of John Jay Homestead	Parks
52922	Sloop Clearwater Restoration Project	Hudson River Sloop Clearwater, Inc.	Parks
52893	Family Partnership Center Campus Revitalization	Family Services	Parks
52860	Riverport Phase 2	Hudson River Maritime Museum	Parks
52363	Bannerman Castle Visitor Enhancement Project	Bannerman Castle Trust, Inc.	Parks
51812	Smiley-High Point Carriage Road Reconstruction	Open Space Institute	Parks
51680	Ritz Theater Redevelopment Project	Safe Harbors of the Hudson	Parks
51000	Trapps Bridge and Carriage Road Project	Mohonk Preserve, Inc.	Parks



## **PART 4**

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*work groups*

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## WORK GROUP DESCRIPTIONS

The MHREDC has twelve active work groups, made up of a broad range of stakeholders from both the public and private sector. Hundreds of volunteer members lend their time, talent, and expertise to the MHREDC through their participation as work group members. The groups provide a forum for the Council to engage with—and learn from—a broader set of community stakeholders, many of whom have specific subject-matter expertise. They also help the Council to identify and implement regional strategies.

**Descriptions of the Council’s twelve work groups (presented in alphabetical order) can be found below:**

### Global NY

The MHREDC’s Global NY International Trade and Investment Advisory Committee develops and implements global marketing and export strategies, building foreign trade and investment approaches into the Council’s strategic planning efforts. The group aims to widen the Region’s lens in trade strategy development and to assemble and align regional assets that will assist area businesses in competing globally.

### Industry Cluster

The Industry Cluster Work Group identifies and researches the growth of existing or emerging industry trends. Most recently it has been responsible for identifying the “Food and Beverage Manufacturing Supply Chain” as the Council’s NYSTAR manufacturing industry cluster of focus. It aims to catalogue companies and related assets; explore the attraction of out-of-state companies; strengthen key enablers for cluster growth (e.g., human capital, innovation and commercialization, infrastructure, or local governance); and coordinate efforts through meetings, competitions, and other activities and events.

### Infrastructure

The Infrastructure Committee advises the MHREDC on issues and priorities related to the Region’s physical and organizational structures—the built environment. Its areas of focus have included some of the Region’s major assets, including the Tappan Zee Bridge and Stewart International Airport, including the Governor’s priority of the redeployment of freight from NYC. The work group has worked with Hudson Valley Pattern for Progress on its recent Infrastructure Report, and has also focused on the infrastructure needed to support the Montreign Casino project in Sullivan County.

### Marketing

The Marketing Work Group continues to identify opportunities to highlight the various assets the Mid-Hudson has and deliver the information to as many business leaders and other stakeholders as possible. The group is responsible for representing both the Council and the Region at various tradeshows across the country (NYSCAR, CoreNet, NAIOP, and SIOR, for example), delivering information to C-suite executives, the nation’s leading commercial real estate brokers, and industry experts.

---

## Metrics

The Metrics Work Group assists the Council in evaluating its success by developing and tracking a number of performance measures. Most recently, the group has streamlined its approach to include three basic sets of metrics: a dashboard of general economic/quality of life indicators for the Region's economy (with a comparison to State performance); strategy-specific indicators; and project-level data.

## Natural Resources

The Natural Resources Work Group researches and advises the Council on projects and initiatives related to the MHREDC's Core Strategy #3 and the URI's "Play" strategy. The group ensures that the Council's economic development strategy aligns with the need to leverage the Region's outstanding natural resources to sustain the Mid-Hudson's unparalleled quality of life and key industries including agriculture, tourism, arts and culture, and sustainable energy.

## Opportunity Agenda

The Opportunity Agenda work group continues to analyze and focus on the needs of the ten economically distressed communities (Newburgh, Yonkers, Brewster, Peekskill, Kaser, Monticello, Poughkeepsie, Kingston, Mount Vernon, and Middletown) identified by the Council, with the goal of ensuring the development of inclusive economic development policies.

## Path Through History (PTH)

The Path Through History Work Group assists the Council in promoting the Governor's initiative. Through their work, they help visitors to the Region avail themselves of the hundreds of museums, parks, galleries, and other destinations that help tell the important story of the Mid-Hudson and the role it has played in our nation's history. Primary areas of focus for the group have included the creation of new HD video and photography featuring the Region's premier cultural and historic attractions, the organization of an inaugural Hudson Valley History Fair, and partnering to conduct interpretive training at historic sites and museums identified through the Region.

## Small Business/MWBE

Acknowledging that 90% of the Mid-Hudson's 67,000 businesses have fewer than 20 employees, the Council established the small business work group to address issues faced by small businesses throughout the Region. Through networking and roundtable events, this group also seeks to address the Council's priority of supporting and encouraging MWBEs.

## Tourism

The Tourism work group includes representatives from a diverse cross-section of stakeholders representing hospitality, industry, not-for-profits, communities, agencies, and attractions. As destination tourism is a major emphasis in the Region's URI proposal, the work group facilitates partnerships, is a forum for project development, and works collaboratively to identify transformative projects.

## Veterans

The MHREDC's Taskforce on Veterans continues to compile information pertaining to veterans, veteran-owned businesses, and regional employers willing to commit to veteran hires. The group accomplishes its work through outreach to Directors of Veterans' Services, area colleges, the faith-based community, unique groups such as the Committee for the Families of War Veterans, and interaction with the Council's Workforce Development Task Force. The group's efforts led to a significant commitment to veteran hires in Mid-Hudson CFA applications, the identification of a VOSB Incubator pilot program for start-up businesses, and an accelerator program for existing veteran owned businesses.

## Workforce Development

The Workforce Development Taskforce is a large group of representatives from government, business, industry, and education who support the work of the MHREDC by seeking to ensure that there is a qualified workforce to meet the needs of business and industry in the Mid-Hudson.

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# WORK GROUP MEMBERSHIP

## WORK GROUP MEMBERSHIP GUIDE

\*Co-Chairs

\*REDC Members

### Global NY

**Aleida Frederico\*\***

Senior Vice President Government Banking, TD Bank

**Charles Radier\***

International Trade Specialist,  
Empire State Development

**Arthur Anthonisen**

President, Hudson Valley International Trade Association

**Jeff Bookstein**

Managing Director, Unifuse

**T. Jefferson Cunningham**

CEO, Magnolia Capital

**Ann E. Davis**

Associate Professor of Economics, Marist College

**Ed Dorian, Jr.**

President, Dorian Drake International

**Robert Edmonds**

President, Kolmar Labs

**Timothy Florio**

Senior Vice President, HSBC

**Suzanne Holt**

Director of Economic Development, Ulster County

**Joan Kanlian**

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**Harold King**

Executive Vice President, Council of Industry

**Jonathan Kupperman**

President, Nice Pak Products

**Stephen Pomoroy**

President, Schatz Bearing Corporation

### Industry Cluster

**Vincent Cozzolino\*\***

Partner, Galileo Technology Group

**Dr. Marsha Gordon\*\***

President and CEO, Business Council of Westchester

**Meghan Taylor**

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## WORK GROUP MEMBERSHIP GUIDE

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**Todd Diorio**

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**Dennis Doyle**

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**Freda Eisenberg**

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**Ed McAndrew**

DPW Commissioner, Sullivan County

**Ross Pepe**

President, Construction Industry Council

**Ralph Swenson**

Kingston City Engineer, City of Kingston

**Alan Seidman**

Executive Director, Construction Contractors Association

**Jacob Tawil**

Commissioner of Public Works, City of Middletown

**Bruce Walker**

Deputy County Executive, Putnam County

**Eoin Wrafter**

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Regional Representative, Mid-Hudson, Office of Governor Andrew M. Cuomo

### Marketing

**Maureen Halahan\*\***

President and CEO, Orange County Partnership

**Al Samuels\*\***

President and CEO, Rockland Business Association

**David Sorbaro\*\***

Co-Owner, Mavis Discount Tires

**Ann Byne**

Principal and Brand Strategist, The Byne Group

**Meghan Taylor**

Regional Director, Empire State Development (Mid-Hudson)

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Department of Labor

**Johny Nelson**

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**Andy Bicking**

Director Public Policy and Special Projects, Scenic Hudson

**Tracy Brown**

Water Quality Advocate, Riverkeeper

**Sue Currier**

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Executive Director, Sustainable Hudson Valley

**Jerry Faiella**

Executive Director, Historic Hudson River Towns

**Paul Gallay**

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**Mary Kay Vrba**

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**Alan White**

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## WORK GROUP MEMBERSHIP GUIDE

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**Jim Hall**

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**Austin O'Brien**

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## Path Through History (PTH) Continued

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**Katherine Hite**

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## WORK GROUP MEMBERSHIP GUIDE

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**Roberta Byron-Lockwood**

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**Natasha Caputo**

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**Patrick Curran**

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---

## WORK GROUP MEMBERSHIP GUIDE

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Investment Board

**Lisa Berger**

Director, Ulster County Workforce Investment Board

**Mary Jane Bertram**

Regional Director, Workforce Development Institute

**Sonja Brown**

Lower Hudson Valley Regional Director,  
Workforce Development Institute

**Howard Hellman**

Chairman, All Bright Electric

**Anne Janiak**

Executive Director, Women's Enterprise Development  
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**Laraine Kautz**

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**PART 5**

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*upstate revitalization plan*



**LIVE.**



**WORK.**



**PLAY.**

## Live. Work. Play. Mid-Hudson

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# FOUNDATIONS FOR ECONOMIC GROWTH, PLANNING, AND INVESTMENT

## A Region Poised for Growth

The Mid-Hudson Regional Economic Development Council (MHREDC) is pleased to participate in the Upstate Revitalization Initiative (URI).

Governor Andrew Cuomo’s innovative approach to bringing new life to Upstate intends to leverage the unique assets of each region to jumpstart the engines of these distinct economies. Using the structure established through the Regional Economic Development Councils allows for a “bottom-up” strategy in an affirmation that local knowledge and experience provides the best foundation for the process of renewal.

An initial reaction to the Mid-Hudson might be that any Region that includes Westchester County is better off than the other Upstate Regions, but unfortunately that is not the case. While Westchester does indeed contain some of the State’s wealthiest communities it also has some of the poorest census tracts in the nation, and cities with high vacancies, high unemployment and low-wage job structures. These are places in desperate need of concentrated investment. From cities such as Mount Vernon, to villages such as Ossining, to sections of Yonkers and Port Chester, the need for purposeful planning and concentrated, targeted investment is clear. Furthermore, the Mid-Hudson beyond Westchester is home to more

than 30 struggling cities and urban centers, as well as many swaths of rural poverty and vacancies that also require a great deal of attention and investment.

It is our assertion that if New York State were to invest in the Mid-Hudson they would be capitalizing on the fiscal and economic health of New York City and Long Island by stabilizing the Mid-Hudson Region, thereby creating a corridor of success from New York City to Albany and beyond. This would reverse decades of the disintegration of the Upstate economy and instead build momentum from downstate to the rest of New York. The State should focus on the value of concentrated investment.

The MHREDC proposes a set of initiatives that will capitalize on proximity to New York City and address the high levels of rural and urban poverty in the Region. We will do so while restructuring our workforce to create high-paying jobs and continue to move low-wage earners toward increased wage capacity, with a particular focus on hard to place workers, all while leveraging untapped private investment.

## Our Initiatives Center Around Three Primary Efforts

### LIVE.

The first initiative is a major revision of the Region's urban areas in all seven counties including not only cities, but towns, villages, and hamlets as well. The Regional Council sees these as primary areas of growth, creating a synergy with the first initiative that is both dynamic and serves as a green strategy, suggesting that future growth occur in designated areas preserving open space. The programs that make up this initiative, we believe, will serve as models for the rest of the State. **The City of Beacon** is but one example of how transformational this strategy can be.

### WORK.

Second, we recognize that job creation is a primary goal of this competition. As noted by the URI Guidebook, job creation is important at all levels of the economy, including hard to place workers. Historically, high-paying jobs have been a part of our manufacturing, research, and development economy. The future of innovation in the Region not only fosters these more mature industries through workforce development skills alignment, but also creates a culture of innovation that allows small firms that may be the next **IBM**, **Regeneron Pharmaceuticals, Inc.**, or **Facebook** to flourish.

**LIVE.**

**4,532**  MILES

**198**  CITIES, TOWNS, AND VILLAGES

**POPULATION**  
**2.3 MILLION**  
MEDIAN AGE 39.5

 **HIGHER EDUCATION INSTITUTIONS**

- 8 SUNY
- 1 FEDERAL
- 18 INDEPENDENT COLLEGES/UNIVERSITIES

An initiative that seeks to revitalize the Region's many river, hilltop, and cross-roads urban centers, encouraging smart growth, transit oriented development, downtown revitalization, and infrastructure improvements in order to stimulate job creation and prevent youth flight.

- Create a Path to Equity—Multiple Strategies for Hard to Place Workers
- 21<sup>st</sup> Century Public-Private Approach to Works Progress Administration (WPA)
- Work to Streamline Local Planning and Development Process
- Adopt Business Technology for Government




**WORK.**

**TOTAL WORKFORCE**  
**1,130,500**  
AVERAGE SALARY \$56,611

**TOTAL PRIVATE WORKFORCE**  
**724,199**  
AVERAGE SALARY \$53,627

**AVERAGE SALARY**  
**\$106,000**  
FOR BIOTECH, HIGHTECH, AND ADVANCED MANUFACTURING

**10,553**  PATENTS  
(2009-2015)

**5 887**  NEW FIRMS  
2014

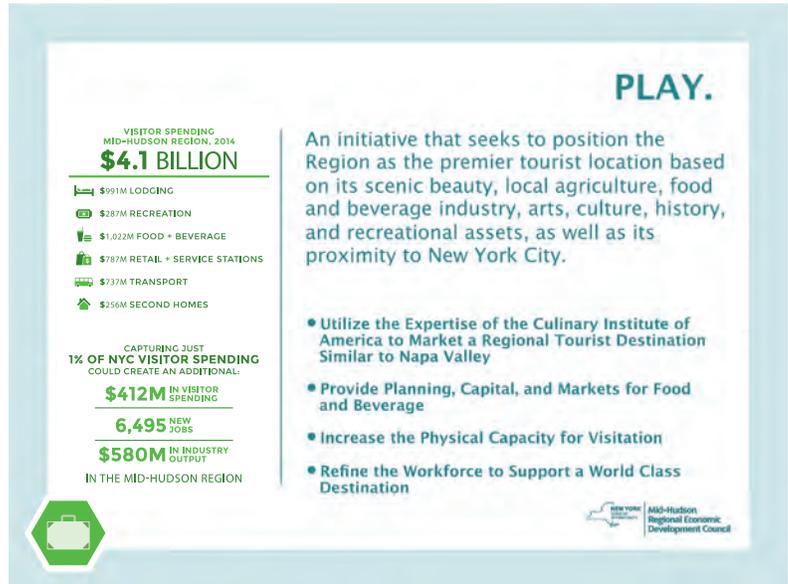
An industry-based initiative that builds upon the Region's existing high-tech clusters by seeking to attract and retain high-paying jobs in STEM-intensive fields, match them with the Region's highly educated workforce, and leverage existing assets in biotech, advanced and high-tech manufacturing, information technology, and food and beverage manufacturing.

- Leverage our Education System to Improve all Levels of Workforce
- Develop Requirements for Paid Internships and Hard to Place Workers
- Foster Innovative Culture and Increase Private Sector Investment




## PLAY.

And, pulling it all together, the Region will create the State's, if not the nation's, premier tourist destination, one that evokes images of the relationship of Napa to San Francisco and Provence to Paris. Estimates provided by the University at Buffalo Regional Institute suggest that if this strategy captured just 5% of the market of visitors to New York City, would add staggering wealth to our Region. In turn, the "gateway" of the Mid-Hudson would then draw visitors closer to the middle of the State aiding economies throughout the eastern half of the State. To accomplish this, the MHREDC envisions a total retooling of our tourism economy to one that is bold, exciting, and transformative.



We firmly believe these three initiatives are critical to the long term viability and growth of the Mid-Hudson. For tourism, the designation of a casino in Sullivan County is already partially fueling the need to creatively retool our tourism economy. In addition, the construction of the **New NY Bridge** greatly improves the Region's infrastructure but also creates a strong transportation pathway that impacts multiple regions. Finally, investment in **Stewart International Airport** is money well spent

in that it establishes a truly regional airport that has the capacity to connect the Region's second-to-none road network to aid the State in the creation of jobs.

The Mid-Hudson's plan for the URI is fully integrated with visionary investments that will benefit not only the Mid-Hudson, but the entirety of New York State. The connectivity to New York City will allow for such investments to rise to the greatest possible level of return and greatest possible benefit for all New Yorkers.

## Current Regional Economic Performance

The economy in the Mid-Hudson Region has improved since the Great Recession, yet still faces areas that need improvement including urban poverty, rural poverty, and an increase in wages. These are the very issues that the Mid-Hudson Region's URI plan is meant to address. The Region is characterized by diverse geography, topography, socio-demographic characteristics, and economic drivers. Our plan to catalyze the Region, spur private investment, create urban and rural employment all while increasing wages, is complex because the Region is so diverse.

### UNEMPLOYMENT HAS DROPPED WHILE WAGES HAVE STAGNATED

The Mid-Hudson Region enjoys lower unemployment than that of the State or national average, yet, in urban centers, unemployment can run double the State average and poverty rates climb as high as three to four percentage points or more above the county and regional averages.<sup>1</sup> The urban centers also suffer from severe underemployment and undercounting, compounded by the number of residents not participating in the labor force. Despite declining unemployment over the

<sup>1</sup> For example, the Village of Monticello has a poverty rate of 42% versus 18.2% for Sullivan County; the City of Poughkeepsie has a poverty rate of 24.9% versus 9% for Dutchess County; the City of Newburgh has a poverty rate of 30.3% versus 12.4% for Orange County; and the City of Mount Vernon has a poverty rate of 16% versus 9.5% in Westchester County. Source: U.S. Census Bureau, 2009-2013 5-year American Community Survey: Table DP03.

last five years, Mid-Hudson wage growth has been stagnant-to-declining, with 2009 – 2013 private sector average annual wage growth declining 2.1% during a period in which job growth increased 3.5%.<sup>2</sup> In addition, despite job growth overall, STEM (Science, Technology, Engineering, and Math) intensive industries have lost 6.9% of jobs, and manufacturing has lost more than 4,000 jobs, with chemical manufacturing suffering a loss of 2,000 jobs.<sup>3</sup>

### THE MID-HUDSON ECONOMIC DRIVERS ARE DIVERSE AND CHANGING

Similar to its geography, the Mid-Hudson economy is distinctively diverse. The Region has some of the most advanced and high tech businesses in the world. **Regeneron Pharmaceuticals, Inc.**, one of the world's fastest growing biotechnology leaders is headquartered in the Mid-Hudson. So is **IBM**, which just launched a new line of zSeries machines that could be combined with Watson's cognitive computing capabilities, making New York a world leader in the growing field of cybersecurity. On the other end of the spectrum, the Mid-Hudson has a \$4.1 billion travel and tourism industry and, when it comes to agriculture, the highest apple production in the State of New York.

The Region is undergoing a time of dramatic change. As large corporate entities such as IBM and Pfizer continue to respond to global market pressures, downsizing has brought an end to the company town philosophy that drove the economy in places like Kingston, Pearl River, Poughkeepsie, and Tarrytown. Instead, a bevy of new enterprises has cropped up including biotechnology and advanced manufacturing in Rockland, Orange, Dutchess, and Ulster Counties. But perhaps most importantly, the Region has become more comfortable in its own identity, recognizing that natural beauty, strong and vibrant main streets, older city stock with strong architectural features, and transportation infrastructure are all assets for the next phase of our economy.

The Mid-Hudson's population growth, once vibrant, is leveling out with little to no growth expected through 2040<sup>4</sup> except in Westchester County, which is closest

to New York City. Yet, the Region is seeing a change in its population diversity in several sectors including the Latino population, seniors ages 55 and over, and Hasidic or Jewish Orthodox communities. The total population in the Mid-Hudson's urban areas, including all cities and villages, numbers 1,255,672.<sup>5</sup>

Given that several of the Region's counties closely border Connecticut and New Jersey, the Region is particularly sensitive to interstate competition for business. Furthermore, because the Region is home to some of the highest taxed counties in the country which are close to New York City, labor, materials, and energy rates are high, and business cultivation constantly must overcome these barriers by demonstrating that the overall value of the location exceeds the costs. An investment of URI funding will assist the Mid-Hudson in overcoming these issues.

### GROWTH INDUSTRIES: TOURISM, FOOD AND BEVERAGE, INFORMATION TECHNOLOGY, MANUFACTURING AND BIOTECH

The Mid-Hudson economic drivers range widely. Agriculture, tourism, and food and beverage manufacturing benefit from the rural landscape and access to markets. On the other hand, high technology industries such as biotechnology, advanced manufacturing, and information technology including digital services characterize the higher wage, more urban establishments. The Region's economy does not revolve around a single cluster. Indeed communities and companies of the Region that once depended on single large employers such as IBM or Pfizer have found a rebound in a more diverse economy that can weather economic and market fluctuations.

The most rapidly growing industries during the 2009 – 2013 period were Food Services and Drinking Places (Alcoholic Beverages) growing at 8% (55,729 jobs) and ambulatory health care services growing at 7% (53,518 jobs), but these are lower wage industries. While manufacturing jobs overall in the Mid-Hudson have declined, the Region has experienced growth in food and beverage manufacturing—an increase

<sup>2</sup> New York State Comptroller. (August 2015). New York State Employment Trends. P. 11.

<sup>3</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment. P. 3.

<sup>4</sup> Data aggregated by Pattern for the seven Mid-Hudson counties. Source: Cornell Program on Applied Demographics, County-level Projections retrieved from <https://pad.human.cornell.edu/counties/projections.cfm>.

<sup>5</sup> This includes all cities and villages in the seven-county Hudson Valley. Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey: Table B01003.

of 15% between 2010 and 2014 totaling 6,800 employees. Wineries, bakeries, and fruit and vegetable processing account for the majority of those new jobs.

The tourism industry has a large impact, resulting in \$4.1 billion in visitor spending.<sup>6</sup> Total Tourism Spend in the Mid-Hudson Region has grown 15.9% between 2010 and 2015.<sup>7</sup> Between 1998 and 2013, employment in hospitality establishments in the Region has grown 48% from 39,991 to 59,237, exceeding national growth in this category by 14%.<sup>8</sup>

None of these industries are focused around a single geographic destination within the Mid-Hudson. The tourism economy here is not clustered around a single destination, natural feature, or historic site but rather a network of recreation, cultural, and hospitality gems. The higher technology businesses are similarly distributed. Rather than concentrating around a single manufacturing sector, the Mid-Hudson has strengths in several sectors including biotechnology, information technology, and advanced manufacturing. This diversity of manufacturing has sheltered the Region from precipitous declines in manufacturing employment despite major restructurings by **IBM** and **Pfizer** over the last two decades.

Professional Services is a prevalent cluster in the Region employing 53,830 workers. The Mid-Hudson has a number of corporate headquarters (including two of the Fortune 50—**PepsiCo** and **IBM**) as businesses continue to seek a New York address at a lower cost with proximity to Midtown Manhattan. The Business Services Cluster has some of the largest regional employers often associated with other clusters. For example, **IBM** and **Regeneron Pharmaceuticals, Inc.** both fall into the business services cluster.

The Region continues to boast major private sector investment and this plan seeks to continue to foster that private sector investment both large and small to benefit the Mid-Hudson as well as New York State as a whole. For example, **Regeneron Pharmaceuticals, Inc.**, New York State's largest and fastest growing biotechnology company has been fueling tremendous growth in the Mid-Hudson over the last five years. **Regeneron Pharmaceuticals,**

**Inc.** currently has over 2,200 employees working in over 1.1 million square feet of space at their Headquarters in Westchester County, which focuses on research and development. Recently named, for the third year in a row, one of the top 5 Most Innovative Companies in the world by **Forbes**, it is no surprise that **Regeneron Pharmaceuticals, Inc.**'s research and development success has spurred a strong need for manufacturing capabilities, which are currently anchored in the neighboring Capital Region. With over 1,100 employees in 475,000 square feet of space in Rensselaer, **Regeneron Pharmaceuticals, Inc.** boasts close to 3,500 New York State employees and demonstrates a true interregional impact.

**Global Foundries** completed the purchase of a significant portion of the **IBM** semiconductor business in July 2015. In addition to investments worldwide, **Global Foundries** now also owns and operates the former **IBM** chip fabrication facility in East Fishkill (Dutchess County), where a workforce of more than 2,000 manufactures some 14,000 wafers each month. **Global Foundries** had a capital plan of \$10 billion for the 2014 – 2015 period primarily invested in Saratoga. **IBM**'s annual capital expenditures at the East Fishkill facility historically averaged over \$500,000,000 annually and maintenance of the East Fishkill facility is expected to include significant annual investments going forward. The company's business is driven by consumer electronics, wireless and mobile computing, wired and wireless infrastructure, and high performance computing. Key sectors for future growth include the "Internet of Things" as "the concept of basically connecting any device with an on and off switch to the Internet and/or to each other,"<sup>9</sup> aerospace and defense, industrial and automotive industry developments. **Regeneron Pharmaceuticals, Inc.** and **Global Foundries** are but two examples of how the success of the Mid-Hudson will strengthen adjacent regions in a domino effect again demonstrating the importance of allocating URI funds to the Region.

Smaller high technology businesses that compete in the global economy also continue to see growth in the Region.

<sup>6</sup> UBRI. Mid-Hudson Targeted Analysis & Best Practices for Two Initiatives. July 2015.

<sup>7</sup> Ibid.

<sup>8</sup> Figures derived by Pattern using MHREDC Region within U.S. Cluster Mapping, Institute for Strategy and Competitiveness, Harvard Business School. <http://www.clustermapping.us/>

<sup>9</sup> Morgan, Jacob. "A Simple Explanation of "The Internet of Things." **Forbes**. May 13, 2014. <http://www.forbes.com/sites/jacobmorgan/2014/05/13/simple-explanation-internet-things-that-anyone-can-understand/>

For example, contemplating expansion at this time are companies such as **Instrumentation Laboratory** in Orangeburg (Rockland County) which manufactures diagnostic instruments for critical care and homeostasis; **Ceres Technology** in Saugerties (Ulster County), a manufacturer of gas deposition equipment for the semiconductor industry; and **Dorsey Metrology** in Poughkeepsie (Dutchess County) which manufactures precision measuring equipment. While each of these firms employs fewer than 100, they are examples of the backbone of the high-tech economy in the Region. While their needs may be smaller in scale than our largest

companies, the needs are the same, a good workforce and place to operate.

The high technology clusters such as biotech, advanced manufacturing, and information technology benefit from the highly educated workforce in the Region which exceeds the rest of Upstate in educational attainment. Education is the basis of the economic future and the Mid-Hudson Region has a well-educated workforce when compared to the rest of New York State as exhibited by statistics such as 24% of the population possessing a high school degree, and 39% having a bachelors degree or higher.<sup>10</sup>

## Unique Challenges and Opportunities In The Region

### LOCATION, LOCATION, LOCATION: PROXIMITY TO NEW YORK CITY

The Mid-Hudson Region enjoys close proximity to New York City, one of the major centers of commerce in the global economy. Three of the Mid-Hudson Counties are contained within the New York Metropolitan Transportation Council planning area (Westchester, Rockland, and Putnam) and all of those counties in addition to Dutchess and Orange Counties have direct access via commuter railroad to New York City.<sup>11</sup> All of the counties within the Mid-Hudson can access New York via automobile within a two-hour commute time. This metro-NY access has served the Region well for economic purposes for centuries. At one time the Mid-Hudson Region provided raw materials such as lumber, bluestone, and cement for the construction of New York City buildings and infrastructure.

Even today the Mid-Hudson Region is intimately connected to New York as a major market for multiple economic sectors. Tourism visitation is greatly enhanced in the Mid-Hudson because of the large visitor base of New York City residents as well as its 54 million annual visitors. Local agriculture has found a strong market in New York City in the green market, supermarket, and restaurant trade. In addition, value added production of food and beverage products (such as smoked salmon and whiskey) are



IBM z13 Mainframe.

benefited by proximity not only to a large consumer base in New York City, but also by the market exchange offered by New York City. Serving as the “backyard” to New York City has resulted in visitation as mentioned above, but also a strong second home market and a steady stream of relocating households seeking a more country way of life.

<sup>10</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment. P. 6 based on U.S. Census Data.

<sup>11</sup> Future planning may explore a one-seat ride to Manhattan from the West of Hudson lines as well as potential high speed commuter rail.

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Finally, New York City being only two hours away allows strong business connections so that everything from large scale corporate offices of Fortune 50 companies to sole proprietors providing consulting or craft industry production have easy access to New York City for meetings and customer interaction, and potential room for expansion to allow continued growth spilling over from a very active New York City economy rather than sending New York City business to New Jersey or Connecticut.

### **RICH HISTORY**

In 1609, Henry Hudson and his crew aboard the Half Moon sailed up the river now bearing his name. His hope was for passage to China. Instead, he sailed to Albany. The Mid-Hudson served as a gateway to his unintended destination. Now it's time to ensure the Mid-Hudson is the intended destination.

The Mid-Hudson is home to a number of firsts and beginnings, some well known like the Hudson River School of Art founded by painter Thomas Cole and some lesser known, like the Riverbank Historic House Museum, which houses a patent model collection significant for many reasons. The Mid-Hudson also is the birthplace of modern environmentalism, which includes the late Pete Seeger's founding of Clearwater and help in assuring the passage of the Federal Clean Water Act in 1972. The Region's stakeholders now promote sustainability, and environmental groups continue working to preserve open space and farmland.

The Mid-Hudson's urban centers are steeped in history. Newburgh is home to Washington's headquarters. The U.S. Constitution was ratified in Poughkeepsie. Kingston served as the first capitol of New York State. The Region is a mecca of creativity, ranging from the Woodstock Festival to the Culinary Institute of America.

This Region of many firsts can be connected by all sorts of trails—history trails, hiking trails, wine trails, beer trails, spirits trails, arts trails, and more. Trailblazing is part of the Region's history and should be part of the future to ensure a world-class Mid-Hudson. We can forge a new identity by spanning the Hudson River and creating many new connections—from the New NY Bridge to Walkway Over the Hudson. The great diversity

and span of the Mid-Hudson present challenges and opportunity. The key is to meet and overcome the first to seize the latter.

The word “diversity” recurs when explaining the Region because it is one of the Mid-Hudson's greatest offerings. There is no single urban center, tourism destination or high tech company that represents the Region's sole strength and attraction. Rather the Region consists of a cluster of these centers, destinations, and companies, with the ability to form and expand upon links from each. From city centers to crops to cloud computing, the Mid-Hudson boasts a wealth and variety of resources and unique aspects.

### **ACCESS TO TRANSPORTATION**

One of the opportunities here is to take more advantage of the Region's transportation systems. The Mid-Hudson Region is well served by both Interstate and State highway systems, with numerous connections from New York City and the metro New York Region to Upstate New York, Pennsylvania, and New England. Major investments in the maintenance and improvement of this aging system, such as the replacement of the Tappan Zee Bridge with the **New NY Bridge** will help to ensure that this system continues to meet the Region's needs for years to come and keeps us competitive in the global economy. However, intraregional transit needs improvement.

All of the counties within the Mid-Hudson afford access to New York City within a two-hour commute by car, and three of the Region's counties are contained within the New York Metropolitan Transportation Council planning area; four have direct access via commuter railroad. The Mid-Hudson has both passenger rail and freight lines. Metro-North operates a commuter rail on three routes east of the Hudson River: the Hudson Line, the Harlem Line, and the New Haven Line. Amtrak operates intercity train service on the Hudson and Harlem lines. Metro-North also operates two commuter rail routes on the west side of the Hudson River: the Pascack Valley Line and the Port Jervis Line. Metro-North carries nearly 85 million passengers annually (about 289,000 per weekday) on about 800 miles of track. Nationally, Metro-North's average weekday ridership is second only to the Long Island Railroad. The east of the Hudson lines have seen

steady ridership growth in recent years, while the Pascack Valley and Port Jervis lines on the west side of the Hudson have experienced stagnant or declining ridership despite population growth in Rockland and Orange Counties.<sup>12</sup>

The Mid-Hudson Region is served directly by two commercial airports, **Stewart International Airport** in the Newburgh area, and **Westchester County Airport** in White Plains. Though Westchester County Airport is the busier passenger airport,<sup>13</sup> the potential role of Stewart International Airport, operated by the Port Authority of NY & NJ, in relieving air traffic congestion in the Metro New York Region continues to be discussed for both passenger and air cargo. Three large New York City airports—JFK, LaGuardia, and Newark Liberty International Airport—provide the Region’s residents with easy business travel and cargo opportunities, though the surrounding road congestion can be a hindrance.

In the Newburgh area, Stewart International Airport, with the second longest runway in the state, has unused capacity and, as Governor Cuomo said in a July 2015 announcement about a planned redesign of LaGuardia Airport, can accommodate a lot of the cargo now going to JFK Airport. New Windsor-based Stewart benefits from being near the intersections of major Interstates 84 and 87. The Governor had previously said that to facilitate the growth of Stewart, the Airport could become part of START-UP NY, a tax-free zone, for 10 years. Also in the July announcement, the Governor said Empire State Development has issued a new RFI (Request for Information) with a primary focus on enhancing the regional economic activity at Stewart International Airport.

## A DIVERSITY OF LAND USE

Though it is part of the larger New York City Metropolitan Region, the Mid-Hudson does not have a single urban center that acts as the Region’s heart but instead consists of a collection of urban centers, large and small, located along the Hudson River and other historic transportation corridors. They range from large cities like Yonkers, to mid-sized cities like Mount Vernon, New Rochelle, Poughkeepsie, and White Plains, to smaller cities like Beacon, Kingston, Middletown, Newburgh, Peekskill, and Port Jervis, and numerous villages

including but not limited to Brewster, Haverstraw, and Monticello. These places share a number of urban challenges such as concentrations of poverty, aging infrastructure, declining or stagnant population numbers, lack of affordable housing and jobs, and commercial vacancies, among others; but some of the Region’s urban centers are starting to turn the corner. The Mid-Hudson’s proximity and easy access to the higher cost New York City market combined with local revitalization efforts and private investment position these urban centers for future growth.

Because the Mid-Hudson is a tremendously varied Region, it is important to recognize certain differences. From its vast agricultural lands, mountains, and open space to its population centers, the Region has both high density urban areas and low density rural areas. In 2010, 85% of the Region’s 2.3 million people lived on just 20% of the Region’s land area, land that is classified as “urban”, according to the U.S. Census Bureau. Rural areas, comprising 80% of the Region’s land area, contain just 15% of the Region’s population. And while there is a wide gulf between the urban and rural population, there is an equally wide gulf between poverty and wealth in the Region.

The Mid-Hudson Region has long been recognized for its important natural resources including the New York City Watershed both east and west of Hudson, Catskill Park, and, more recently, large amounts of land preserved as either state lands or under conservation easements. More recently, however, the Region has been lauded for its strong city, town, and village centers. Baby Boomers and Millennials alike are choosing to reside in urban centers, where access to amenities and jobs is easier without driving long distances. The Mid-Hudson has a wide variety of such centers in which to accommodate those seeking a more urban form of living. The combination of these two efforts helps to create a Region in which people want to live.

## DISPARITIES IN SOCIO-ECONOMIC CONDITIONS

There are several ways to measure income inequality. Measuring the inequality of income distribution using one

<sup>12</sup> Metropolitan Transportation Authority. “The MTA Network.” Retrieved July 16, 2015- <http://web.mta.info/mta/network.htm>.

<sup>13</sup> Federal Aviation Administration (FAA). Commercial Service Airports based on Preliminary CY 2014 Enplanements. June 29, 2015. Retrieved July 16, 2015 [http://www.faa.gov/airports/planning\\_capacity/passenger\\_allcargo\\_stats/passenger/media/cy14-commercial-service-enplanements.pdf](http://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy14-commercial-service-enplanements.pdf)

measure, the Gini Index, demonstrates that the Mid-Hudson is the second most income stratified Region in the State.<sup>14</sup> Westchester County had the second highest disparity among all counties in the State second only to New York County (Manhattan)<sup>15</sup> at 0.6. Moreover, the Mid-Hudson Region had the highest growth in inequality.<sup>16</sup> Accordingly, the Mid-Hudson Region is a region of economic disparity with those at the lower end of the socio-economic scale having far less than the well off. This is confirmed by the pockets of poverty throughout the Region.

The percentage of residents living below the poverty line also demonstrates the social stratification within the Mid-Hudson Region. Sullivan County has the eighth highest percentage in the state of residents living below the poverty line at 18.2%, while Putnam County has the lowest percentage of residents in the state living below the poverty line at 5.8%. At the census tract level, the average percentage below the poverty line is 11.1%, with nearly 35% of all census tracts in the Mid-Hudson falling above the average. Mid-Hudson companies competitive in the global economy may not be creating jobs for these hard to place workers. Accordingly, the MHREDC plan includes specific programs for hard to place workers in urban centers and rural areas.

Median household income, again, demonstrates the divide within the Region, which is sharpest between the northwest portion of the Region—all of Sullivan County and northwest Ulster County—and the southern portion consisting mostly of Rockland and Westchester Counties. The highest median household incomes are found primarily in Westchester County, where all census tracts with median household incomes more than \$150,000 are found. The average household income among all census tracts in Westchester County is \$95,061, compared to the average household income among all census tracts in Sullivan County of \$48,859. Again, this

disparity compounds the difficulty of regional planning.

## **A LARGE AND HIGHLY EDUCATED WORKFORCE WHOSE SKILLS NEED BETTER ALIGNMENT**

Of all the Upstate Regions, the Mid-Hudson has the most private-sector jobs. The Mid-Hudson's 724,199 jobs account for 26% of total jobs in the state and 34% of all firms across Upstate New York. But "in comparison to its share of jobs and firms, the Mid-Hudson is not doing as well in global export values and jobs in STEM-intensive industries."<sup>17</sup> A mismatch of skills to industry in what otherwise is a well-educated workforce appears to be a driving factor in this lack of performance.

The share of adults with a college education is much higher in the Mid-Hudson Region than in Upstate at large. About 65% of adults have at least some college education compared to lower rates in Upstate (60%), in the entire state, and the U.S. (both 59%). The Mid-Hudson also leads by share of adults holding a bachelor's degree or higher with 39%. Overall, 31% of adults Upstate hold bachelor's degrees while only 34% of all New Yorkers and 30% of the nation's adults do.<sup>18</sup>

Despite high levels of education Mid-Hudson adults do not necessarily have degrees that fit the needs of high-paying industries necessary to keep us competitive in the global economy. Nearly 24,000 college degrees were granted in 2013, but high technology industries seeking graduates in science, technology, engineering, and math face an educational landscape and higher education system that produce primarily graduates suited to other fields such as educational services, healthcare, and social assistance. "Lacking STEM-graduates further limits growth in STEM-intensive sectors where employment fell by 7% from 2009 to 2013."<sup>19</sup>

<sup>14</sup> A Gini coefficient of zero represents perfect income equality, meaning everyone in a given location has the same income, while a Gini coefficient of one represents maximum income inequality, where one person has all the income and all others have none; thus, the higher the coefficient, the greater the disparity of income. The Gini coefficient for the Mid-Hudson in 2013 was 0.46, second only to the New York City Region (0.5) but ahead of the Long Island Region (0.44) and Western New York Region (0.43). Source: U.S. Census Bureau, 2011-2013 3-year American Community Survey, Table B19083.

<sup>15</sup> Westchester County's Gini coefficient is 0.54. Source: U.S. Census Bureau, 2011-2013 3-year American Community Survey, Table B19083.

<sup>16</sup> Between 2008 and 2013 the Mid-Hudson's Gini coefficient grew by 4.7% compared to only 2.4% in the New York City Region and 1.0% in the Long Island Region. Data aggregated by Pattern. Source: U.S. Census Bureau, 2011-2013 3-year American Community Survey, Table B19083.

<sup>17</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment, P. 4.

<sup>18</sup> Ibid., P. 15.

<sup>19</sup> Ibid., P. 15.

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For perspective, the number of employed persons in the Mid-Hudson totals 744,767 (as of third quarter, 2014).

Of the Upstate Regions, the Mid-Hudson employs the most people. Investing URI funds in the Mid-Hudson Region will bring state funds to a larger workforce, poised to see skills increase and new entry level positions that will bring economic prosperity from New York City through the Mid-Hudson to the Capital Region and beyond.

### **A HIGH CONCENTRATION OF COLLEGES AND UNIVERSITIES**

The Mid-Hudson is home to one of the highest concentrations of higher education institutions in the United States. In the Mid-Hudson's seven counties, there are six community colleges and 17 public and private four-year colleges and universities, some of these of national and international note—including the U.S. Military Academy at West Point, Marist College, Bard College, the Culinary Institute of America, and Vassar College.

While the Mid-Hudson has no major research institution, many of the Region's colleges and universities boast world-class research centers of excellence. For instance, the Culinary Institute of America is viewed as one of the world's most distinct institutions for food and culinary arts. Marist College is recognized as a leader in the fields of computer science, business and finance, and fashion merchandising. The U.S. Military Academy at West Point is viewed as one of the premier training facilities for military leaders. A number of the Region's colleges and universities also do cutting-edge research and development, especially in the area of technology. The nature of this specialization and investment has the capacity to make the Region a magnet for investment technology (IT) companies and employment. Some examples of this include:

At **SUNY New Paltz**, the **Hudson Valley Advanced Manufacturing Center (HVAMC)** was established in 2013 to integrate engineering, computer science, technology, and the arts at the university, and to contract with businesses and individuals to supply 3D design and fabrication services. New Paltz added mechanical engineering bachelors and masters level degree programs over the last several years to address workforce needs in

the Region. SUNY New Paltz has identified START-UP NY space for companies connected with this effort.

**Marist College** opened the **New York State Cloud Computing and Analytics Center (CCAC)** in 2013. The Center offers continuing education and certificates, and facilities, equipment, and business support to data analytics companies. As a first-of-its-kind innovation, CCAC works with companies on early-stage IT projects. The Center was funded by New York State as a 2012 Regional Council Priority Project and now hosts a number of client companies taking advantage of the Center's cloud services, advanced analytics platforms, technology services, and general business support. Among these are: CRD Analytics and SCA (a Red Hook, Dutchess County-based company).

**The College of New Rochelle** has added a healthcare analytics program bringing information technology to bear on one of the largest growth segments of the economy, the healthcare sector, and has identified START-UP NY space.

**New York Medical College** has created the **BioInc@NYMC** lab with support as a Regional Council Priority Project and is now providing lab space to several companies in Westchester County where we have the most biotech jobs. BioInc@NYMC became operational in 2014 and currently licenses its space and biotech facilities to six entrepreneur client-firms and serves as a nexus for the consultation between researchers that is vital to innovation. These client-firms have created 12 full-time and eight part-time positions to date.

**The Beacon Institute for Rivers and Estuaries**, a subsidiary of **Clarkson University**, is headquartered in the City of Beacon where a global center for scientific and technological innovation is developing commercial sensor technology for water monitoring and protection.

Within the past several years the Region's community colleges have realized the benefits of collaboration bringing greater educational and workforce development benefits to the Region. The Region's community colleges are collaborating on healthcare workforce development, manufacturing training, and shared manufacturing

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equipment, and more. Yet, there remains collaborative work to be done such as bringing a data driven approach to preparing workforce, assimilating the growing Hispanic population, bringing unique skills and talents to the workforce that would benefit the Region's unique industries such as better trained service industry workforce, or tradespeople with the skills to work on the Region's many historically significant structures. Several of the Region's community colleges have enlisted to participate in the START-UP NY program.

The broad adoption of the START-UP NY designation by the Region's two and four year colleges demonstrates their willingness to participate as economic development partners, leveraging this already existing state program.

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## WHERE INVESTMENT WILL GROW THE REGION

A primary goal of the URI competition is to create plans that raise the Region's prosperity. Given this goal as a backdrop, we have used several factors in identifying areas for growth including:

1. Current or potential significant amount of employment
2. Concentrated presence either as measured by Location Quotient or Deal Flow
3. That they are on a growth trajectory and are predicted to see growth over the next decade
4. That they leverage unique assets of the Region that may be underutilized

After analysis of the MHREDC's prior investments, business and socio-economic statistics for the Region and public input, the MHREDC has identified three main initiatives for investment under the Upstate Revitalization Initiative Plan that will bring prosperity to the Region. These are investment in urban centers, high technology job creation, and a tourism and agricultural brand awareness for the Region on par with Napa, California.



LIVE.

## Live: Investment in Urban Centers

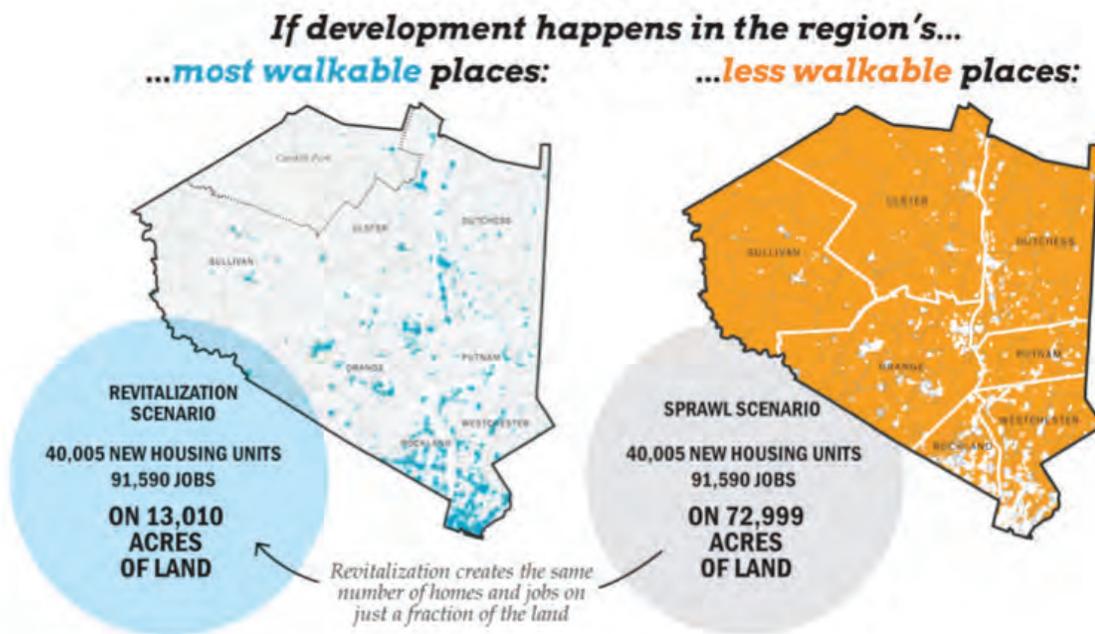
Though it is part of the larger New York City Metropolitan Region, the Mid-Hudson does not have a single urban center that acts as the Region's heart but instead consists of a collection of urban centers,

large and small, located along the Hudson River and other historic transportation corridors. Today, these places face a number of challenges; but some of the Mid-Hudson's urban centers are starting to turn the corner. Unlike many parts of Upstate New York, the Mid-Hudson Region has witnessed population growth in many of our urban centers since 2000. From 2000 to 2013, six out of 10 of the fastest growing cities in New York State were in the Mid-Hudson and 10 out of the 12 cities in the Region grew during the period. Similarly, 16 of the 20 fastest growing large villages (population greater than 5,000) in New York State were in the Mid-Hudson Region.<sup>20</sup> This growth is projected to slow significantly through 2040. If the Mid-Hudson wishes to maintain or grow population in the future, it must pursue community

reinvestment in its urban centers making them amenable places to live and work.

The MHREDC sees this as an historic moment to focus attention on the revitalization of the Region's urban centers. With their existing infrastructure, these communities are poised to accommodate the Region's future growth. A focus on community reinvestment in urban centers is consistent with our Region's environmental ethos and adheres to established smart growth principles and implementing the existing state program articulated through the sustainability planning in the Region.

Nationally, trends show a renewed interest in urban living, particularly among the younger adults of the Millennial generation. Vibrant downtowns and waterfronts, walkable neighborhoods, access to high quality public spaces, and other amenities are bringing people back to cities and other urban places. As noted by the Brookings Institution, cities across the nation are growing more rapidly in recent years than in the 2000 – 2010 decade, when suburban



Source: UBRI. Targeted Analysis & Best Practices for Two Initiatives. July 2015

<sup>20</sup> Data aggregated and analyzed by Pattern. Sources: U.S. Census Bureau, Decennial Census 2000, Table DP-1; U.S. Census Bureau, 2009-2013 5-year American Community Survey, Table B01003.

growth sharply outpaced city growth.<sup>21</sup> Census numbers show that many cities have gained more people in the three-plus years since the 2010 Census than they gained for the entire previous decade.<sup>22</sup>

Research summarized by the UB Regional Institute about the preferences of the Millennial generation indicates that, “places that are simultaneously walkable, affordable, and have plenty of job options” are most suitable for attracting and retaining young adults. Based on these criteria, they found that “Kingston, Rhinebeck, Poughkeepsie, Newburgh, Montgomery, Monticello, Middletown, and Peekskill are among the most walkable and affordable communities in the Region with an abundance of job openings.” They suggest that, “Focusing revitalization efforts, expanding transportation options in places like these could strengthen the Region’s ability to attract and retain young adults.”<sup>23</sup> Interestingly, a recent Census Bureau study found that the Poughkeepsie-Newburgh-Middletown MSA (Metropolitan Statistical Area) saw the largest percentage growth in young adults aged 30–34 among all medium-size metro areas nationally during the post-recession period of 2010–2012 at 13.2%.<sup>24</sup>

Joe Cortright notes in a recent edition of *City Report* that businesses are increasingly locating in or near urban centers. He concludes that in the post-great-recession era, “The strength of city centers appears to be driven by a combination of the growing attractiveness of urban living, and the relatively stronger performance of urban-centered industries (business and professional services, software) relative to decentralized industries (construction, manufacturing) in this economic cycle.”<sup>25</sup>

The urban centers of the Mid-Hudson Region are uniquely well positioned to welcome new residents and new businesses in the coming years. With more than two-thirds of our urban centers still below their peak populations, the Mid-Hudson’s cities and villages can accommodate much future growth.<sup>26</sup> Our proximity to New York City and other

parts of the New York City Metro Region will continue to attract priced-out New Yorkers who can still easily access New York City while enjoying a lower cost of living and a high quality of life in the Mid-Hudson.

The MHREDC believes that reinvestment in our urban centers is one of the three key initiatives that can drive economic growth in the Region. Targeted investments in the following areas will allow the Region to realize the full economic potential of our urban centers:

### **Physical Plant.**

In almost all cases, cities and villages were the historical centers of our Region. As a result, these communities are responsible for aging infrastructure that requires maintenance and eventual replacement in order to support existing and new residents, and to retain and grow new jobs. Additionally, the urban centers of the Mid-Hudson Region must continue to enhance their downtowns, waterfronts, neighborhoods, parks and public spaces, schools, housing stock, and public transportation to ensure that these places are attractive for private investment and communities of choice for current and future residents.

### **Human Capital.**

Significant concentrations of poverty and the social ills associated with that concentration still stifle the potential of many of our urban centers. Our urban centers have also undergone considerable demographic changes in recent years with many new residents of Hispanic and Latino origin influencing the culture and local economy of these communities. Building on successful models of collaboration among the public, not-for-profit, and private sectors found in some of our communities, the MHREDC believes that all residents of our urban centers can benefit from the revitalization of these places and provide us with our best and most immediate way of lifting people out of poverty. A focus on workforce development and, in particular, training and

<sup>21</sup> Frey, William H. “New Census data: Selective city slowdowns and the city-suburb growth gap.” Brookings Institution. May 21, 2015. <http://www.brookings.edu/blogs/the-avenue/posts/2015/05/21-new-census-data-city-slowdowns-city-suburb-growth-gap-frey>

<sup>22</sup> Frey, William H. “Will This Be the Decade of Big City Growth?” Brookings Institution. May 23, 2014. <http://www.brookings.edu/research/opinions/2014/05/23-decade-of-big-city-growth-frey>

<sup>23</sup> UBRI. Targeted Analysis and Best Practices for the Mid-Hudson Region’s Initiatives. July 2015.

<sup>24</sup> Benetsky, Megan J., Charlynn A. Burd, Ph.D.; and Melanie A. Rapino, Ph.D. Young Adult Migration: 2007-2009 to 2010-2012. March 2015, United States Census Bureau, American Community Survey Reports. <https://www.census.gov/content/dam/Census/library/publications/2015/acs/acs-31.pdf>

<sup>25</sup> Cortright, Joe. Surging City Center Job Growth. City Observatory. February 2015. <http://cityobservatory.org/wp-content/uploads/2015/02/Surging-City-Center-Jobs.pdf>

<sup>26</sup> For example, the City of Poughkeepsie is 25% and the City of Kingston is 19% below peak population. U.S. Census. American Communities Survey.

support for hard to place workers in these communities, will be necessary to ensure that opportunities resulting from the Region's growth are widely distributed.

### **Innovation.**

For the urban centers of the Region to respond to this opportunity, local governments, with their partners in the not-for-profit and private sectors, must innovate.



**WORK.**

## **Work: High Technology Job Creation**

Several clusters appear to have the most potential for the Region. One of the strongest clusters in the Region is the Professional and Technical Services Cluster with 42,804 employees and with an average wage of \$97,113 (in 2013) and 3.1% growth in the number of jobs between 2011 and 2013.<sup>27</sup> Investigation into what comprises the Professional and Technical Services Cluster, however, shows that two of the Region's largest employers that compete in the global economy are classified within that cluster yet they are fundamentally part of other major industry sectors in the Mid-Hudson Region. For example, one of the Region's longstanding corporate leaders, IBM, which employs thousands in the Region, is classified under Computer Systems Design Services. On the other end of the spectrum is newcomer Regeneron Pharmaceuticals, Inc., which employs more than 2,200 at one site alone and is one of the fastest growing companies in the State. The Region identifies these companies as information technology and biotechnology companies, yet cluster analysis does not group their employees with those clusters. Even without IBM's and Regeneron Pharmaceuticals, Inc.'s numbers, the information technology and biotechnology sectors are significant employment sectors.

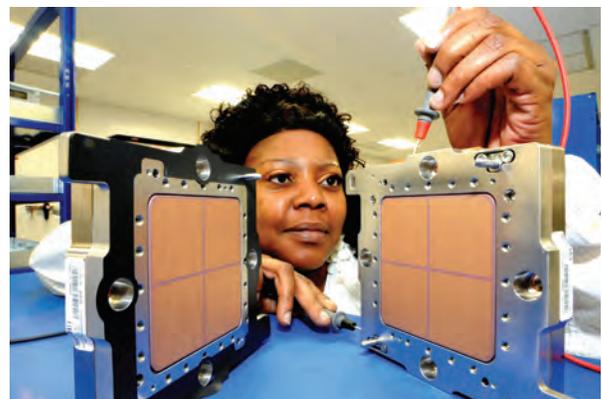
### **INFORMATION TECHNOLOGY AND DIGITAL EXPORTS**

The Region has a long history in the information

In an era of leaner government, technology can be used to enhance the delivery of public services. Regulations and development review processes can be updated and streamlined to encourage private investment. Local capacity to undertake these systemic changes varies, and without technical assistance and financial resources, many urban centers will struggle to improve upon business as usual. This is especially true for the small and mid-sized urban centers of the Mid-Hudson Region.

technology arena with the first mainframe computers in the world having been developed in the Mid-Hudson by IBM, and Watson having been developed in the company's Yorktown Heights facility. IBM is still a major employer in the Region and has begun manufacturing of the zSystems in Poughkeepsie, a product that impacts the global economy. In August 2015, IBM unveiled a Linux-only mainframe (IBM LinuxOne) and selected Marist College in Poughkeepsie as one of two schools in New York to host clouds that will provide developers access to a virtual IBM LinuxOne. Additionally, Marist, which has had a longstanding partnership with IBM, joins the Linux Foundation on the Open Mainframe Project which will bring together industry experts to drive innovation and the development of Linux on the mainframe.

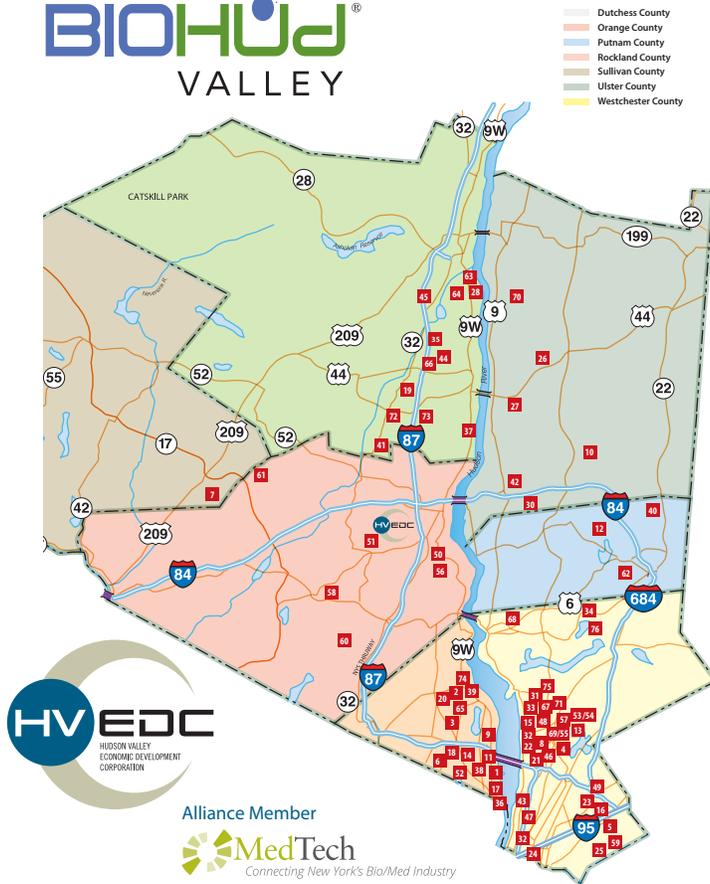
Computer and electronic product manufacturing industry has a Location Quotient for employment of 1.73 and has



Worker at IBM fabrication plant

<sup>27</sup> UBRI. Data Tools for New York State Regions. Economy & Industry. <http://regional-institute.buffalo.edu/tableau/economy-and-industry/>

# NY BIOHUB VALLEY



1	Acorda Therapeutics, Inc.	39	Intercos America Inc.
2	ADH Health Products, Inc.	40	JRS Pharma LP
3	AMA Laboratories, Inc.	41	Kiss My Fass Corporation
4	Ambulatory Pharmaceutical Services	42	Laerdal Medical Corporation
5	Averion International Corp.	43	MELA Sciences, Inc.
6	Avon Research and Development	44	Milrock Technology Inc.
7	Balchem Corporation	45	Model Optics, Inc.
8	Bayer Healthcare	46	Nada Jain PC
9	Bee-Alive, Inc.	47	Nevis Laboratories Columbia University
10	Beech Grove Technology	48	New York Medical College
11	Biodefense Solutions	49	New York-Presbyterian Hospital
12	Bio-Design Inc. of New York	50	Ondamed Inc.
13	BioScript, Inc.	51	OXYVITA Inc.
14	BioSource Pharm, Inc.	52	Pfizer Inc.
15	BMR-Landmark at Eastview LLC	53	Profectus BioSciences Inc.
16	Burke Rehabilitation Center	54	Progenics Pharmaceuticals, Inc.
17	Cardiovascular Research Foundation	55	PsychoGenics Inc.
18	Cdx Laboratories Inc.	56	Randob Laboratories Ltd.
19	Charles River Laboratories	57	Regeneron Pharmaceuticals, Inc.
20	Chartwell Pharmaceuticals	58	Repro-Med Systems Inc.
21	Ciba Specialty Chemical Corp.	59	Richardson Consulting Services, LLC.
22	Clarity Testing Services Inc.	60	Rifton Equipment
23	ConsumerLab.com, LLC	61	RIJ Pharmaceutical Corporation
24	ContraFect Corporation	62	Silarx Pharmaceuticals, Inc.
25	Curemark LLC	63	Simulaid, Inc.
26	Dermasave Labs	64	Stainless Design Concepts
27	Duso Chemical Company, Inc.	65	Star Key White, Inc.
28	Electronic Control Concepts	66	Stavo Industries Inc.
29	EuroMed, Inc.	67	Taro Pharmaceuticals U.S.A., Inc.
30	Flavormatic Industries, Inc.	68	Tech Air
31	Gene Link	69	Techno Vax
32	Glycomed Research Inc.	70	Topical BioMedics
33	Gradipore Inc.	71	TR Biotech
34	IBM Life Sciences	72	Ultra Seal Corporation
35	Image Technology Laboratories, Inc.	73	Ultra Tab Laboratories Inc.
36	Immune Pharmaceuticals, Inc.	74	Valois of America, Inc.
37	Innovation Design Solutions, Inc.	75	Viro Dynamics
38	Instrumentation Laboratory	76	Warren Pharmaceuticals, Inc.

HVEDC Map of BioTech Firms in the Mid-Hudson Region. <http://www.hvedc.com/admin/latest/8233userfile1432138395.pdf>

seen global export growth more than any other category of global exports of \$515 million between 2009 and 2012.<sup>28</sup> A Location Quotient implies a relative competitiveness based on underlying strong business processes or products by comparing regional employment concentration to U.S. employment concentration. In addition, this sector supports an average wage of \$145,664 well and above the regional average of \$53,627.<sup>29</sup>

Information technology includes the new growth in digital entrepreneurship which has taken off at lightning speed in the Region. Digital exports are a way for small businesses of

the Region to compete in the global economy. The Region has more than 1,115 enterprises in the field of Computer Systems and Design, with 84% of those firms falling in the 1 – 4 employee size.<sup>30</sup> This level of small entrepreneurship exceeds the statewide average of 76% for this sector. The small business computer systems and design activity within the Mid-Hudson is related to the Region’s easy transportation access to New York City, the greater NY Metropolitan Region and the Capital District. Small firms have the potential to grow exponentially and the Region has seen firms with national prominence locate and grow in the Region.<sup>31</sup> Vibrant urban centers with cultural amenities and mixed use space are attractive to these firms.

<sup>28</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment, p.6.

<sup>29</sup> UBRI. Data Tools for New York State Regions. Economy & Industry. <http://regional-institute.buffalo.edu/tableau/economy-and-industry/>

<sup>30</sup> U.S. Census County Business Patterns, 2013. <http://www.census.gov/econ/cbp/>. Data aggregated by Pattern for the seven Mid-Hudson counties for number of establishments by employment-size class for Computer Systems and Design, NAICS code 541511.

<sup>31</sup> For example, the firm StateBook is located in Kingston, NY.

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## BIOTECHNOLOGY

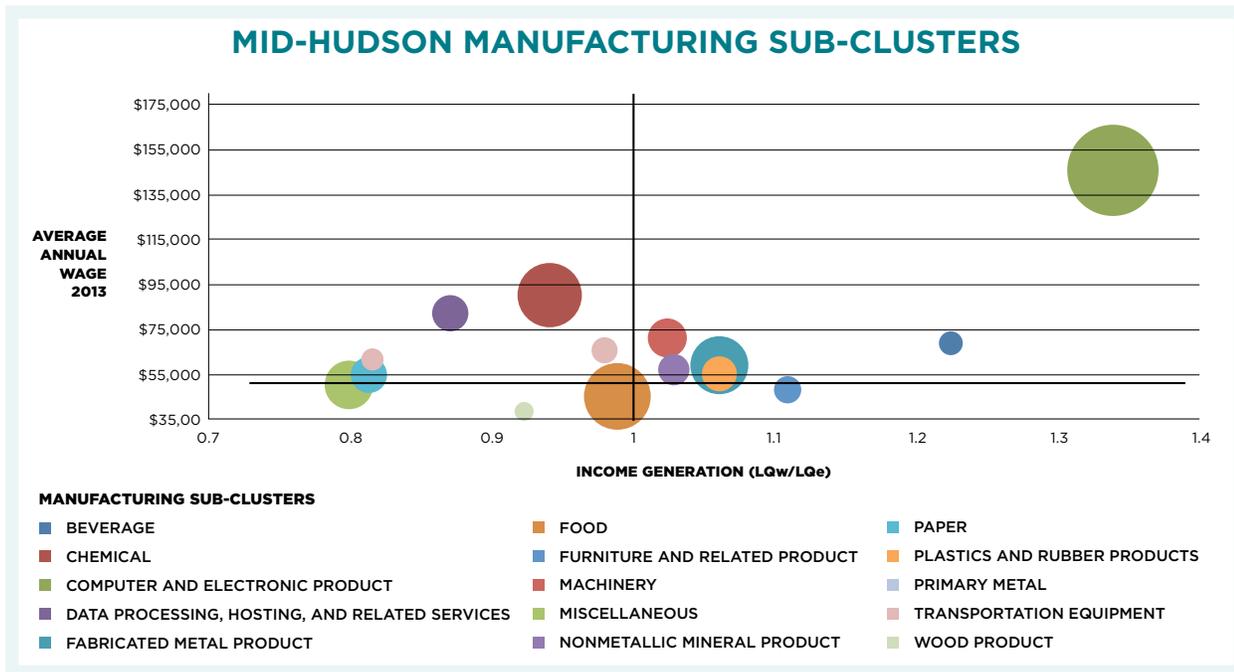
Significant bases of employment in the Region are ambulatory health care services (53,518, 7%), Nursing and Residential Care Facilities (36,646, 5%), and Hospitals (28,801, 4%). And while growth is expected in these industries, a more transformational opportunity exists with the growth of biotechnology research and development occurring particularly in the Westchester County portion of the Region. These firms, such as **Regeneron Pharmaceuticals, Inc.**, are often classified with Professional, Scientific, and Technical Services (42,804 employees, 6%).

In recognition of the strong developing biotech cluster in the Region, Hudson Valley Economic Development Corporation launched BioHudValley, a biotech cluster initiative in 2010. The cluster identified over 75 companies operating in the Region. Building on this momentum, in

2012, the MHREDC funded BioInc@NYMC, an incubator that provides lab and business space for biotech firms on the campus of New York Medical College. The incubator is 4,500 square feet with room for expansion. It opened in October of 2014 and already has a growing number of clients. BioInc@NYMC is designated as an innovation hot spot and is seeking START-UP NY approval, an existing state program.

The MHREDC identified this cluster as an area of focus beginning with its 2011 Strategy and continuing through funding various projects over the last several years. These investments have been well placed with the significant growth of companies like Regeneron Pharmaceuticals, Inc., which has just under 4,000 employees globally. In addition, the private sector itself has identified biotechnology as an industry that has activity in every county, with an emphasis in Westchester.

## MID-HUDSON MANUFACTURING SUB-CLUSTERS



### ADVANCED AND HIGH TECH MANUFACTURING

The Region has an advanced and high technology manufacturing industry base.<sup>32</sup> The advanced manufacturing sector is developing innovative manufacturing processes and the high technology manufacturing is the incorporation of technology to existing manufacturing processes. The Region’s manufacturing in this area is made up of multiple sub-clusters with customers in the global economy including machinery manufacturing, lighting and lighting fixture manufacturing, medical equipment, and supplies manufacturing.

An examination of the Region’s manufacturing clusters is instructive. The chart above compares clusters by wages, number of employed, and Location Quotient (LQ). Computer manufacturing pays the highest manufacturing wages in the Region and has the highest LQ.<sup>33</sup> Despite its

much smaller workforce, beverage manufacturing also supports a high LQ in the Region. And while chemical manufacturing and plastics do not exceed the LQ threshold of 2, both industries exceed the Region’s annual \$53,627 salary. Many of the benefits that accrue from clustering apply across these subclusters. Workforce can move between subclusters and companies in the Region. Best practices and expertise can be shared between companies. Workforce development needs and trial of new equipment resources also can be shared.

### Innovation.

The Region produces 41% of all patents awarded in Upstate New York, more patents than other parts of Upstate New York,<sup>34</sup> again demonstrating why an allocation of URI funding in the Mid-Hudson is a wise investment that will leverage economic impact. There are five major IBM sites within the Region: Poughkeepsie, Fishkill, Somers, Armonk,

<sup>32</sup> Advanced manufacturing depends on the use and coordination of information, automation, computation, software, sensing, and networking, making use of cutting edge materials and emerging capabilities enabled by the physical and biological sciences, for example nanotechnology, chemistry, and biology. President’s Council of Economic Advisors. (April 2011). Report to the President on Ensuring American Leadership in Advanced Manufacturing. P. ii. The high-technology manufacturing sector includes semiconductors, pharmaceuticals, scientific instruments, aerospace, and computers and office machinery. National Science Foundation. (2010). Science and Engineering Indicators: 2010. Chapter 6. Industry, Technology, and the Global Marketplace. Retrieved August 24, 2015 from <http://www.nsf.gov/statistics/seind10/c6/c6s2.htm>.

<sup>33</sup> Location quotient (LQ) measures the relative concentration of an industry’s employment or total wages in the Region, as compared to the nation. Figures above one indicate an above average concentration, or a regional specialization; the greater the number, the greater the specialization. Income generation is an industry’s ability to create wealth by capturing more wages per worker, when compared to other Regions across the country. UBRI. Data Tools for New York State Regions. Economy & Industry. <http://regional-institute.buffalo.edu/tableau/economy-and-industry/>

<sup>34</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment. P. 16.

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and Yorktown Heights (Watson Research). This established the Mid-Hudson Region as the world center for analytics research and positions the Region to attract and grow jobs in the IT industry here. In addition, the Region has seen major data center investments such as the Bloomberg \$850 million facility in Orangeburg, Rockland County. In 2012, the Region invested in the Cloud Computing and Analytics Center in Dutchess County, a collaboration between IBM and Marist College, which provides advanced analytics platforms, technology services, and general business support for businesses. Finally, the Region is home to a large cohort of digital creative individuals that work either as consultants or solo entrepreneurs. While this group may be hard to quantify in terms of job creation, their presence can be measured through the fast growth of collaborative enterprises such as Kingston-based HV Tech Meetup which has grown to over 600 members in less than 18 months.

IBM's zSystems manufacturing operation anchors thousands of high technology jobs in the Region. Many firms in the Region which may have built their businesses around supplying IBM with parts and materials have repositioned over time, servicing industries from semi-conductor to aerospace by incorporating new technologies and manufacturing processes. One such manufacturing advancement is the incorporation of 3D printing into the manufacturing process. This advancement, also known as additive manufacturing, has resulted in a new program at SUNY New Paltz, in partnership with Central Hudson, Hudson Valley Economic Development Corporation, and private sector partners. With the acquisition by Global Foundries of the IBM chip facility in the Region, the Mid-Hudson has gained yet another partner in information technology.

### **Human Capital.**

The Region has a highly educated workforce. There exists a significant pool of talent from downsized high technology operations at companies such as IBM and Pfizer. Retraining and placing these workers is critical. Even more important, however, is developing a pipeline for future talent. Young people, their families, and advisors are not necessarily aware of the potential job opportunities in science, technology, engineering, and math professions in the Region.

Although 11% of the Region's workforce is in STEM related jobs, on par with the New York State average of 12%, only 10 degrees per 100 issued in the Mid-Hudson are STEM related. Most of the higher education in the Mid-Hudson is liberal arts focused. Thus, the Region must recruit STEM employees from outside the Region which provides a challenge particularly for information technology and manufacturing firms in the northern portion of the Region. In Rockland and Westchester Counties firms can recruit from universities and other firms in New York City, Long Island, Connecticut, and New Jersey. SUNY New Paltz has a well-regarded engineering program, yet there is still a need for engineering talent.<sup>35</sup>

Furthermore, employers in all sectors express concerns about work readiness of incoming employees and of a misalignment of training to the needs of the private sector.

<sup>35</sup> Westchester County Association launched a feasibility analysis for recruiting an engineering college program to Westchester County. Source: Westchester County Association. "WCA Launches Feasibility Study to Attract Engineering School to Westchester." May 13, 2015. <http://westchester.org/article.php?a=589>



PLAY.

## Play: Investment in Marketing the Mid-Hudson as a Regional Tourist Destination

If Napa Valley’s focus is on wine, dining, and the arts, the Mid-Hudson Region’s focus is bigger and broader, spotlighting craft beers and spirits, farms and locally grown

food, farm to table, scenic beauty, the arts, historic sites, and trails of all sorts, hiking, and much more. Think of a concept like “Napa East” but with much more potential.

### TOURISM

Tourism is another significant driver of employment in the Region, and one with tremendous potential for growth. This initiative seeks to position the Mid-Hudson Region like Napa, as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City and the Northeast United States.

National Geographic Traveler listed the Region as one of the Top 20 Worldwide Destinations for 2013, identifying the Region’s tourism reach in the global economy. The list of best trips cites the Mid-Hudson’s confluence of art, music, farm stands, local eateries, along with scenic drives and rides as some of the reasons the Region is a must-see place.

Tourism in the Mid-Hudson is a \$4.1 billion per year industry.<sup>36</sup> The Mid-Hudson’s proximity to New York City gives the Region an advantage in accessing a market of domestic and international visitors as well as providing food and beverage products to the major metropolitan area. New York City’s visitor market generated nearly \$40 billion in visitor spending in 2013.<sup>37</sup>

According to UBRI, the capture of additional visitor spending from the NYC market would lead to major increases in revenue and job creation in the tourism related businesses. This capture should be viewed as encouraging NYC visitors to take a trip outside of the City and add days to vacation plans rather than supplant New York City

visitation similar to a trip to the Provence Region of France after a visit to Paris or to Tuscany along with a visit to Rome.

The tourism offerings are vast, from hiking to festivals to historic estates and arts venues, to Walkway Over the Hudson—the longest elevated pedestrian bridge in the world. Of the seven Mid-Hudson counties, four have the highest shares of tourist supports (retail, dining, and accommodations), Westchester, Orange, Dutchess, and Rockland, accounting for 86% of the more than 7,100 tourism support industries Region-wide.<sup>39</sup> Meanwhile, Sullivan and Ulster Counties are home to 46% of the more than 500 visitor attractions identified across the Region, including Catskill Park, yet have a much smaller share of tourism supports. Among Mid-Hudson counties Sullivan, Ulster, and Dutchess Counties command the highest percentage of jobs supported by tourism (12.8%, 10.2%, and 6.1% respectively).<sup>40</sup> An allocation of URI funding to create the necessary visitor supports (destination hotels, visitor centers, and recreational facilities) will leverage private investment and create jobs.



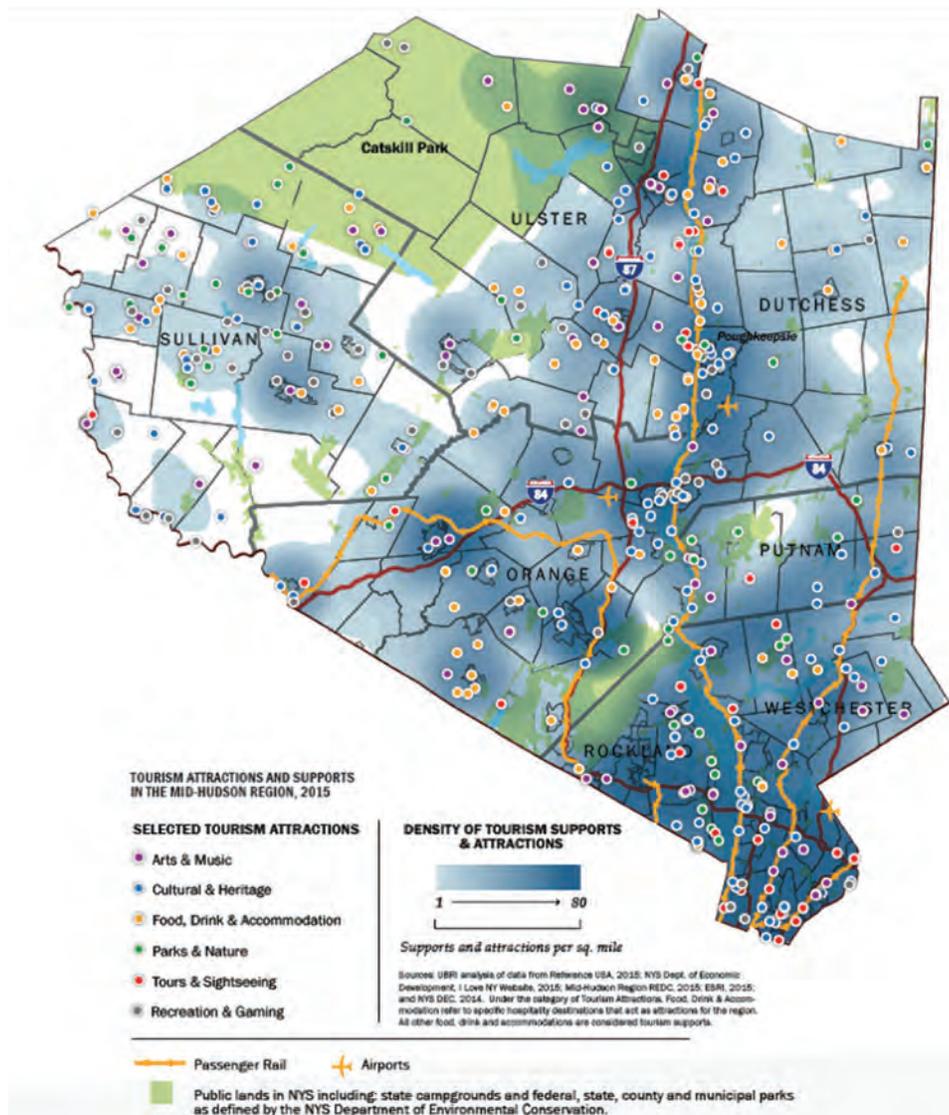
<sup>36</sup> Tourism Economics data via ESD via UBRI Targeted Analysis and Best Practices... for 2014, p.6.

<sup>37</sup> UBRI Targeted Analysis & Best Practices for Two Initiatives, p. 4.

<sup>38</sup> ibid.

<sup>39</sup> ibid.

<sup>40</sup> ibid at p. 6.



Source: UBRI. Mid-Hudson Targeted Analysis & Best Practices for Two Initiatives. July 2015

And just as the Walkway Over the Hudson connects two counties, the Mid-Hudson tourism industry needs to develop better connectivity among its locales, physically and virtually, particularly in Sullivan and Ulster Counties, where there is no rail service. New York City visitors (nearly a \$40 billion annual tourism market) rely heavily on rail service for travel.

While tourism opportunities abound, the tourism industry can be fragmented, particularly on the aforementioned

transportation side. While there is rail, bus, and vehicle transportation servicing the Mid-Hudson, connectivity ease among activities and attractions often disappears, preventing visitors from adding attractions and sites to their activities list, perhaps keeping them from extending their stays. Lodging accommodations in the Mid-Hudson are as varied as the Region itself, ranging from motels, inns, bed and breakfasts, hotels, boutique hotels, spas and resorts, but there is a dearth of four- and five-star resorts.

Unlike some other countries, the United States as a whole does not have a regulated rating system for hotels and other lodging facilities, leaving reviews mainly in the hands of consumers on web sites like TripAdvisor, Expedia, Orbitz, and others. However, some individual organizations have their own rating systems, such as AAA (American Automobile Association), which uses a diamond rating system. Whether one turns to Fodor's, AAA, or TripAdvisor, there remains in the Mid-Hudson a scarcity of high-end hotels, i.e., what some rating systems would put at four or five stars. Given the number of activities and attractions throughout the Mid-Hudson, this is a gap in Mid-Hudson lodging that needs to be filled.

Napa Valley encompasses 789 square miles and has four hotels of four and five stars, according to Forbes Travel guide. Meanwhile, the Mid-Hudson Region covers some six times the geographic area compared to Napa Valley at 4,767 square miles and has only five 4- or 5-star hotels. And, according to Forbes Travel Guide editor's list, which is the originator of the star rating system, the five best hotels in the Mid-Hudson are: the Ritz Carlton Westchester; Tarrytown's Castle on the Hudson (Westchester); The Glenmere Mansion, with 18 rooms, (Orange); The Garrison, which contains just four rooms (Putnam); and the Mohonk Mountain House (Ulster).<sup>41</sup>

In addition to lacking high quality accommodations, the Region notoriously lacks visitor centers. There are location specific visitor centers in places such as the Museum at West Point or the Catskill Park, but they do not provide information on all of the Region's offerings, they do not provide access to local product, the ability to conduct trip planning activities, or amenities such as bathrooms, internet access, phone and car charging stations. The Region has the ability to greatly enhance visitor experience by providing this type of facility.

In addition, creating transportation and resort initiatives along with other tourism amenities and attractions would signify an increase in tourism-related jobs. Travel and tourism employment makes up 4.8% of the Mid-Hudson's

total private sector employment.<sup>42</sup> Tourism employers created 2,400 jobs for the Mid-Hudson between 2009 and 2013, which represents a 7.3% increase.<sup>43</sup> These jobs are often entry level, in rural areas, and can create workforce development opportunities for hard to place workers.

The Mid-Hudson is a world-class destination with incredible potential to capture many more tourism dollars. The Region needs to get out the word under a regional brand. In fact, when looking at California's Napa Valley Tourism Improvement District (NVTID) as a best practice for tourism development, collaborative local marketing efforts guided by broad strategy initiatives led to tourism expansion and economic growth.<sup>44</sup> The NVTID launched an overall brand strategy focused in three areas. The Mid-Hudson has many, many categories of offerings including history, arts, outdoor recreation, scenic beauty, water-based recreation, agriculture, local food and beverage production, and more. With more variety to offer tourists than Napa Valley, the Region must undertake a serious branding study that would encompass all of the offerings and communicate those offerings in a simple way. The regional brand support must be one that leverages the I Love NY brand, a well received existing state program.

There is also a need to expand the tourism season to as close to year-round as possible. Generally, sports such as skiing have served as a main winter tourist attraction. With weather a consideration and where feasible, it is time to consider taking a popular summer event indoors in the off-season or creating new ones that are not dependent upon a temperate climate. For example, the Hudson Valley Shakespeare Festival has extended its summer performances from the grounds of Boscobel in Garrison, Putnam County, to sold-out holiday themed performances both indoors at Boscobel and at a venue in Beacon, in Dutchess County, and now plans to build a year round venue. There are waterparks that would include indoor facilities in Rockland, Ulster, and Sullivan Counties. Furthermore, large conference/hotel capability that could accommodate larger group meetings of over 500 with

<sup>41</sup> Forbes Travel Guide Inspector. "What are the best places to stay in the Hudson Valley." August 28, 2015 <http://www.forbestravelguide.com/hudson-valley-new-york/what-are-the-best-places-to-stay-in-the-hudson-valley?preferredAttributionId=forbes>

<sup>42</sup> UBRI. (April 2015). Mid-Hudson: A Regional Assessment. P. 10.

<sup>43</sup> Ibid.

<sup>44</sup> UBRI. Targeted Analysis & Best Practices for Two Initiatives. July 2015.

lodging would create a year round business. These projects that leverage private investment would benefit from additional branding and marketing of tourism assets in the Mid-Hudson.

In fact, arts and culture have a strong place in the regional economy. The seven county Region is home to at least 517 arts and culture organizations that attract 3.6 million visitors (2.6 million day and 1 million overnight).<sup>45</sup> The Center for Research, Regional Education and Outreach's (CRREO) at SUNY New Paltz in its July 2014 report "Mid-Hudson Arts & Culture: The Economic Impact" identified 517 arts and culture organizations in the seven-county Mid-Hudson Region and found they attracted 3.6 million visitors (2.6 million day visitors and 1 million overnight visitors) who injected \$498 million directly into the Mid-Hudson economy. CRREO's report also cites the impact on employment of 4,970 jobs (1,029 direct employment and 3,941 indirect employment).

Each county has its signature natural landmarks and trails, be they for strenuous hikes or leisurely strolls. To allow for greater accessibility to enjoy the scenery, some connecting with attractions and downtowns, there are efforts to bridge even more trail gaps and create new trails. For example, there are plans to complete a continuous section of the RiverWalk in Westchester, linking the new New York Bridge, shared use path, new GM site development in Sleepy Hollow, Tarrytown train station, and two historic sites, connecting to the municipalities along that section of the river, promoting economic activity.

The Region has made good use of antiquated infrastructure for the purpose of driving recreation. For example, every county in the Region has at least some rail trail. In total the Region now has 157 miles of rail trail, with another 406 miles which would increase the total rail trail offerings by 150%. Natural resources and trail networks continue to create context for advances in tourism in connection with the Path Through History initiative, an existing State program to enhance visitation based on historic attractions, and the NYS Department of Environmental Conservation's goal of enhancing access to natural lands. The Region developed an inventory of critical gaps and linkages that will

guide investment to realize a truly regional trail network. Sub-regional trails—the Hudson Highlands Fjord Trail, Ashokan Reservoir to Walkway trail, Kingston Greenline, Harlem Valley Rail Trail, O&R Rail Trail, and Croton Aqueduct made important progress and plans for the year ahead to leverage State programs and deliver the Region as a world-class recreational destination and great place for millennial and retirees to locate.

To grow tourism in the Mid-Hudson, we must better connect the offerings on a regional basis by branding the Region and emphasizing marketing to the NYC and Mid-Atlantic Region, improving transportation amenities, and creating a network for next generation experiential centers, and offering visitors digital access and packages customized to the Region's geography and offerings.

## AGRITOURISM AND AGRICULTURE

Agriculture and the open space it uses is also a major draw in the Mid-Hudson via agritourism. Agritourism in the Mid-Hudson increased 588% in revenue between 2007 and 2012, compared with an increase of 74% for all of New York during the same time frame.<sup>46</sup> In fact, Mid-Hudson farms often can be seen in magazines and online spreads whose audience is beyond the Mid-Hudson, providing a tourist draw. One example is a Williams Sonoma video shoot with a stop at Fishkill Farms in Dutchess County entitled "Open Kitchen."<sup>47</sup> The video highlights not only the community autumnal farm dinner but the proximity of the farm to New York City. It was a chance for the higher end food and beverage consumer to consider a trip to a Mid-Hudson farm, whether for a meal, pick-your-own, or farm festival or other event, and then pump the regional economy by visiting nearby places.

The Agriculture, Food and Beverage, Tourism, and Natural Resources clusters are leveraging the Region's proximity to 8 million people in New York City in a variety of ways from farmers' markets' products brought to New York to day trips apple picking. Investments in craft beverage have drawn significant visitation while farm hubs have launched new programs to bolster agricultural-economic development strategies. Investing in the agricultural food and beverage

<sup>45</sup> Center for Research, Regional Education and Outreach's (CRREO) at SUNY New Paltz. "Mid-Hudson Arts & Culture: The Economic Impact." July 2014. Pp. 2, 5.

<sup>46</sup> Data aggregated by Pattern. Source: U.S. Department of Agriculture: Census of Agriculture, county level data: New York. Table 6: Income from Farm-Related Sources: 2012 and 2007. [http://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_2\\_County\\_Level/New\\_York/](http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/New_York/)

<sup>47</sup> "The Story of Fishkill Farms—Open Kitchen: Hudson Valley, New York State." Williams-Sonoma: Taste. Blog and Video. July 27, 2015. <http://blog.williams-sonoma.com/the-story-of-fishkill-farms/>

## 2012 AGRICULTURAL PRODUCTION VALUE

Animal Product	\$89,124,000
Vegetable	\$40,753,000
Fruit and Tree Nuts	\$33,056,000
Equine	\$15,537,000

branding for the Region will leverage an existing State program, Governor Cuomo's \$20 million investment in farmland protection which will protect farmland that serves as a base for agriculture and a tourism attraction.

The Mid-Hudson Region has a strong agricultural sector. The Region has seen a 5% increase in farm land between 2007 and 2012 with agricultural acreage increasing from 53,338 acres to 56,174 acres.<sup>48</sup> Major crop production in the Region includes animal products, vegetables, fruit tree produce, and equine activities. These activities are spread around the Region with the majority of production in Dutchess, Sullivan, Ulster, and Orange Counties.

Farm to table is a concept that has taken the nation by storm, but is best evidenced by facilities such as Stone Barns Center for Food and Agriculture (Westchester). Agricultural facilities are serving as education centers such as Glynwood (Putnam County) and the recently launched Hudson Valley Farm Hub (Ulster County). From the Black Dirt Region of Orange County, to the equestrian facilities in Dutchess County, to the apple farms and wineries in Ulster, agriculture is a part of the Region's fabric and must be incorporated into branding efforts for the Region.

## FOOD AND BEVERAGE

Mid-Hudson food manufacturing has seen significant growth during the 2010 – 2014 period with a 19% expansion.<sup>49</sup> The average wage for the food and beverage manufacturing industry in the Region is \$59,923, exceeding the regional average of \$53,627.<sup>50</sup> Although the average wage for food manufacturing \$45,414, is less than the regional average, these jobs are often located in areas where the local wage is much less. Food processing employs a greater ethnic and racial diversity of residents than other sectors with 46.5% of the workforce from minority populations.<sup>51</sup>

## LOCAL FOOD AND BEVERAGE PROCESSING AND DISTRIBUTION<sup>52</sup>

Region Name	Location Quotient 2013
Dutchess County	1.25
Orange County	1.44
Putnam County	1.40
Rockland County	1.25
Sullivan County	1.19
Ulster County	1.72
Westchester County	1.15

<sup>48</sup> Data aggregated by Pattern. Source: United States Department of Agriculture. (2012). Census of Agriculture. County Level Data, Table 8: Farms, Land in Farms, Value of Land and Buildings, and Land Use: 2012 and 2007. [http://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_2\\_County\\_Level/New\\_York/st36\\_2\\_008\\_008.pdf](http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_County_Level/New_York/st36_2_008_008.pdf). Data aggregated by Pattern for Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester Counties.

<sup>49</sup> Empire State Development. (2015). Industry Overview: Food Manufacturing in the Mid-Hudson, EMSI Q2 2015 Data Set. P.4.

<sup>50</sup> Id. at 3.

<sup>51</sup> Id. at 6.

<sup>52</sup> Figures derived by Pattern using MHREDC Region within U.S. Cluster Mapping, Institute for Strategy and Competitiveness, Harvard Business School. Research funded in part by the U.S. Department of Commerce, Economic Development Administration. <http://www.clustermapping.us/>

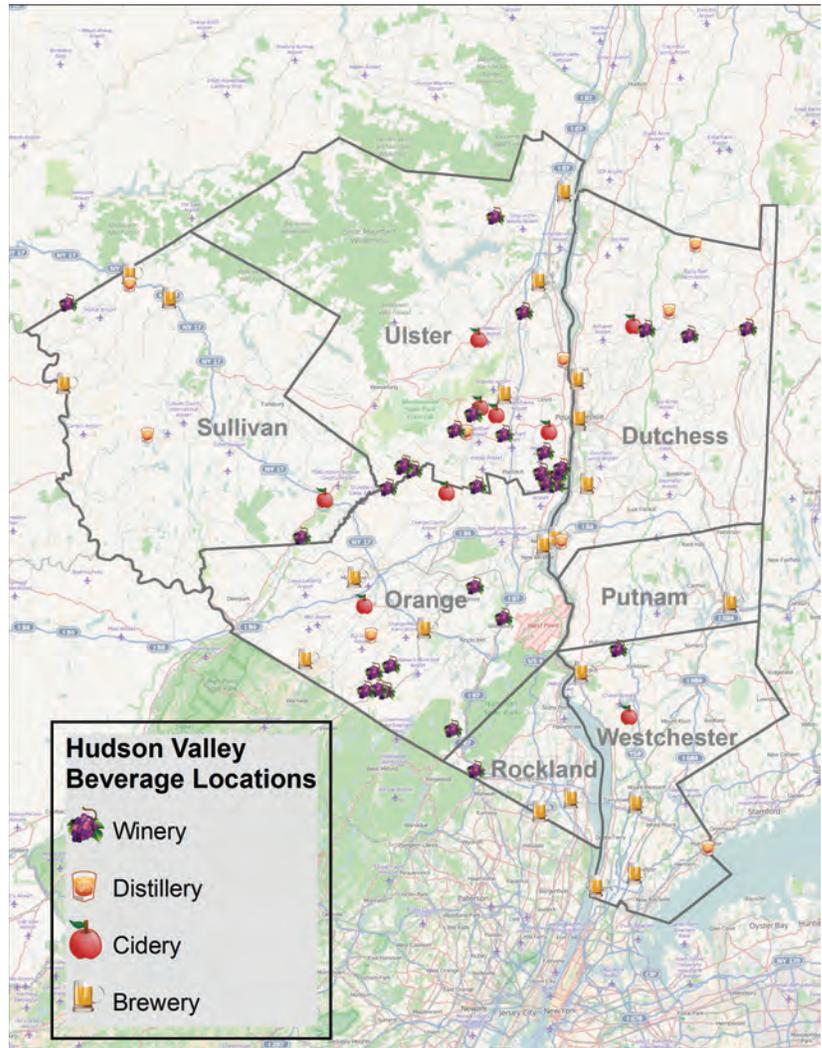
The Region is home to the renowned **Culinary Institute of America** in Hyde Park, in Dutchess County, a world class culinary teaching institution. CIA trained chefs work all over the world but many stay in the Mid-Hudson Region enhancing the culinary acumen in the Region generally. The CIA also provides continuing education for culinary professionals and holds enthusiast classes that bring visitors to the Region. The CIA has added facility event space by building the Marriott Pavilion. Now, the CIA is embracing the importance of the beverage industry, building a craft brewery (The Brooklyn Brewery at the CIA) where students can learn about fermentation and brewing.

The Region is home to many craft brewers and distillers such as **Keegan Ales** and **Tuthilltown Distillery**. The Region has a fast growing beverage industry that crosses over from manufacturing to visitation as exemplified by this regional map showing 77 beverage locations in the Mid-Hudson.

More beverage industry projects are on tap with expansions proposed at **Yonkers Brewery, Catskill**

**Mountain Brewery, Black Dirt Distillery, Roscoe Brewery, Royal T Distillery, and Clemson Bottling.**

Future craft beverage manufacturing may find tie-ins to potential tourism sites (such as **Sing Sing Kill Brewery** near the Sing Sing Prison Museum) or dense urban centers (such as Yonkers Brewery) a benefit to their marketability. These operations that leverage private investment are already seeing the connectivity between proximity to New York with a regional food and beverage brand.



Winery, distillery, cidery, and brewery locations in the Hudson Valley

# STRATEGIES THAT WILL INCREASE REGIONAL WEALTH



## Live: Investing in City, Town, and Village Centers

An initiative that seeks to revitalize the Region’s many river, hilltop, and cross-roads urban centers, encouraging smart growth, transit oriented development, downtown revitalization, and infrastructure improvements in order to stimulate job creation and prevent youth flight.

### **New York Hire**

Creating a path to equity for economic and income improvement by providing direct workforce hiring programs and better poverty agency coordination within urban centers.

### **Leverage Asset Based Investment.**

Leveraging existing natural and built assets by investing in those that enhance urban values, attract private investment and create desirable places to live and work.

### **Facilitate and Streamline Government Processes**

Providing resources and guidance to municipalities to improve and streamline development review processes consistent with national best practices to encourage and facilitate private sector investment in urban centers.



## Work: Innovation and High Tech

An industry-based initiative that builds upon the Region’s existing high tech clusters by seeking to attract and retain high-paying jobs in STEM-intensive fields, match them with the Region’s highly educated workforce, and leverage private investments in biotechnology, advanced and high-tech manufacturing, information technology, and food and beverage manufacturing.

### **Invest in Growing Companies and Industries**

Facilitate ease of expansion or location and the creation of high paying jobs.

### **Leverage Our Education System to Improve All Levels of Workforce**

Generate a pipeline for workforce in the STEM fields by promoting STEM-related careers in the Region, creating a

focus on STEM training in high schools and encouraging young people to consider the Region for career building.

### **Foster Innovative Culture Through Places and Networks**

Create a culture of innovation by designing places that encourage a collaborative and exciting environment for entrepreneurs to work while connecting them to necessary capital and resources.



## Play: Premier Tourist Destination

An initiative that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

### **Brand and Market the Region**

Build upon our brand to capture all of the Region's characteristics and raise brand awareness through marketing to NYC, the Region and the world to attract significantly more visitation with overnight stays.

### **Increase the Physical Capacity for Visitation**

Provide for basic user visitation needs including visitor experiential centers, transportation, and destinations. Use public and private solutions to address critical transportation gaps to enhance traveler experience and facilitate workforce job access, making the most of our world class opportunities for tour boats and water services and provide diverse accommodations and destinations for broad visitor appeal.

## Regional Tools and Resources

Provide the necessary supports and tools to enable all three initiatives to succeed by addressing common land use, workforce development and small business support assistance.

### **Facilitate Timely and Consistent Land Use Decision Making**

Return vacant urban and campus facilities to productive use.

### **Provide Planning, Capital and Markets for Food and Beverage**

Provide the agricultural and food and beverage business community necessary capital, business planning and infrastructure needed to move product to market building worldwide recognition of the Region.

### **Refine the Workforce to Support a World Class Destination**

Enhance the skills and training at every level for hospitality workforce that will align with the branding and marketing of the Region as a world class destination, provide the industry sectors the needed workforce with a special emphasis on providing training for hard to place workers.

### **Create Regional Planning for Transit to Move People to Work**

Align the four most rural counties in pursuing coordinated transit strategies.

### **Engage Community College Partners**

Align educational programming with the initiatives identified in the URI plan.

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## SIGNATURE STRATEGIES/PROJECTS



LIVE.

### Live: Investing in City, Town, and Village Centers

An initiative that seeks to revitalize the Region's many river, hilltop, and cross-roads urban centers, encouraging smart growth, transit oriented development, downtown revitalization, and infrastructure.

Creating a path to equity for economic and income improvement by providing direct workforce hiring programs and better poverty agency coordination within urban centers.

### New York Hire

The challenge: Finding jobs for hard to place workers. The Upstate Revitalization Initiative Guidebook defines this group of workers to include: immigrants, refugees, ex offenders, individuals of low income from distressed areas, individuals with low educational attainment, veterans, and persons with special needs. While the URI seeks as one of its major goals the creation of high paying sustainable jobs, it also requires the creation of jobs that will fit the capacities of those hard to place workers. These two goals require very different strategies.

The MHREDC's plan has sought to create a cluster of programs that we will embark upon finding work for this group of workers creating a pathway to equity. While creating high paying jobs for the Region will result in raising

the Region's wealth, a failure to address hard to place workers both detracts from an obligation to address all of our residents and results in a negative impact on the wealth of our Region by having to rely on other programs to insure this group of workers can have a basic subsistence level.

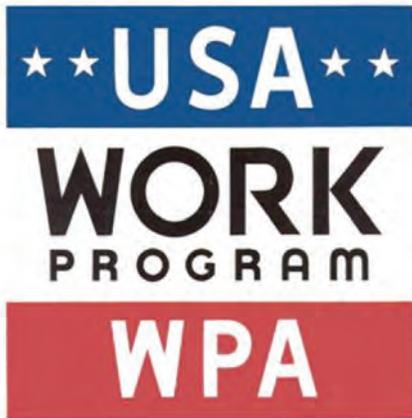
As a part of NY Hire, the MHREDC seeks to impose a requirement on all recipients of URI and CFA funds for projects over \$1 million in funding that the project take on at least one hard to place worker as an intern.

As the skill set varies dramatically within the category of hard to place workers, we must respond with a series of programs that we can experiment with to ensure a higher employment rate for this group.

**SIGNATURE PROJECT GROUP**  
**THE 21ST CENTURY WPA**



**LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS**



While first proposed in 1939 as a strategy to reduce the number of workers unemployed during the Great Depression we seek to “modernize the Work Projects Administration” (WPA) for hard to place workers by having the jobs focus on two sectors of employment—infrastructure and Federal Project Number One—the WPA’s effort to focus on employment in the arts. It is our intention that each county within the Mid Hudson Region will have the opportunity to choose both one infrastructure project and one arts project in Year One. These projects may come from CFA priority projects. The program will seek to have infrastructure and arts renovation projects to be run with support from the unions who will engage in screening and apprenticeships to improve the level of sustainability of the job applicant.

The program will not replace current existing public works programs addressed by the trade unions. Instead it will focus on implementing green infrastructure, public space improvements, and assistance in repairing and improving nonprofit or municipally owned cultural amenities. In order to stretch the value of the program, municipalities and nonprofits proposing projects for the program will be responsible for funding the underlying materials costs of projects.

The program will seek to train and employ 140 workers per year with a maximum two year stay in the program. Each worker will be paid a \$30,000 annual salary. The program is expected to accommodate a total of 700 employees for a single year each. The benefits of the program include reducing long-term unemployment for hard to place workers and providing enrollees who finish the workforce development program with skills and a work history to apply for other positions.

<b>Initiative</b>	LIVE
<b>Strategy</b>	NY Hire: 21st Century WPA
<b>Implementation Team</b>	MHREDC, area WIBs, and a Private Contractor
<b>Overall Cost</b>	\$27,000,000
<b>URI Funding</b>	\$27,000,000
<b>Direct Jobs</b>	700
<b>Indirect Jobs</b>	100
<b>Status</b>	Conceptual

## SIGNATURE PROJECT GROUP EXPANDING THE GREYSTON MODEL



### LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS

The Mid-Hudson plan will roll out the **Greyston Bakery** model throughout the Region. The Greyston Bakery has been recognized as a national model for employment of hard to place workers.<sup>53</sup> This Yonkers based nonprofit uses two concepts to create employment opportunities and keep people in jobs long term. Greyston's Open Hiring policy takes any person who walks in the door and provides employment regardless of education level, skill, criminal background, homelessness or addiction. Greyston uses assessment and goal-setting tools, which show individuals how to have a healthy, well-balanced life. This paves the path toward self-sufficiency and enables them to accomplish their goals. Pathmaking provides guidance in continuing education, GED, health and wellness, nutrition, mental health, literacy, and personal finance education- budgeting and saving. Pathmaking has a ripple effect to the greater community: as individuals become more self-sufficient and self-assured, they become stronger participating members of the community, and the community becomes stronger as a whole.

Greyston was founded in 1982. In 1988 they began providing bakery product for Ben & Jerry's Ice Cream. The bakery reached revenues of \$10 million in 2012, the same year they became New York State's first B Corporation. After decades of business success, thousands of workers trained and tons upon tons of bakery goods produced, Greyston is ready to develop its model as a template for other for profit and non-profit organizations in the Mid-Hudson Region with special emphasis on urban centers with high poverty such as Mount Vernon, Newburgh, Kingston, and Poughkeepsie.



Workers, Greyston Bakery. Photo credit: Greyston Bakery.

This project will enhance the connectivity of our urban centers and sustainability of urban center investment.

Greyston will take the steps necessary to codify and package their model of innovation in teaching organizations Open Hiring to enhance workforce development while furthering the goals of social justice and eradicating urban poverty. The Greyston plan would develop curriculum, train other organizations and support a combination of visits to Greyston and onsite training at their place of business. This will benefit other Mid-Hudson communities by arming other organizations with the knowledge that they need to transform the lives of low-income community residents; finally, it will benefit un- and underemployed individuals with difficult personal histories who will have a chance to build new lives.

Greyston's impact in Westchester can be measured as direct income and savings to the community. For example in 2013, employment of the 130 Greyston workers resulted in \$1.34 million in direct

<sup>53</sup> Bertrand, N. (Feb. 10, 2015). "The Inspiring Story Behind the Brownies in Ben & Jerry's Most Popular Flavors." Business Insider retrieved August 12, 2015 from <http://www.businessinsider.com/ben-and-jerrys-greyston-bakery-workers-2015-2>. B Lab. April 14, 2015. 120 Businesses Honored as 'Best for the World', Creating Most Overall Positive Social and Environmental Impact. CSR Wire retrieved August 12, 2015 from [http://www.csrwire.com/press\\_releases/37847-120-Businesses-Honored-as-Best-for-the-World-Creating-Most-Overall-Positive-Social-and-Environmental-Impact](http://www.csrwire.com/press_releases/37847-120-Businesses-Honored-as-Best-for-the-World-Creating-Most-Overall-Positive-Social-and-Environmental-Impact).

wages, 49 of those employees had been previously incarcerated resulting in recidivism avoidance costs of \$1.97million.<sup>54</sup> Once this model is expanded to other urban centers throughout the Mid-Hudson Region it will result not only in job creation and training for our most hard to place workers and having a direct economic impact, but it will have the indirect impact of reducing social services and criminal justice costs to our municipal and state governments.

<b>Initiative</b>	LIVE
<b>Strategy</b>	NY Hire: Expanding the Greyston Model
<b>Implementation Team</b>	Greyston Bakery and Partner Employers
<b>Overall Cost</b>	\$2,450,000
<b>URI Funding</b>	\$900,000
<b>Direct Jobs</b>	1
<b>Indirect Jobs</b>	300
<b>Status</b>	Ready

<sup>54</sup> Greyston Foundation, Inc. (2014). Annual Report. Page 3. Retrieved August 12, 2015 from [http://greyston.com/wp-content/uploads/2014/09/greyston\\_annual\\_report\\_2014.pdf](http://greyston.com/wp-content/uploads/2014/09/greyston_annual_report_2014.pdf).

## SIGNATURE PROJECT GROUP

# CAPITALIZE ON OUR DIVERSE POPULATION AND SMALL BUSINESS



### LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS

The Mid-Hudson is becoming increasingly diverse, with the Hispanic and Latino communities driving much of the population growth throughout the valley and, in particular, within our urban centers. Though majority Hispanic communities such as Haverstraw, Brewster, Port Chester, and Sleepy Hollow are still rare, it is not uncommon to see between one-fifth and one-third or more of the population in many of the valley's cities and villages consisting of people of Hispanic or Latino origin. As the chart on the next page demonstrates, this increase in the Region's Hispanic and Latino population has occurred very quickly. For example, in Brewster (Putnam County) the percentage of the village's population that is of Hispanic or Latino origin was just 1% in 1980 and 9% in 1990. Today it is 57%.

The rapid change in the ethnic composition of these communities has created both challenges and opportunities for our urban centers. Linguistic and cultural differences must be recognized and the diversity within the Hispanic and Latino community must be understood by long-time residents while the newcomers must assimilate and learn to navigate the political and economic systems in their adopted hometowns. However, the influx of new residents can create new energy in the community and new business activity that provides a much needed boost to the local economy. Those communities that succeed in adapting to this change will be best positioned to capitalize on this opportunity.

There are many local initiatives underway in the Mid-Hudson that seek to address the challenges and take advantage of the opportunities presented by the Region's growing diversity. For example, Latinos Unidos of the Mid-Hudson is a not-for-profit community organization founded in 2001 that is "committed to the quality of life issues effecting Latinos in the Hudson Valley." Based in Newburgh, Latinos Unidos provides services and information related to: "Economic Development, Education, Health Issues, Housing, Immigration, Labor Issues, Security Guard Training, Senior Citizens, Translation,

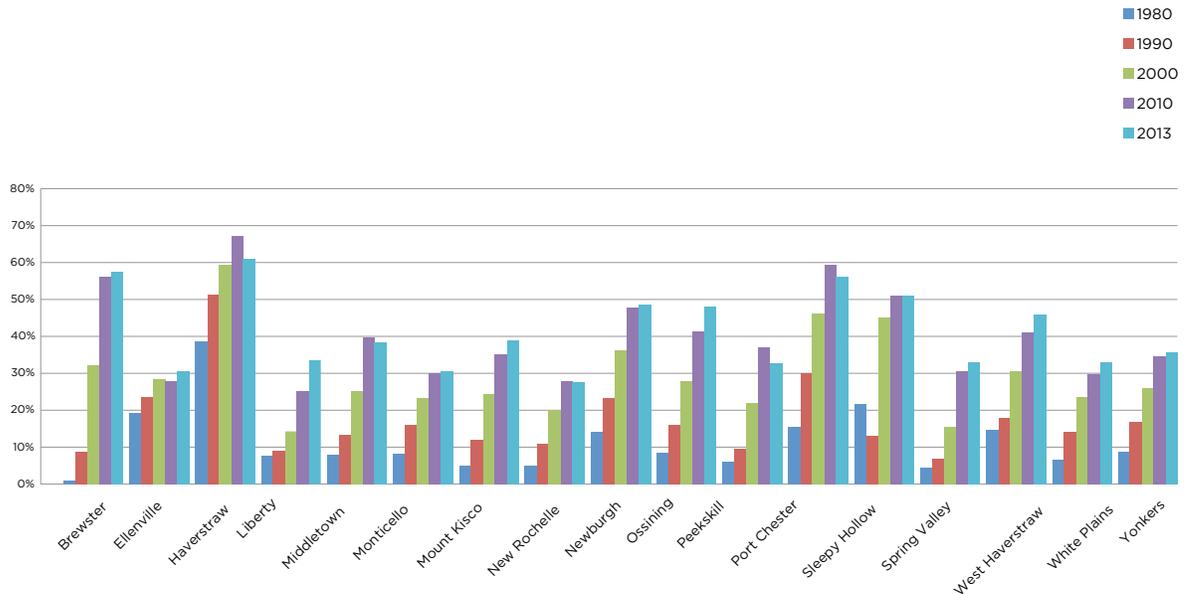
Veterans Issues, and Home Energy Efficiency."<sup>55</sup> In Peekskill, the Hudson Valley Gateway Chamber of Commerce's Committee Latino is comprised of Latino business owners in the community. The group meets monthly to discuss common issues and often invites representatives from city departments to the table to discuss topics such as zoning and code enforcement, public safety, and economic development. The Committee Latino has also conducted an inventory of Latino businesses in Peekskill that revealed a large and diverse Latino business community; and ultimately the group's goal is to better integrate these businesses into the Chamber's activities and into the general business community. And in Yonkers, Mayor Spano has established the Hispanic Advisory Board to "provide the City's growing Hispanic community with an official platform to discuss issues of importance. The board recommends policies to advance Hispanic community development in the City of Yonkers."<sup>56</sup>

In 2013, the MHREDC designated two communities—the **City of Peekskill** and the **Village of Brewster**—as its initial focus under Governor Cuomo's Opportunity Agenda Initiative, an existing state program. As part of this initiative, the two communities partnered with Westchester Community College to obtain funding from Empire State Development (ESD) for the creation of a workforce development training program directed at the most distressed neighborhoods in each community. In the development of this program, it became clear that the specific workforce training and language needs of the Hispanic and Latino community were of central importance to the local business community. Two classes, one about entrepreneurship taught in English and Spanish and a contextualized ESL class that provided basic job skills training were created. Though still in its infancy, initial classes have met with some success and both the college and the communities would like to continue to offer the new classes if funding can be obtained. The program—**FITT to Grow**—is also a model that could be replicated in other communities in the Region.

<sup>55</sup> From <http://www.latinosunidoshv.org/>

<sup>56</sup> <http://www.cityofyonkers.com/government/boards-commissions/advisory-boards/hispanic-advisory-board>

## URI COMMUNITIES PERCENTAGE OF TOTAL POPULATION THAT IS HISPANIC OR LATINO IN 1980, 1990, 2000, 2010, AND 2013



In addition, minority small business owners could take greater advantage of the existing state program surrounding MWBE procurement. Entities such as the **Women’s Enterprise Development Center**, which has received MHREDC support in the past, works with businesses to provide counseling on MWBE programs. The **Mid-Hudson Small Business Development Center** and the **Westchester Rockland Small Business Development Center** both provide procurement counseling and bi-lingual business counseling. These services merit expansion given the growth in Hispanic populations in our urban centers, creating sustainability as small business owners create employment through community reinvestment.

The MHREDC believes that a key strategy for revitalizing our urban centers must be to capitalize on our diversity by building from existing efforts such as these. Under this strategy, the MHREDC will support projects that encourage collaboration among the public, private, and not-for-profit sectors to address the needs of the diverse populations found in our urban centers. The MHREDC will establish a Capitalizing on Diversity grant program to units of local government,

community colleges, not-for-profit organizations or other qualified entities to fund efforts targeted toward workforce preparedness and business success in the increasingly diverse communities within the Mid-Hudson’s urban centers. Contracted-independent third parties will provide entrepreneurial assistance to the Council in the development and the administration of the program.

<b>Initiative</b>	LIVE
<b>Strategy</b>	NY Hire: Capitalize on Our Diverse Population
<b>Implementation Team</b>	MHREDC, SBDC, and Private Contractors
<b>Overall Cost</b>	\$5,000,000
<b>URI Funding</b>	\$5,000,000
<b>Direct Jobs</b>	100
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

# SIGNATURE PROJECT GROUP CORESTAT CIRCUIT RIDER FOR OPPORTUNITY AGENDA COMMUNITIES



## LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS

For many years, measuring performance based upon metrics has enabled municipal governments to adjust their policies and expenditures based upon what is and is not working. A key example of a performance measure guidebook is the Mayor’s management Report (MMR) in New York City.

As Mayor Judy Kennedy of the City of Newburgh once said, “if you can’t measure it then how do you know if you are performing better?” Fortunately for Mayor Kennedy, the State of New York chose two city governments (Newburgh and Albany) to implement their version of performance measures—**CORESTAT**.

Within the City of Newburgh the city has two elements to the CORESTAT program. One is the gathering of data and trends to see if policy should be redirected. The other is the gathering of all stakeholders that share an interest in the topic of the month. So, for instance if the issue is housing, then anyone interested in the issue attends a meeting where the primary focus is the collaboration of stakeholders and the integration of data analysis.

To date the State of New York has limited this tactical approach to these two municipalities. In order to both

assure the progress of the designated Opportunity Agenda Communities and to share data that might lead to alternative strategies, the MHREDC would like to create a coordinated program among its ten Opportunity Agenda Communities: Newburgh, Poughkeepsie, Yonkers, Peekskill, Brewster, Monticello, Kaser, Kingston, Mount Vernon, and Middletown. By bringing the existing state program, CORESTAT, to the other Opportunity Agenda Communities, the Region will work to align resources that address the needs of hard to place workers in areas that require community reinvestment.

Modeled on the approach taken in Newburgh, the Regional Economic Development Council will use funds to hire a circuit rider that would primarily do two things: administer this approach for these ten areas (coordinating with the State and Newburgh), select topics for focus, gather and share relevant data and host the stakeholders. The hope would be to come out of each meeting with 3 – 5 action items. Among the priorities would be to focus on job creation and job training for hard to place workers. Another major goal would be to convert the ten Opportunity Agenda Communities to environments that would lead to community reinvestment in our urban areas.

<b>Initiative</b>	LIVE
<b>Strategy</b>	NY Hire: CORESTAT Circuit Rider for Opportunity Agenda Communities
<b>Implementation Team</b>	Opportunity Agenda Communities and a Private Contractor
<b>Overall Cost</b>	\$1,000,000
<b>URI Funding</b>	\$1,000,000
<b>Direct Jobs</b>	1
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

## LEVERAGE ASSET-BASED INVESTMENT

Leveraging existing natural and built assets by investing in those that enhance urban values, attract private investment and create desirable places to live and work.

## SIGNATURE PROJECT GROUP

URBAN CENTER CAPITAL INVESTMENT FUND:  
TOD, WATERFRONT, MAIN STREETS,  
ARTS ANCHORS, RENEWABLE ENERGY,  
AND URBAN FARMING



LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS

Despite the challenges that many of our cities and villages still face, many of the Mid-Hudson Region's urban centers are starting to turn the corner. Nationally, trends show a renewed interest in urban living. Vibrant downtowns and waterfronts, walkable neighborhoods, access to high quality public spaces and other amenities are bringing people back to cities and other urban places. The MHREDC believes that now is the time to invest in projects that will catalyze the revitalization of our Region's urban centers.

Many of our urban centers have developed and are executing multi-faceted plans for reinvestment on their Main Streets, in their downtowns, or on their waterfronts. Cities such as **New Rochelle, Yonkers, Middletown, Poughkeepsie, and Kingston**, and villages such as **Nyack and Brewster** have proposed numerous projects—public and private—through the CFA and URI processes that would help implement their individual visions for revitalization. Clusters of projects, taken together as part of a comprehensive local strategy, have the potential to make a significant, game-changing impact in these communities.

The MHREDC knows that a focus on the revitalization of urban centers can yield results. Examples here in the Mid-Hudson Region demonstrate how public and private investment, smart and sustained leadership, and good regional transit connections can turnaround previously depressed urban areas. Multiple investments in an urban center can often have greater effect than a scattershot of investments. Two examples where multiple investments have worked to turn the tide are Beacon and Yonkers



Beacon Main Street. Photo credit: Markie Baylish.

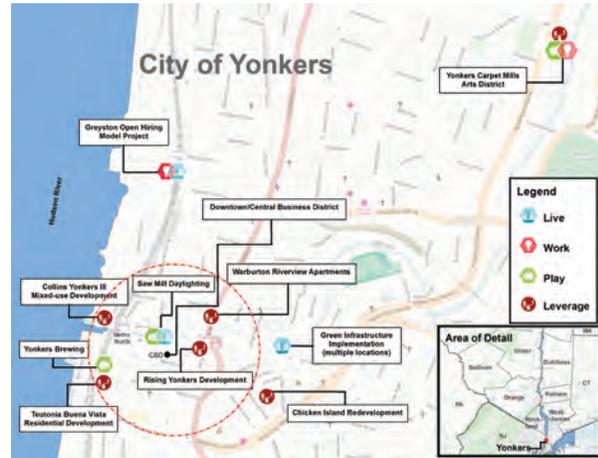
The City of Beacon's long post-industrial slide started to turnaround in the 1990s; and after a slow, steady progression this small city on the Hudson is now a wonderful example of urban revitalization. The opening of **Dia:Beacon** in 2003, convenient access by train, low cost residential and commercial real estate, and an influx of urban pioneers from higher priced arts communities in New York City led the way. Combined with strategic investments and actions by local, state, and non-profit agencies, and private individuals, these are the ingredients that are generally credited with Beacon's transition. Today Beacon is known for its thriving arts scene and vital Main Street. As the community continues to attract visitors and new residents from New York City and the surrounding Region, the demand for housing grows and vacant commercial space has become a rarity. The City is prepared for the next phase of its renaissance with an updated comprehensive plan,

revised zoning regulations, and strong leadership ready to guide its growth in the coming years.

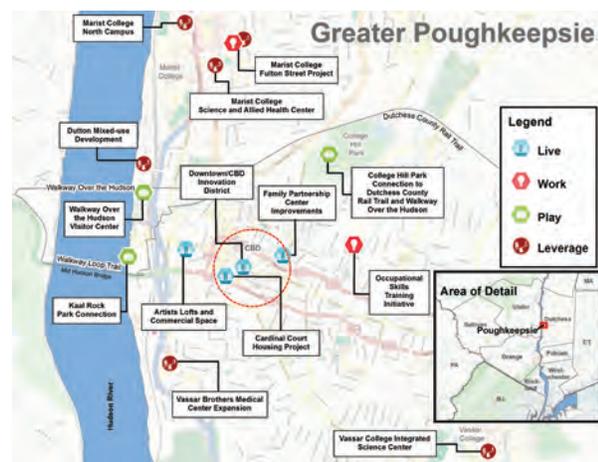
The **City of Yonkers**, New York State’s 4th largest city and the largest city in the Mid-Hudson Region, has also witnessed a remarkable transformation in recent years. With local and state investments in game-changing projects such as the **Saw Mill River Daylighting** and numerous public and private investments in the downtown and waterfront areas, Yonkers is attracting new residents and businesses. **Mindspark**, one of the country’s leading tech companies, recently relocated their corporate headquarters and 160 high-paying jobs to the former Otis Elevator building in Yonkers’ Downtown Waterfront, which is also home to **Kawasaki Rail Car**, one of the leading manufacturers in the Region. Mindspark’s move is having a domino effect on the city. Since Mindspark’s arrival, business leaders, techies, and entrepreneurs have come together to form **YONY**, a new initiative that aims to attract even more tech companies and creative thinkers to Yonkers. The City’s **Generation Yonkers** campaign is working to attract more Millennials to Yonkers, capitalizing on the renewed urban vibe, relatively inexpensive housing, commercial space, and ease of access to New York City as its prime attractions. With more work to do and numerous projects in the pipeline, Yonkers continues to demonstrate how public and private investment and smart leadership can revitalize a large city.

The MHREDC believes that our proximity and easy access to New York City and the entire Northeast Mega-Region make the urban centers of the Mid-Hudson unique in Upstate New York for their potential to blossom in the next decade as New York City continues to need space at lower rents. The state and federal governments can catalyze this rebirth with strategic investments in projects that build capacity—public transportation, urban infrastructure, and public spaces—and which help to focus mixed-use development in existing downtowns and transit corridors.

Accordingly, the MHREDC seeks to use the Urban Center Investment Fund to make multiple investments in certain communities. The following maps of Poughkeepsie, Yonkers, and Middletown that show how URI proposed projects would leverage private investment to create community reinvestment.



Many of our urban centers have arts anchor institutions. These facilities provide both cultural amenities that attract residents and improve the quality of life. In addition, arts organizations serve as attraction tools for visitors and enhance the sustainability of community reinvestment. Finally, arts organizations often serve as anchor institutions for main streets and downtowns. For example, the **Bardavon** in Poughkeepsie, the **Paramount** in Middletown, the **Ritz** in Newburgh, **UPAC** in Kingston or the **Shadowland Theater** in Ellenville bring commerce into the area that supports restaurants and other retail activities creating jobs beyond the arts center itself that are available for hard to place workers.

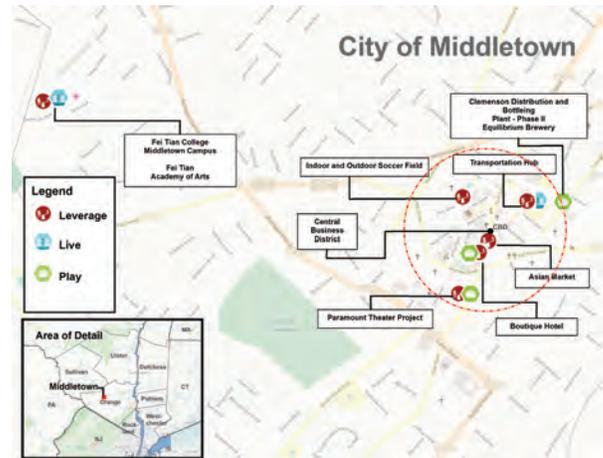


Another key opportunity for redevelopment and revitalization in many of the Mid-Hudson’s urban centers is

the presence of relatively high quality public transportation linking these centers to one another and to New York City. The presence of Metro-North commuter rail service in Westchester, Putnam, Dutchess, Rockland, and Orange counties, planned Bus Rapid Transit (BRT) service in the I-287/Tappan Zee Bridge corridor, and existing bus transit systems throughout the Region have inspired many of our urban centers to consider the possibility of Transit-Oriented Development (TOD) as a means to organize redevelopment near transit stops.

As described in a Federal Transit Administration report; “TOD is most commonly defined as a mixed-use community extending for 1/4 to 1/2 mile from a public transit station. The elements of this community include housing, retail, offices, civic uses, and open space; pedestrian-friendly infrastructure, and amenities; higher densities than surrounding areas; and compact design (i.e., narrower streets, smaller building setbacks). TOD represents a neighborhood or a collection of developments and public amenities.”<sup>57</sup> The development of higher density, mixed-use, walkable neighborhoods around transit is inherently consistent with smart growth principles and sustainability; and the Mid-Hudson Region is unique in Upstate New York for its potential to accommodate future growth in this manner.

TOD projects are in a state of readiness in Mid-Hudson cities and villages such as New Rochelle, White Plains, Yonkers, Tarrytown, and Brewster. Many other communities—Poughkeepsie, Beacon, Peekskill, Nanuet, and others—are in various stages of planning for future TOD development. Implementation of transit oriented



development will implement the Mid-Hudson Region’s Sustainability Plan, an existing state program.

Each of these urban asset opportunities (waterfront development, arts centers as anchors, main street and downtown development, urban agriculture, incorporation of renewable energy and urban agriculture opportunities) have active projects, are in a state of readiness and will leverage private investment.

The MHREDC will utilize the Urban Center Investment Fund to invest in projects related to locally supported Main Street, Downtown, Waterfront, urban agriculture and TOD initiatives in cities and villages around the Region. The MHREDC believes that its investment in these projects will leverage private investment valued at hundreds of millions of dollars in the coming years. These projects will stimulate community reinvestment, returning vitality and economic activity to these places.

<b>Initiative</b>	LIVE
<b>Strategy</b>	Urban Revitalization: Urban Center Investment Fund
<b>Implementation Team</b>	MHREDC, Private Developers, Participating Municipalities
<b>Overall Cost</b>	\$500,000,000
<b>URI Funding</b>	\$125,000,000
<b>Direct Jobs</b>	3035
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

<sup>57</sup> Planning for Transit-Supportive Development: A Practitioner’s Guide (June 2014). FTA Report No. 0053. U.S. Department of Transportation, Federal Transit Administration. Prepared by Dr. Colette Santasieri Director, Strategic Initiatives New Jersey Institute of Technology pp 1-2 to 1-3.

## SIGNATURE PROJECT GROUP REGIONAL LAND BANK



### LIVE INVESTING IN CITY, TOWN, AND VILLAGE CENTERS

Vacant or abandoned properties in certain portions of the Mid-Hudson have long been a blight in their host communities, destabilizing neighborhoods, lowering property values and posing serious risk to the health and safety of the entire community. One tool available to combat such conditions is a land bank, a not-for-profit corporation that is primarily formed for the purposes of acquisition and disposition of vacant property.

Neighborhoods and communities served by land banks enjoy a number of benefits, including but not limited to neighborhood stabilization; increased property tax revenue generated by parcels put back into productive use; cost savings by local governments due to reduced need for services associated with blighted neighborhoods; reduced liability and maintenance when properties are transferred from the municipality to the land bank; and the creation of badly needed affordable housing units in underserved areas.

Building off the success of the **Newburgh Community Land Bank**, which since 2012 has put seven properties in the City of Newburgh back into productive use and which currently owns approximately 60 properties with approximately 40 of those having identified purchasers, the Mid-Hudson Region proposes to create a regional land bank that would include those communities that are experiencing the greatest amount of vacant or abandoned properties throughout the Mid-Hudson.

To begin to understand the extent of the vacancy issue, we can look at rates of residential vacancy as reported by the U.S. Department of Housing and Urban Development (HUD) and the United States Postal Service (USPS), who have partnered to provide quarterly aggregate data at the census tract-level on addresses that are identified as vacant. While not a complete picture of vacant properties in a given location, this data does indicate where concentrations of vacant properties are likely to be found. In the Mid-Hudson, two cities in particular—City of Poughkeepsie and City of Newburgh—stand out as having particularly high levels



197 Lander Street, City of Newburgh, “Before.”  
Photo credit: Newburgh Community Land Bank

of vacancies. In Q2 2015, for example, data on residential vacancies reported by the HUD/USPS system show that these two cities have eight of the top 10 census tracts experiencing the highest levels of vacancy throughout the Mid-Hudson.<sup>58</sup>

New York State’s land bank enabling legislation allows for foreclosing governmental units to form a land bank. The only land bank in the Mid-Hudson is the Newburgh Community Land Bank. However, several other communities in recent years have discussed forming land banks to deal with their vacant properties. While the need for land banking powers is high in a number of communities, forming a regional land bank for the Mid-Hudson makes more sense than forming individual land banks in each community because a centralized land

<sup>58</sup> Pattern analysis of HUD/USPS Vacant Address Data for Q2 2015. <http://www.huduser.org/portal/usps/home.html>

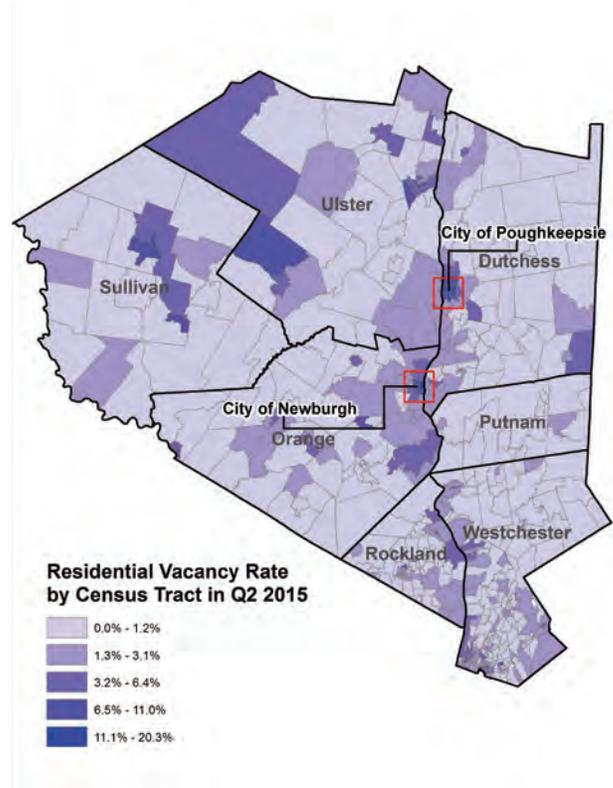
bank will benefit from shared resources. The legislation allows for two or more foreclosing governmental entities to enter into an intergovernmental agreement to form a land bank to act on behalf of such foreclosing governmental units.

An example of a regional land bank in New York State is the **Buffalo Erie Niagara Land Improvement Corporation**. This land bank has multiple partners, including the cities of Buffalo, Lackawanna, Tonawanda and the County of Erie, who have entered into an intergovernmental agreement to “confront and alleviate the problems distressed properties cause to communities by [ . . . ] strategically acquiring, improving, assembling and selling vacant, distressed, abandoned, and tax-delinquent properties.”<sup>59</sup> With URI funding, the Mid-Hudson will create the Mid-Hudson Regional Land Bank, with willing and interested partners in targeted municipalities where the highest rates of vacancy occur.



Vacant buildings on Lander Street, City of Newburgh. Photo credit: Hudson Valley Pattern for Progress

URI funding will be used to support staff; the acquisition, stabilization and/or environmental remediation of vacant properties; and disposition of vacant properties in chronically blighted municipalities.

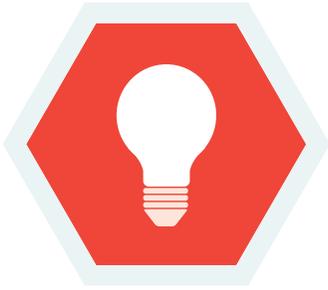


<b>Initiative</b>	LIVE
<b>Strategy</b>	Urban Revitalization: Regional Land Bank
<b>Implementation Team</b>	MHREDC, Newburgh Land Bank, and Participating Municipalities
<b>Overall Cost</b>	\$23,000,000
<b>URI Funding</b>	\$23,000,000
<b>Direct Jobs</b>	12
<b>Indirect Jobs</b>	100
<b>Status</b>	Conceptual

<sup>59</sup> Buffalo Erie Niagara Land Improvement Corporation Annual Report 2014. [http://media.wix.com/ugd/9cc5a9\\_e4dacdf55935400e837d3ed31c4fd7d4.pdf](http://media.wix.com/ugd/9cc5a9_e4dacdf55935400e837d3ed31c4fd7d4.pdf)

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## SIGNATURE STRATEGIES/PROJECTS



**WORK.**

### Work: Innovation and High Tech

An industry-based initiative that builds upon the Region's existing high tech clusters by seeking to attract and retain high-paying jobs in STEM-intensive fields, match them with the Region's highly educated workforce, and leverage private investments in biotechnology, advanced and high-tech manufacturing, information technology, and food and beverage manufacturing.

## Invest in Growing Companies and Industries to Facilitate Ease of Expansion or Location and the Creation of High Paying Jobs.

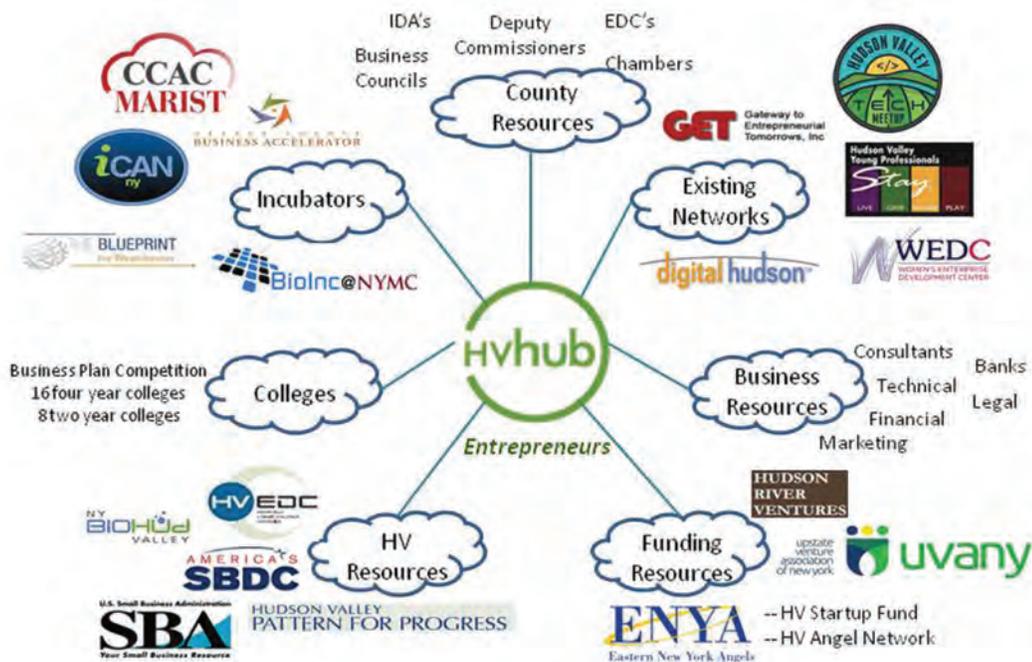
### SIGNATURE PROJECT GROUP CAPITAL FUNDS FOR HIGH TECH PROJECTS



#### WORK INNOVATION AND HIGH TECH

The Region is ready to embrace and support capital investment in high technology when the opportunity arises. The Mid-Hudson has seen private sector leverage brought to bear in industries such as biotechnology, information technology, and advanced manufacturing. The URI calls for investments not in industries of the past but in the opportunities for the future. The MHREDC has identified multiple projects and opportunities that harness new energy and will enhance the economic vitality of the Region. Several arenas of high tech investment are in a current state of readiness now and in the near future. These include biotechnology, information technology/cybersecurity, and advanced manufacturing.

The Region must be ready to assist in facilitating growth as companies become ready for expansion. **Regeneron Pharmaceuticals, Inc.** serves as a perfect example. Named the 4<sup>th</sup> Most Innovative Company in the world by Forbes, Regeneron Pharmaceuticals, Inc.'s past trajectory makes its expansion likely over the next few years.<sup>60</sup> While Regeneron Pharmaceuticals, Inc.'s growth will be dependent on market forces, research and development progress, regulatory approvals and competition, an examination of the company's growth potential is instructive. The company has the ability to expand in Westchester with an additional yet to be built, but approved 129,000 square feet of lab space in the Town of Greenburgh



*Our goal – create 10,000 new high paying HV jobs in 10 years!*

<sup>60</sup> Forbes. The World's Most Innovative Companies: 2015 Ranking. Retrieved September 10, 2015 <http://www.forbes.com/companies/regeneron-pharmaceuticals/>

and 143,000 square feet of space in Mount Pleasant. Finally, the company through an LLC entity has acquired a 100 acre parcel proximate to their existing headquarters. The 100 acre parcel has existing approvals for at least 900,000 square feet of research and development purposes. Taking a conservative approach, if Regeneron Pharmaceuticals, Inc. were to develop only one-half of the potential space approved, using average costs per square foot of research and development fit up, the total value of investment could exceed \$300 million. Using an average amount of space per employee in existing facilities, and again if we assume only one-half the potential square footage is developed, the potential new employment in new space could be as high as 1,300 employees. It is important to note that though the above potential growth is specific to the Mid-Hudson it will provide substantial economic development impacts state-wide as Regeneron Pharmaceuticals, Inc.'s manufacturing capacity in the Capital Region will undoubtedly continue to multiply to accommodate research and development growth to be competitive in the global economy.

Projects provide support on the research, development, and business incubation side that create fertile ground for high tech investment. Innovative higher education partners like **Marist College** add value in this regard. Marist was recently named by the Princeton Review as one of the top 50 universities in America that launch careers by going beyond the classroom. Other universities on the list included Stanford, Princeton, University of Michigan, Rice, Duke, Notre Dame, the University of Pennsylvania, etc. Through the proposed **Center for Innovation and Entrepreneurship**, Marist will redesign, renovate, and equip the new Fulton Technology CrossRoad. The project site, 51 Fulton Street, is

a reuse of an existing building in an urban center area. Marist proposes developing more than half the building to include office environments designed for technology-based small and medium businesses, high-speed network connections to Manhattan, and an interoperability data center to promote community economic development. This facility will leverage advanced technologies to provide the local economy with much-needed purpose built space and functions not normally available to small and medium businesses, and would facilitate the College's participation in state initiatives such as the START-UP NY program. Through the Fulton Technology Crossroad, Marist will position the Mid-Hudson Region as a world center of connectivity for advanced technology, analytics based companies, and will allow the Region to attract and grow jobs in the IT industry. At the completion of the project, a 100 gigabyte network connection will serve the Poughkeepsie area to Manhattan, 10 companies will be under full incubation and, a total of 5 direct, 100 construction, and 140 indirect permanent jobs will be created. Requested funding from New York State would provide the necessary building planning and design, workspace construction, technology infrastructure, and equipment to provide the foundation for operations.

The new facility at 51 Fulton will also establish the Region as a world leader in the area of cybersecurity research and commercialization. Cybersecurity threats are steadily growing in both number and severity, making this an issue with both tactical and strategic implications on future economic growth. The field of cybersecurity is also undergoing a radical transformation as data centers migrate towards more dynamic, software controlled architectures. This shift from static to dynamic workloads

<b>Initiative</b>	WORK
<b>Strategy</b>	Capital Funds for High Tech Projects
<b>Implementation Team</b>	MHREDC, Participating Companies and Facilities
<b>Overall Cost</b>	\$673,000,000
<b>URI Funding</b>	\$58,000,000
<b>Direct Jobs</b>	3500
<b>Indirect Jobs</b>	7000
<b>Status</b>	Ready and Conceptual

brings with it new security challenges, which the new center will be uniquely positioned to address through Marist College's longstanding partnership with **IBM** and through a consortium of other industry and academic partners. IBM's mainframe development site in Poughkeepsie is responsible for creating systems used by Fortune 1000 companies worldwide, including most of the world's major banks, financial centers, airline and transportation companies, retailers, and government offices. The Mid-Hudson is also home to the Thomas J. Watson Research Center in Yorktown Heights. The center housed at 51 Fulton would be among the first in the industry to apply cognitive computing techniques

to cybersecurity, including enterprise class security for Fortune 1000 companies based on the IBM zSeries platform.

On the advanced manufacturing side, the Region has many smaller manufacturers with expansion needs that are occurring and will continue to occur. These projects leverage private investment and have a direct connectivity to other URI initiatives such as the STEAM Pipeline development. For example, New Precision Glass, which is expanding its glass production to incorporate filtered transmission spectrums compatible with night vision imaging systems, can grow to have significant impact.

## Encourage Innovative Culture Through Places And Networks

Create a culture of innovation by designing places that foster a collaborative and exciting environment for entrepreneurs to work while connecting them to necessary capital and resources.

The Mid-Hudson has a strong history of entrepreneurship. Ninety-eight percent of businesses in the United States have fewer than 20 employees.<sup>61</sup> 78% of businesses employ only the business owner.<sup>62</sup> The Mid-Hudson has a greater percentage of small businesses with 1-4 employees than the rest of the state. 64% of all businesses in the Mid-Hudson are of 1 – 4 employees.

While 55% of new job creation is within small businesses under 100 employees, the number of jobs being created by new small business declined during the Great Recession and has not returned to pre-recession levels.<sup>64</sup> New businesses established are remaining smaller for longer and creating

few jobs.<sup>65</sup> Small businesses created nearly 2 million of the roughly 3 million private-sector jobs generated in 2014 with a large percentage of those being start ups and small enterprises.<sup>66</sup> Over 53 million Americans or 34% reported some type of freelance work in 2013.<sup>67</sup>

The Mid-Hudson Region must focus on small business and in some cases take a sector by sector approach that focuses on Food & Beverage, Manufacturing, and Digital Exports. The MHREDC's plan is to do this through a number of efforts including creating places that are amenable to entrepreneurs and small businesses and providing the soft supports such as capital and collaborative networks needed to foster them.

<sup>61</sup> U.S. Census County Business Patterns, 2013. <http://www.census.gov/econ/cbp/>. Data aggregated by Pattern for the seven Mid-Hudson counties for number of establishments by employment-size class.

<sup>62</sup> Babson College. "Stimulating Business Growth: Progress Report on Goldman Sachs 10,000 Small Businesses." [http://www.goldmansachs.com/s/10ksb-docs/29407\\_Book.pdf](http://www.goldmansachs.com/s/10ksb-docs/29407_Book.pdf)

<sup>63</sup> This exceeds the New York State percentage 61%. Source: U.S. Census County Business Patterns, 2013. <http://www.census.gov/econ/cbp/>.

<sup>64</sup> Small Business Association, Office of Advocacy. "Small Business Facts." [https://www.sba.gov/sites/default/files/New\\_Business\\_Employment\\_Trends\\_0.pdf](https://www.sba.gov/sites/default/files/New_Business_Employment_Trends_0.pdf)

<sup>65</sup> *ibid.*

<sup>66</sup> Contreras-Sweet, Maria. "Small Businesses Create 2 Million Jobs." January 15, 2015. U.S. Small Business Administration, Blogs: The SBA Administrator. <https://www.sba.gov/blogs/small-businesses-create-2-million-jobs>

<sup>67</sup> Freelancers Union and Elance-oDesk. (2014). Freelancing in America: A National Survey of the New Workforce. P. 4. Retrieved August 27, 2015 from [https://fu-web-storage-prod.s3.amazonaws.com/content/filer\\_public/7c/45/7c457488-0740-4bc4-ae45-0aa60daac531/freelancinginamerica\\_report.pdf](https://fu-web-storage-prod.s3.amazonaws.com/content/filer_public/7c/45/7c457488-0740-4bc4-ae45-0aa60daac531/freelancinginamerica_report.pdf).

## SIGNATURE PROJECT GROUP INNOVATION DISTRICTS



### WORK INNOVATION AND HIGH TECH

The past decades have been marked by growth in innovative suburban corridors such as Silicon Valley, the Boston 128 Corridor and Research Triangle Park. However, in recent years creative business and young workers have shown a preference for urban settings. The Mid-Hudson Region is well-poised to take advantage of this natural interest by cultivating its small cities and urban centers to be fertile ground for innovation and creativity. The MHREDC plans to encourage municipalities to use land use planning to encourage innovation areas, to foster the creation of Live/Work innovation centers throughout the Region, to provide the necessary information infrastructure to attract and support creative businesses and finally to provide the soft supports needed to encourage collaboration among these innovators.

First, the MHREDC proposes to spur municipalities to examine zoning and land use regulation to encourage innovation. Using the Urban Center Planning and Zoning Assistance Fund to support municipalities that wish to create an innovation district similar to the district proposed in the City of Poughkeepsie.

Innovation Districts encourage the creation and expansion of firms using proximity and collaboration as supports. They are located in urban centers providing jobs for disadvantaged populations in low and moderate income neighborhoods and can leverage existing investments in infrastructure and urban stock. Innovation Districts and Ecosystems include mixed uses both working space and living space that create a collaborative atmosphere.<sup>68</sup> Two types of Innovation District models apply directly to the urban centers of the Mid-Hudson: both the “anchor plus

model” as well as the “re-imagined urban areas model”.<sup>69</sup> The Urban Center Planning and Zoning Assistance fund will seek applications from municipalities pursuing Innovation District planning.

Innovation Districts, a growing trend in economic development across the United States, Europe, and other global locations, share common characteristics: 1) They contain clusters of anchor institutions, companies, and start-ups, 2) They are located in small geographic areas, often central cities, and 3) They emphasize the quality of life and access to amenities associated with urban living. In the Mid-Hudson, promoting innovation within our urban areas, and to the extent practicable innovation districts, is one of the Mid-Hudson Region’s strategies for the Upstate Revitalization Initiative. Not every urban location is suitable for an Innovation District. However, where there is a concentration of anchor institutions, such as colleges, universities, and hospitals, alongside talent and within an urban backdrop, innovation districts can revitalize urban centers. In addition, in an era of heightened sensitivity to a growing wealth disparity, Innovation Districts can support job opportunities for economically disadvantaged populations living in distressed neighborhoods that are often within or in close proximity to Innovation Districts.

In addition to creating places in urban centers amenable to innovation. Creating spaces, physical locations that foster collaboration and job opportunity in the heart of urban centers is the next step. For example, the recently launched Boston Innovation District has a District Hall that can accommodate gatherings of up to 300 as well as a series of micro-unit housing development.<sup>70</sup>

<sup>68</sup> Innovation districts are “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. Compact, transit-accessible, and technically-wired, innovation districts foster open collaboration, grow talent, and offer mixed-used housing, office, and retail.” Bruce Katz and Julie Wagner. (November 12, 2014). *The Rise of Innovation Districts*. Harvard Business Review. Retrieved August 28, 2015 from <https://hbr.org/2014/11/the-rise-of-urban-innovation-districts>.

<sup>69</sup> The “anchor plus” model has large scale mixed-use development centered around major anchor institutions such as hospitals, colleges, arts centers and other anchors. The “re-imagined urban areas” model is found near historic waterfronts or other unique assets where former industrial or warehouse facilities are available for repurposing. Bruce Katz and Julie Wagner (May 2014). *The Rise of Innovation Districts: A New Geography of Innovation in America*. (Brookings). P. 4.

<sup>70</sup> The American Institute of Architects. (2014). *Cities as a Lab: Designing the Innovation Economy*. Retrieved August 20, 2015 <http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aia100106.pdf>.

The City of Poughkeepsie and the on-going efforts to rejuvenate its downtown are currently receiving considerable attention from organizations seeking to create a culture of innovation. Hudson River Housing, a local community development corporation, is currently restoring a long-abandoned former factory located in the heart of the city for use as artist studios, rental housing, and space for budding social entrepreneurs. Nearby, Mass Design Group, an international design firm based in Boston, was recently awarded a prestigious Enterprise Rose Architectural Fellow award and will be housing an architect-in-residence in Poughkeepsie for three years with plans to establish the Hudson Valley Community Design and Innovation Center on Main Street in Poughkeepsie. And lastly, the Pace Land Use Law Center is developing economic development strategies for Poughkeepsie's downtown, including reimagining the many city-owned downtown surface parking lots as space in which the city, private investors, local anchor institutions, and local

entrepreneurs can collaboratively repurpose the lots and simultaneously establish new frameworks for stimulating local business activity.

The Innovation District paradigm is one to which Poughkeepsie's downtown aspires. The necessary elements exist in Poughkeepsie, including local anchor institutions, with **Marist College, Dutchess Community College, Vassar College, and Vassar Brothers Medical Center** all under two miles from the city's downtown core; close to 20,000 students between the three local colleges, with many more students from other nearby higher educational institutions such as SUNY New Paltz, Culinary Institute of America, and Bard College, comprising the area talent; and a compact, walkable, historic urban core in downtown Poughkeepsie.

<b>Initiative</b>	WORK
<b>Strategy</b>	Innovative Places and Spaces: Innovation Districts
<b>Implementation Team</b>	MHREDC, Private Developers, Participating Municipalities
<b>Overall Cost</b>	\$6,000,000
<b>URI Funding</b>	\$6,000,000
<b>Direct Jobs</b>	400
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready and Conceptual

## SIGNATURE PROJECT GROUP

# LIVE/WORK INNOVATION, CO-WORKING, AND INCUBATION SPACES



## WORK INNOVATION AND HIGH TECH

Co-working spaces have grown to over 6,000 globally in the last several years<sup>71</sup> and the co-working industry has begun to raise significant capital.<sup>72</sup> Co-working spaces support solopreneurs, micropreneurs, and freelancers. The MHREDC proposes creating a series of live/work innovation centers throughout the urban centers of the Region. These projects will be public private partnership models. The first of these centers is proposed in Kingston.

Live/Work spaces have been used to facilitate artists' work, and housing throughout the country.<sup>73</sup> Over the last several years, this model has been applied more and more to foster entrepreneurship. For example, in Flint, Michigan, Habitat

for Humanity is building build Live/Work spaces for aspiring low-income entrepreneurs to help the recipients establish a business while stabilizing blighted neighborhoods.<sup>74</sup> Live/Work space design has become a notable topic for architects and urban planners as the concept gains acceptance.<sup>75</sup> In some cases, Live/Work entrepreneurship spaces have been targeted to specific industry niches.

The Mid-Hudson plan is to develop a series of Live/Work innovation spaces within our urban centers, which will bring needed investment to our urban centers while providing low cost work and live alternatives to cultivate entrepreneurship. While the plan is to at first build one Live/Work innovation



RUPCO Cedar Street artist rendering. Photo credit: RUPCO

<sup>71</sup> The Coworking Forecast 2014. Deskmag retrieved August 28, 2015 from <http://www.deskmag.com/en/the-coworking-market-report-forecast-2014>.

<sup>72</sup> Coworking industry raises close to 1 Billion USD within the last year, Coworking Europe retrieved August 28, 2015 from <http://coworkingeurope.net/2015/07/17/coworking-industry-raises-close-to-1-billion-usd-within-the-last-year/>.

<sup>73</sup> New York City Mayor Bill DiBlasio has proposed building 150 new artists live/work spaces each year through 2024. Bruinius, H. (February 3, 2015). Affordable housing for artists? New York mayor plans homes for creative class. Christian Science Monitor. Retrieved August 12, 2015 from <http://www.csmonitor.com/USA/Society/2015/0203/Affordable-housing-for-artists-New-York-mayor-plans-homes-for-creative-class.-video>.

<sup>74</sup> Shank, J. (May 16, 2014). Entrepreneurs Trying to Catch a Break Get a Leg Up in Flint. Bridging the Opportunity Divide. Retrieved August 12, 2015 from <http://nationswell.com/whats-better-providing-low-income-people-place-live-providing-place-work/#ixzz3icxEZdNd>.

<sup>75</sup> For example, Thomas Dolan's book Live-Work Planning and Urban Design highlights dozens of projects throughout the country that incorporate this concept.

space, the Mid-Hudson plan is to use URI resources along with local and private partners to build one in each of the seven counties throughout the Region.

The first of these spaces will be developed in Kingston with a series of partners. **RUPCO**, an affordable housing nonprofit developer, has proposed a \$28 million mixed use facility with 60 housing units and 15,000 of commercial space, 2,000 of which will be set aside for shared work space. RUPCO has partnered with Hudson Valley Tech MeetUp (HVTM), Digital Hudson, and the Small Business Development Center. With high value and a relatively low barrier to entry, this network as a whole will be focused on mentoring entrepreneurial skills, and guiding product-focused digital startups into the internet/web/mobile consumer and business market space. The proposed mid-town Kingston location is the shuttered former Mid City Lanes bowling alley, 20 Cedar Street in mid-town Kingston. Census Tract #9521 is a “Qualified Census Tract” (QCT) and has a Poverty Rate of 28.1% experiencing “high levels of poverty and unemployment,” the identified target for the Opportunity Agenda by the REDC.

In addition to being in an area of high poverty however, this area of Kingston is also home to significant amount of arts and digital technology firms in renovated former industrial buildings such as the 721 Media Center in the former RNN building, the Artists’ lofts in the former Shirt Factory Building and others.

Other incubation projects include the **SMARTT Lab** located at the Orange County Business Accelerator and the SMARTT Lab located at SUNY Rockland. Each lab has a distinct core competency and are set to create a pipeline of highly skilled workers to support the growth of the advanced manufacturing sector. The SMARTT Lab pilots provide a complete pilot line capability for emerging, re-shoring and growing maker-space/manufacturing sectors including cut/sew/design, manufacturing, bottling, artisan manufacturing, and artisan food processing. This model allows entrepreneurs to produce pilot line volume to prove manufacturing process and ship early volumes.

**SUNY Rockland** along with **New York Technology Incubator (NYTI)** on the behalf of **iCANny**, the **Rockland Economic Development Corporation**, **SUNY Stony Brook**, **SUNY Central**, and the **SUNY Research Foundation** will advance and support the growth of technologically innovative early and mid-stage companies in biotech, IT, and high tech manufacturing and help build the infrastructure needed to establish an innovation ecosystem in the Mid-Hudson and New York State. IRG (new owners of the Pfizer campus), has committed up to 10,000 square feet of in-kind space for the next ten years to the New York Technology Incubator to further their initiatives.

<b>Initiative</b>	WORK
<b>Strategy</b>	Innovative Places and Spaces: Live/Work Innovation, Co-Working, and Incubation
<b>Implementation Team</b>	MHREDC, Private Developers, Participating Municipalities
<b>Overall Cost</b>	\$101,250,000
<b>URI Funding</b>	\$48,000,000
<b>Direct Jobs</b>	360
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready and Conceptual

## SIGNATURE PROJECT GROUP

# CONNECTIVITY NETWORKS: COMMUNICATION CONNECTIVITY COMMISSION



## WORK INNOVATION AND HIGH TECH

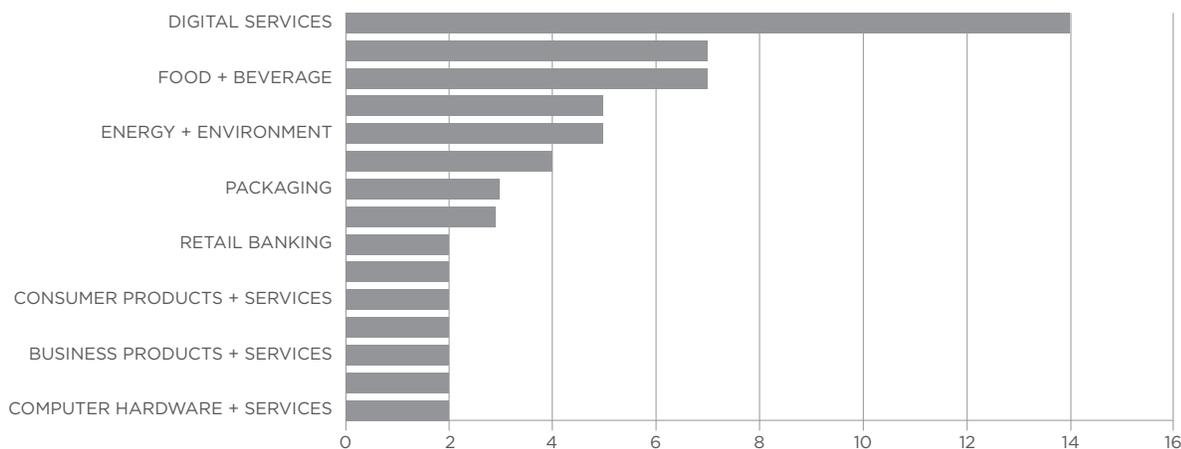
Recognizing that the Mid-Hudson Region has been identified as the worst urbanized area in the country for cellular service, that large areas of the Region lack cellular and broadband service, the MHREDC seeks to establish a commission of individuals to use URI funds for the purpose of both identifying gaps in cellular and broadband service, identifying limited service speeds and implementation funds that can serve as a match for programs to improve access to cellular, broadband, and urban wifi.

Appropriate information technology is critical to the modern economy. Information technology includes cellular service, broadband connectivity at robust speeds, and in some cases ubiquitous wifi. The gaps in cellular service for the Region are notorious. Many of the rural parts of Sullivan and Ulster Counties have no cellular service or broadband. But would it also surprise you to learn that the Palisades

Parkway to Woodbury Commons has noticed a lack of cellular service. In fact, the Mid-Hudson was recently ranked very poorly for cellular connectivity. RootMetrics, a wireless research company, examined the mobile network performance for the 125 most populated urban areas for the first part of 2015. The Mid-Hudson ranked the worst in the country.<sup>76</sup> While some of the Mid-Hudson terrain is very rural with steep slopes and little population, cellular gaps exist in well-traveled routes. Not only do large populations lack cellular service for emergency purposes in these areas, but the message to business is that the Region is not business friendly.

Much of the Region also lacks sufficiently fast broadband. Although at one time Verizon had a plan to roll out FIOS in several Mid-Hudson urban centers, the FIOS expansion plan was put on hold during the Great Recession.<sup>77</sup>

## 2014 MID-HUDSON VENTURE CAPITAL TRANSACTIONS



<sup>76</sup> Hope King. (August 31, 2015). "Where Cell Phone Service is the Fastest and Slowest." CNN Money. Retrieved August 31, 2015, <http://money.cnn.com/2015/08/05/technology/fastest-cell-phone-speeds/>.

<sup>77</sup> In 2006 Verizon entered into an incentive plan with the state to provide FIOS to the Hudson Valley, but that has not yet occurred and many areas of the Region rely on a single provider. Dave Lucas. (August 7, 2015). "Upstate NY Broadband: A Long Way to Go." WAMC Northeast Public Radio. Midday Magazine. Retrieved August 28, 2015 from <http://wamc.org/post/upstate-ny-broadband-long-way-go#stream/0>.

The Mid-Hudson Region has significant broadband capability as it serves as the gateway in connectivity for the rest of New York, and yet it is not known as a place with exceptional connectivity. URI investment in determining gaps in broadband will leverage existing state programs in this area such as Connect NY.

On August 11, 2015, the Public Service Commission held hearings in Poughkeepsie about the broadband availability in the Region. In early 2015, the Federal Communications Commission revised the benchmark for internet speed to 25 Mbps download and 3 Mbps upload. More than half the populations of Ulster and Sullivan counties did not have 25/3 Broadband service as of July, 2014.<sup>78</sup>

While connectivity for broadband access will continue to be a focus of the Public Service Commission and the New York State Broadband Office, the MHREDC recognizes how important internet speed is for modern commerce, especially digital commerce.

Some communities are pursuing additional digital resources on their own. For example, the City of New Rochelle is working to apply advanced urban technology

to improve the quality of life and the resident and visitor experience in the city. As part of the city’s strategic plan to create a 21<sup>st</sup> Century downtown, officials have identified cluster sites that are prioritized for investment and redevelopment. Integral to the overall redevelopment strategy is the inclusion of technology in accomplishing the city’s goals. The city partnered with LQD Wifi, a New York State-based technology firm, to identify technology service needs and has developed a plan called “Gig City.” The plan calls for the deployment of LQD’s recently developed Palo Technology, a communications hub that has been described as the “iPad of the streets,”<sup>79</sup> which connects citizens to city services and information through interactive touch screen technology. LQD’s state-of-the-art information and communication services will benefit residents, tourists, businesses, the City’s emergency services, and a host of other entities. In addition to the immense public benefits provided of the planned installation of 160 Palo units, this project will create and retain jobs with the city in a variety of industries including urban technology construction, installation, engineering, and support, as well as community content development.

<b>Initiative</b>	WORK
<b>Strategy</b>	Connectivity Networks: Communication Connectivity Commission
<b>Implementation Team</b>	MHREDC Connectivity Commission
<b>Overall Cost</b>	\$5,000,000
<b>URI Funding</b>	\$5,000,000
<b>Direct Jobs</b>	10
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Conceptual

<sup>78</sup> Roger Connor. (August 12 2015). “Broadband Must Improve.” Hudson Valley News Network. Retrieved August 28, 2015 from <http://hudsonvalleynewsnetwork.com/2015/08/12/broadband-must-improve/>.

<sup>79</sup> AngelList. <https://angel.co/lqd-wifi>

## SIGNATURE PROJECT GROUP CATALYZING CREATIVE NETWORKS



### WORK INNOVATION AND HIGH TECH

In recognizing that business development depends on relationships among individuals and some strong collaborative regional entities existing in the high tech space, the MHREDC proposes allocating funds to encourage and develop these networking opportunities. Included in this effort would be the use of technology and training to encourage things such as manufacturing supply chain mapping and supporting signature events in the digital services field where the Region has seen the most venture capital activity.

Places and spaces alone do not make a culture. A culture includes the relationships between and among people, businesses and institutions. The Mid-Hudson Region has some strong industry partners that seek to galvanize the collaboration among participants in a particular sector. For example, **Hudson Valley Economic Development Corporation** has programs to facilitate cluster interactions in biotech, food and beverage, and the 3D printing industry. These activities should be continued.

The Mid-Hudson Region has a robust level of activity in digital entrepreneurship and yet capturing statistics that demonstrate this activity is difficult. Other regions such as the Capital District<sup>80</sup> and New York City have sought to quantify the tech economy.

Approximately 30% of 2014 transactions financed through angel, venture debt and capital, private equity, and M&A transactions in Upstate New York have been in the Mid-Hudson Region.<sup>81</sup> This is yet another example of why an investment of URI funds in the Mid-Hudson will have impact. 28% of all 2014 transactions in the Mid-Hudson Region were related to Digital Services, and Food & Beverage businesses.

In recognition of the entrepreneurship potential of the Region, **Hudson Valley Startup Fund**, an early seed-round venture fund for Mid-Hudson startups, is launching in sync with the culmination of this plan. The Fund has attracted committed and pending angel investors from the Mid-Hudson Region. The Fund's organizational meeting was sponsored by **Marist College**, an academic partner highly engaged in supporting startups as evidenced through Marist's "Business Innovator—Coach—Collaborator" website HVhub.com. The Fund has already attracted over 40 qualified investors and raised more than \$1 million in capital.

On the digital export side, organizations such as Digital Hudson have created significant collaboration events and tools that allow digital entrepreneurs to connect. Creating a digital export strategy aligns well with the existing strategies in the Region and can be used to reduce the rate at which the Region is losing young people.<sup>82</sup>

Leveraging the digital creativity in the Region can benefit other sectors of the high tech economy in the Mid-Hudson Region. In particular, the manufacturing sector has multiple needs for collaboration with the digital community. In one high tech focus group working group session for the URI it became clear that manufacturers often lack the ability to connect with local coders who have the capability to write code needed in the manufacturing process. In addition, the regional manufacturing community has plans to make use of digital services to better communicate information. First on the workforce side, the Council of Industry and Hudson Valley Economic Development Corporation as a part of the STEAM Pipeline program envision creating a workforce development career pipeline digital

<sup>80</sup> The New York City evaluation estimated that tech industries generate 58,000 tech jobs and 83,000 non-tech jobs while non-tech industries generate 150,000 tech jobs for a total impact of 7% of employees were working related to tech. HRA (2013). *The New York City Tech Ecosystem: Generating Economic Opportunities for All New Yorkers*. P.23.

<sup>81</sup> Data obtained in consultation with Upstate Venture Association of New York (UVANY) via CB Insights.

<sup>82</sup> Moore, Tim. (September, 2015). "Content, Code & Capital: Expanding Hudson Valley Digital Exports, Investing in the Digital Creative Cluster." *Digital Hudson*. P 5. <http://bit.ly/1FxcamA>

platform discussed below that will provide easy to understand access to careers in high tech and advanced manufacturing for students, guidance counselors and parents. In addition, the manufacturers seek to create a manufacturing supply chain mapping project that will

identify and foster supply chain connections among local manufactures. That tool will then be leveraged, along with other supply chain tools such as Supplier Connection to identify markets for their products.

<b>Initiative</b>	WORK
<b>Strategy</b>	Connectivity Networks: Catalyzing Creative Networks
<b>Implementation Team</b>	MHREDC, Council of Industry, HV Startup Fund, Digital Hudson
<b>Overall Cost</b>	\$5,000,000
<b>URI Funding</b>	\$5,000,000
<b>Direct Jobs</b>	100
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

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## Leverage Our Education System to Improve all Levels of Workforce

Generate a pipeline for workforce in the STEM fields by promoting STEM related careers in the Region, creating a focus on STEM training in high schools and encouraging young people to consider the Region for career building.

### SIGNATURE PROJECT GROUP STEAM PIPELINE DEVELOPMENT



#### WORK INNOVATION AND HIGH TECH

In light of the difficulties in recruiting appropriate workforce, the MHREDC plans to fund a marketing program aimed at the Region's K-12 students, parents and guidance counselors. The STEAM marketing effort will use next generation technology to create a career ladder pathway program for STEAM career identification so that students can navigate necessary courses and opportunities. In addition, the program would foster a rich field trip and company visitation program for the Region's many school districts.

High technology companies in the Region, particularly our advanced and high technology manufacturers find it difficult to recruit the appropriate workforce. In decades past, these businesses would recruit directly out of vocational programs or shop class, but the interest in manufacturing as a career has waned as students are directed primarily to 4 year degree programs and American's believe "we don't make things here anymore."

Nothing could be further from the truth. We do manufacture products in the Mid-Hudson Region and furthermore, we make high quality precision products in industries that pay well. In an effort to direct more of the Region's youth to potential careers in science, technology, arts, and mathematics, the **Council of Industry, Hudson Valley Economic Development Corporation**, and private sector partners have crafted a **Science Technology Engineering Art and Math**

**(STEAM) pipeline (PIPE) project** that would target STEAM career marketing to the K-12 community in the Region. This project grows out of interviews with dozens of teachers, parents, students, and manufacturers.

The program is a comprehensive multiple media marketing strategy to inform encourage people to pursue careers in manufacturing, in the Mid-Hudson. The program would have a vlog highlighting local manufacturing operations, a website that describes the job opportunities in high tech and advanced manufacturing, as well as connecting students and job seekers directly with training programs and job openings.

High technology firms in the Mid-Hudson find that they have trouble recruiting engineering and information technology professionals to the Region. Smaller companies find that graduates of these fields are less likely to come unless they already have a personal connection to the Region. One way to overcome this is to bring them here as interns, exposing them to the quality of life in the Region and creating a pipeline of talent. Internships are a valuable recruiting tool with research demonstrating that 60% of paid interns receive offers of full-time employment.<sup>83</sup> There are several existing established internship programs in the Region that successfully recruit young professionals now. Central Hudson has been running an internship program since 2005. They have hired 23 professionals out of the program in the last 10 years. Regeneron Pharmaceuticals,

<sup>83</sup> National Association of Colleges and Employers (2014). Internship and Co-Op Survey Report. P. 4. Retrieved August 12, 2015 from <https://www.naceweb.org/uploadedFiles/Content/static-assets/downloads/executive-summary/2014-internship-co-op-survey-executive-summary.pdf>.

Inc. runs a large internship program hosting between 130 and 192 interns annually over the last several years. The Regeneron Pharmaceuticals, Inc. program has resulted in 56 hires between 2013 and 2015. These programs result in on the job training and introduce professional high technology employees to the Region.

Individual high technology firms may only have one or two paid internship openings for the summer and do not have the human resources infrastructure necessary to recruit and program for those coming for the summer. Furthermore, an intern coming for the summer to a rural manufacturer for an engineering internship program may have difficulty finding housing and appropriate social contacts in such a short period of time. The **Collective High Tech Internship Program** is designed to address these limitations. The Program will pool openings in individual firms to aggregate a number of positions.

Companies that agree to participate will pay their interns, subsidize housing and provide a small fund for entertainment and social activities for the program. The Collective will seek industry volunteers to attend career fairs at high technology colleges and universities such as Rensselaer, Clarkson, Rochester Institute of Technology, and of course, regional schools with high technology focus. Job openings will be aggregated and Council of Industry will match potential applicants with potential internship employers. The program will seek a shared housing solution working with university partners such as Marist College or SUNY New Paltz. Central Hudson currently subsidizes interns housing at Marist for \$25 per day. Shared housing will enable students to socialize creating a social network among interns that may be working at separate job sites.

<b>Initiative</b>	WORK
<b>Strategy</b>	STEAM Pipeline: STEAM Pipeline Development
<b>Implementation Team</b>	HVEDC, Council of Industry
<b>Overall Cost</b>	\$2,000,000
<b>URI Funding</b>	\$2,000,000
<b>Direct Jobs</b>	100
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

## SIGNATURE PROJECT GROUP

# P-TECH SCHOOL EXPANSION IN DISTRESSED DISTRICTS



### WORK INNOVATION AND HIGH TECH

The MHREDC has identified P-TECH (Pathways in Technology Early College High Schools), as a viable model for driving workforce training, apprenticeship, and job creation in the Mid-Hudson. The model provides an effective means for filling high-tech jobs with trained mid-level workers and for employing workers who might otherwise be hard to place.

As the Aspen Institute's recent study of P-TECHs points out, these high schools within high schools provide "an education model that integrates high school, college, and workplace learning. Within a six-year timeframe, P-TECH students earn their high school diploma and an industry-recognized, two year postsecondary degree, along with the skills and knowledge they need to continue their studies in a four-year higher education institution or step seamlessly into well paying, high potential jobs in a growing STEM (Science, Technology, Engineering, and Math) industry."<sup>84</sup>

Each P-TECH is a partnership of a public high school, higher education, and at least one business or industry. Upon completion of the program, students have earned an associate's degree, at no cost to them, in a STEM field and are first in line for job openings at the industry partner, thereby providing a career opportunity to students who in many cases may not have considered college or taking a high-level career path.

The MHREDC proposes an expansion in the capacity of the P-TECHs that have already been established in the Mid-Hudson through the governor's statewide initiative, now in its third round. Five school districts or BOCES already have P-TECHs, but these would be funded to accommodate more students. In addition, with URI funding, a P-TECH would be established at each of the 10 high-poverty school districts in the Region that do not now have P-TECHs on their campuses. These high-poverty schools include those in urbanized centers of rural areas such Sullivan County to urban high schools in inner city districts such as Mount Vernon in Westchester County.



Students at Excelsior Academy, Newburgh's P-TECH School. Photo credit: Hudson Valley Pattern for Progress

The Aspen Institute points out that P-TECH is highly replicable:

- IBM launched the P-TECH 9-14 School Model in Brooklyn, NY in 2011. The model has now replicated to 40 schools in the U.S., with 70 industry partners, and will grow to 60+ schools by 2016.
- P-TECH is open to all students, with no tests or grades for admission.
- Each P-TECH student is paired with an IBM (or other industry) mentor; participates in work site visits, project days, and skills-based, paid internships ...<sup>85</sup>

<sup>84</sup> "Economic Opportunities Program. IBM P-TECH." (Washington, DC: Aspen Institute).

<http://www.aspeninstitute.org/policy-work/economic-opportunities/skills-americas-future/models-success/ibm#sthash.Ezpaygxy.dpuf>

<sup>85</sup> Ibid.

The P-TECHs of New York State are currently publicly funded. The challenge is to create a more sustainable delivery method so as to lessen the cost burden to the public while keeping the program attractive and viable for all participants.

In addition, funding is sought for a two-person team that will devise a sustainability plan to develop outside funding mechanisms in each of the P-TECHs including those established through the Governor’s initiative.

The MHREDC seeks funding for five years of P-TECH in the ten districts along with funds to expand existing P-TECHs.

<b>Initiative</b>	WORK
<b>Strategy</b>	STEAM Pipeline: P-TECH School Expansion in Distressed Districts
<b>Implementation Team</b>	Hudson Valley Educational Consortium
<b>Overall Cost</b>	\$43,000,000 (for 10 schools, phased out by year five, plus a two member sustainability planning team)
<b>URI Funding</b>	\$43,000,000
<b>Direct Jobs</b>	12 (10 P-TECH leaders, a two member sustainability planning team)
<b>Indirect Jobs</b>	300 (graduates employed in the Mid-Hudson at partner industries through 2021)
<b>Status</b>	Conceptual

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## SIGNATURE STRATEGIES/PROJECTS



### PLAY.

#### Play

An initiative that seeks to position the Region as a premier tourist location based on its scenic beauty, local agriculture, food and beverage industry, arts, culture, history, and recreational assets, as well as its proximity to New York City.

Brand and market the Region. Create a brand to capture all of the Region's characteristics and raise brand awareness through marketing to NYC, the Region, and the world to attract significantly more visitation with overnight stays.

## SIGNATURE PROJECT GROUP

# PREMIER DESTINATION BRANDING, MARKETING, PACKAGING, AND APP DEVELOPMENT



## PLAY BRAND AND MARKET THE REGION

Creating brand awareness for the tourism and food assets in the Mid-Hudson Region as strong as the Napa brand will take thoughtful marketing and development. The Mid-Hudson contains counties that fall into two different Tourism Promotion Agencies under the **I Love NY** program including the Hudson Valley and Catskills Regions. The assets include prominent and world-class environmental features such as the Hudson River, the Delaware River, the Shawangunk Mountains, and the Catskill Mountains. The cultural and historic offerings include equally renowned facilities such as West Point, Boscobel, Bethel Woods, the Vanderbilt Mansion, Dia:Beacon, and Mohonk Mountain House. The food and beverage offerings include major agritourism draws for apples, pumpkins, vegetables as well as facilities such as Millbrook Vineyard, Glynwood, Stone Barns, and the Farm Hub. Finally, visitation to facilities for entertainment and shopping creates a huge draw to places such as Woodbury Commons and the areas many vibrant main streets.

While the Region is adjacent to New York City, the biggest tourism draw in the country and a huge market in and of itself, the Region lacks certain attributes needed to fully realize its potential in the tourism and food industries. Some of these are physical limitations such as high quality lodging throughout the Region, transportation gaps, a lack of visitor centers, docks to accommodate larger vessels and infrastructure to accommodate tour buses. In addition to the physical limitations which are addressed elsewhere in this report, the Region lacks the resources and workforce needed for major brand promotion. Creating a brand and recognition for the Region will take an investment of capital on the soft side including: branding, marketing, and packaging the Region.

### **Branding.**

The Region needs to develop a comprehensive and overarching brand that can contain and speak to all of the assets in the Region. Branding is not a simple exercise, but one which must ensure that existing brands with brand

equity such as the Catskills are not lost in translation. Furthermore, there must be both county tourism promotion agency and private sector buy in to this effort. If the Region creates and enhances the brand, it will leverage private investment when the destinations include that brand in their own marketing. The MHREDC proposes the creation of a tourism, food and beverage branding consortium made up of the Region's county tourism directors as well as private sector representatives from the hospitality, food service, agriculture, outdoor recreation, cultural and historic business, and community. This Mid-Hudson Regional Branding Committee will solicit requests for proposals on branding and marketing the Region.

### **Marketing.**

Whether the branding exercise will develop a new brand, or build on interweaving existing brands, the MHREDC seeks to have marketing funds for a direct marketing program targeting the Mid-Atlantic Region with a special emphasis on New York City residents and visitors. The goal is to create a desire in Mid-Atlantic and New York metropolitan residents to take their next vacation in the Mid-Hudson Region and to encourage New York City visitors to extend their stay to visit the lush and bountiful Mid-Hudson Region.

The marketing campaign needs to go beyond the existing I Love NY program and County Tourism promotion expenditures. Currently, Mid-Hudson Counties spend more per capita (\$37.98) than the rest of Upstate New York (\$26.31) because the target market of the Metro-New York City Region is a very expensive place to advertise. The marketing campaign for the Region must penetrate this market and should include digital, billboard, radio, and television to market packages and itineraries, support to attend international trade shows in conjunction with I Love NY, improved wayfinding (physical and digital). It should be noted that in 2012, Hudson Valley Tourism received a \$300,000 grant to market the Hudson Valley Region. Those funds expended between March, 2013 and October

2014 resulted in an increase in visitor inquiries of 30%<sup>86</sup> and a 3.9% increase in visitor spending between 2013 and 2014, but it is too soon to measure total impacts. Important milestones were reached during this period including recognition in 2013 that the Hudson Valley was one of the Best Trips in the world by National Geographic.<sup>87</sup> The payoff of this additional marketing resource is still being felt,<sup>88</sup> but marketing requires a sustained effort.

**Packaging.**

One problem that visitors to the Region encounter is booking a complete trip when destinations are so spread out, small facilities may not have online booking and creating an itinerary is complicated as locations may be in different counties or TPA Regions. The MHREDC recognizes this difficulty and proposes to create a tour packaging enterprise to facilitate visitation. It is anticipated that this function would be housed within the Experiential Centers proposed herein or within existing County Tourism offices. The packager role would work directly with the county tourism agencies, the Hudson Valley and Catskill Tourism Promotion Agencies and individual sites, destinations, and properties. The tourism packaging function would assist

visitors in finding things to do, places to eat, and locations to stay. A small fee would be added on to the cost of these bookings to ultimately create a sustainability to this packager role.

**Harnessing Digital Creativity Through App Development.**

Travel planning has changed substantially over the last decade with more travel than ever before being conceived and booked online. Furthermore, we are experiencing new markets with the ride-share and room share concepts becoming real and actionable through apps like Uber and AirBnB. We cannot anticipate what next generation tourism promotion and booking will look like. Innovation has become critical to this industry. The MHREDC recognizes this rapidly changing environment, the need to respond to consumer demand in this way and the job creation potential in this type of innovation. As a result the MHREDC proposes funding a Next Generation Tourism App competition. This will encourage digital entrepreneurs to propose and ultimately win the ability to create a tourism app for the Region that builds on the existing I Love NY, Regional Hudson Valley, and Catskills as well as County Tourism Departments’ digital offerings.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Regional Tourist Destination Branding and Marketing: Packaging and App Development
<b>Implementation Team</b>	Hudson Valley Tourism and the Catskill Area Tourism Association
<b>Overall Cost</b>	\$10,000,000
<b>URI Funding</b>	\$10,000,000
<b>Direct Jobs</b>	5
<b>Indirect Jobs</b>	5495
<b>Status</b>	Ready

<sup>86</sup> Hudson Valley Tourism Regional Economical Development Council (REDC) Grant Report 2012-2014. (2014). P.4.

<sup>87</sup> National Geographic. (2013). Best Trips. Retrieved August 27, 2015 from [http://travel.nationalgeographic.com/travel/best-trips-2013/#/international-art-center-hudson-valley\\_61101\\_600x450.jpg](http://travel.nationalgeographic.com/travel/best-trips-2013/#/international-art-center-hudson-valley_61101_600x450.jpg)

<sup>88</sup> The Hudson Valley was recognized in spring 2015 by Chase as a premier destination. Elizabeth McGolerick. (April 3, 2015). The New American Hotspot: Immerse Yourself in Five Up and Coming Destinations. Chase News. Retrieved August 27, 2015 from [https://www.chase.com/news/041015-new-american-hot-spots?jp\\_cmp=en/ContentSyndication/ext/new-american-hot-spots/Outbrain](https://www.chase.com/news/041015-new-american-hot-spots?jp_cmp=en/ContentSyndication/ext/new-american-hot-spots/Outbrain).

## Increase the Physical Capacity for Visitation.

Provide for basic user visitation needs including visitor centers, transportation, and destinations. Use public and private solutions to address critical transportation gaps to enhance traveler experience and facilitate workforce job access, make the most of our world class opportunities for tour boats and water services and provide diverse accommodations and destinations for broad visitor appeal.

### SIGNATURE PROJECT GROUP PREMIER DESTINATION DEVELOPMENT



#### PLAY BRAND AND MARKET THE REGION

The Region must continue to invest in destination resorts, lodging, recreation facilities, cultural venues, and historic attractions. The Region has proposed a number of resort and lodging projects which will leverage private investment. In addition, by continuing to enhance the recreation, cultural, and historic attractions, the Region will create sustainability in its visitation.

Even with the **Montreign Resort Casino** project and **Veria Health and Wellness Center** in the works for Sullivan County—with plans for opening the doors in a few years—there is still plenty of room for additional higher-end lodging. The Region hosts a bevy of ready to go projects. In Ulster County, plans are underway for a few resort destinations. State officials have given the green light for the proposed **Belleayre Resort** at Catskill Park, near the Belleayre Mountain Ski Center. Developers bill the resort, made up of two hotels, as a premiere four-season resort. Other plans for Ulster include the **Wildberry Lodge** in New Paltz, a planned indoor/outdoor water park hotel by developer that owns SplashDown Beach Waterpark in Fishkill, Dutchess County, and Rocking Horse Ranch Resort in Highland, Ulster County. In Dutchess County, across from the Culinary Institute of America in Hyde Park, there is the **Bellefield Planned Development District**. Wildberry and Bellefield plan to leverage connectivity to such

tourist destinations as Walkway Over the Hudson, the Franklin D. Roosevelt Library and Museum, pick-your-own orchards, and the Culinary Institute of America.

Another planned lodging project in Ulster County involved the redevelopment of the former **Williams Lake Hotel** property in Rosendale, Ulster County, as a resort spa and residential community focused on health, wellness, and outdoor recreation. In the Catskill Park the plans for the Belleayre Resort (Ulster County) have moved into the approval phase opening the potential for development there. Some projects are more urban in character. For example, a new small inn is proposed for the City of Beacon.

One of Rockland County's popular destinations, the Village of Nyack, which sits along the Hudson River and near the Tappan Zee Bridge, has a boutique hotel planning to open its doors in November 2015. **Legoland** will bring destination lodging and activities to Rockland County. Putnam County does not have any hotels per se. Rather, there are some inns and B&Bs. A Putnam County tourism official says Mahopac would benefit from having a larger hotel as there is a fairly large wedding catering hall that currently has to send wedding parties and guests over the border to Connecticut for overnight stays.

## View of Spa, the Inn at Bellefield & the Bellefield Garden Venue



Artist rendering of Bellefield, a planned destination resort in Dutchess County.

Many of the planned destination resorts have wellness tourism in mind, and are situated in places with outdoor activities at their doorsteps, whether it be skiing, hiking or kayaking. Wellness tourism would work well as part of an overall tourism branding campaign. Wellness tourism is one of the three areas of an overall brand strategy in Napa Valley, California, where the Napa Valley Tourism Improvement District's efforts have led to significant increases in lodging revenues. As the Mid-Hudson implements its own branding campaign and tourism strategies, it will be important to ensure the lodging facilities are in place to accommodate an anticipated increase in the number of visitors. Moreover, these types of hospitality facilities provide entry level employment opportunities for hard to place workers.

Within close proximity to New York City, Connecticut, New Jersey, and Pennsylvania, the Mid-Hudson has the ability to attract visitors for all four seasons. The creation of additional 4 – 5-star destination resort properties could help to this end and lengthen visitor stays. For example, autumn attracts throngs of visitors to the Mid-Hudson to view the foliage and stop at the Region's apple orchards and pumpkin patches.

In fact, the Catskills was just named one of the Ten Best Fall Foliage trips in the United States by Fodor's.<sup>89</sup> One way to help add to year round tourism in the Hudson Valley is to fund a feasibility study to see if we could replicate a version of the Eden project in Cornwall, England. The Eden project is one of the largest tourism destinations in all of England. We suggest allocating \$200,000 under the Destination Resorts/Attractions line of our budget. The project in Cornwall is primarily housed in two huge enclosures consisting of adjoining domes that house thousands of plant species from different natural environments. Given the diversity of the Hudson Valley, a project similar to this would be perfect for our diverse natural environment and potentially introducing other natural environments that would be a highly educational experience for tourists as well as locals.

Ensuring that visitors can find accommodation at additional higher end resort destinations and continue to visit well-maintained and attractive cultural venues and recreation facilities would help steer additional tourism dollars into the Region and drive development of additional products and services.

<sup>89</sup> "10 Best Fall Foliage Trips in the U.S." Fodor's Travel. August 3, 2015. <http://www.fodors.com/news/photos/10-best-fall-foliage-trips-in-the-us#!3-the-catskills-new-york>

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<b>Initiative</b>	PLAY
<b>Strategy</b>	Destination Resorts/Attractions: Destination Development
<b>Implementation Team</b>	MHREDC with Private Developers and Cultural, Historic, and Recreation Partners
<b>Overall Cost</b>	\$1,713,900,000
<b>URI Funding</b>	\$74,000,000
<b>Direct Jobs</b>	3499
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

## SIGNATURE PROJECT GROUP

# EXPERIENTIAL CENTERS TO PROVIDE TOURISM, FOOD, AND BEVERAGE



## PLAY BRAND AND MARKET THE REGION

Experiential Centers are built for the modern-day tourist and designed to increase visitation throughout the Hudson Valley and Catskill Mountains. They completely reinvent the visitor center for tourists and will become destinations unto themselves. Modeled on an initial Experiential Center in the Sullivan County Catskills, the MHREDC envisions a center in each of the Region's seven counties. This initial Experiential Center will be located at Exit 106 W&E, Rte 17/I-86, easy off/on. This Center, with a cost of \$5.8 million and a donated site location in a state of readiness, would be a state of the art facility for the millions of visitors traveling this route to Upstate NY. Visitors would have a knowledgeable staff to assist as well as brochures and virtual tours available in several languages. The Mid-Hudson/Catskills Region will be able to promote and cross market the natural assets, attractions, local agriculture and events of the Region and beyond. The entire Upstate tourism industry will have the opportunity to promote their businesses in the center.

Tasteful trail blazer digital billboard signage throughout the Region will draw visitors into the center and promote various events and attractions throughout the Region. Additionally there will be restrooms, vending, and picnic areas with indigenous plants and artist sculptures from the Region. An event space with in-Center pop-up venues, local food culinary (see CIA food enthusiasts' tourism project) that will leverage the existing state program TasteNY, art and history exhibits and upcoming event promotion. Office space on the second level of the green energy efficient Center would be available for lease to the various economic arms of Sullivan County making it a one stop shop, for hospitality economic investment, training, and assistance. This will assist in the operations of the facility, maintaining a high standard of promotion and marketing. The center will act as a transportation hub for buses, car rental, and

bike rental (see Tourism Transportation strategy) to better service the visitors with itineraries and suggested "must see" things to do in the Mid-Hudson Region.

Experiential Centers leverage the Region's outstanding natural resources, tourism industry, and agriculture in a "natural infrastructure" strategy that protects agriculture and the environment and recognizes these as important to tourism and quality-of-life. The build-out of the Region's seven Experiential Centers takes best advantage of the unique location of the Hudson Valley (situated between the majestic Hudson River, the Delaware River, and Long Island Sound) to enhance tourism, recreation, and trade by promoting overnight accommodations, restaurants, activities, and recreation that appeal to diverse populations including those from overseas. Indeed, tourism is considered a regional export due to the high impact of international visitors annually to New York City and by potential extension, to the Mid-Hudson/Catskills. The Region draws international travelers from the UK, Germany, and Canada and with increased promotion in the next year working under Brand USA to Australia and China.

The Center will service millions of travelers on this route a year and with new development, an expected 4 million additional visitors, including the growth of international visitors. The private industry partnership to build the Center is the model for other areas in the Mid-Hudson. Establishment of the first Experiential Center will build upon the Region's current momentum catapulted by the existing state program of siting a gaming facility nearby. The Experiential Centers will create construction jobs, permanent and seasonal job opportunities and will foster reinvestment in the area. This is especially important in Sullivan County as it is an area that has sustained disinvestment over the past 50 years.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Destination Resorts/Attractions: Experiential Centers
<b>Implementation Team</b>	County Tourism Promotion Agencies, CATS, HVT
<b>Overall Cost</b>	\$50,000,000
<b>URI Funding</b>	\$40,000,000
<b>Direct Jobs</b>	70 (10 at initial Center)
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready and Conceptual

## SIGNATURE PROJECT GROUP T3: TOURISM TRANSPORTATION TEAM



### PLAY BRAND AND MARKET THE REGION

Tourism is a growing Mid-Hudson industry, creating jobs in recent years, and paying more, on average than any other Region in Upstate.<sup>90</sup> Although tourism is strong in the Mid-Hudson, one overarching weakness in the transportation system prevents it from becoming a more substantive factor in job growth and regional wealth.

Transportation linkages are missing in certain key areas, both rural and urban, that detract from the Region’s ability to capture a bigger sector of the tourist trade. The Region requires a means for visitors to disembark from a train, bus, plane or boat, and arrive at their destination with much greater ease than is now available. The transportation void also has an adverse effect on employment and general mobility of the population in the Mid-Hudson. In addition, the workforce and residents could benefit from high-efficiency networked ground transportation system.

To address this void, the MHREDC proposes a Tourism Transportation Team (t3) that works to provide and promote optimal transportation offerings for visitors and works to connect the needs of the tourism economy with the greater needs of the Mid-Hudson.

The proposal consists of a small team—a director and assistant—that will be seed-funded through the URI with the

intent that the office accomplishes sustainability by year four of the URI. In addition, URI will provide seed funding to “jump start” providers of transportation options.

To encourage visitors to spend time in more than one place in one day, it could prove beneficial if railroads were to explore ticket options or enhanced rail passes on their end. MTA/ Metro-North will explore options to increase tourism in the Mid-Hudson by looking to enhance its existing “Deals & Getaways” programs; leverage existing state program I Love NY; and review existing marketing support and potentially other programs. In addition, Metro-North will explore the possibility of creating a class of train ticket that would allow and encourage visitors to make multiple stops along the Hudson Line in a single trip for tourism purposes.

The t3 will examine the feasibility of implementing a version of Uber or Lyft in the Mid-Hudson, expanding the presence of Zipcars or similar services (there are a few hubs, mostly university-tied in the Mid-Hudson at this time, use of Limosys or other software that allows networking of taxi, limousine, and town car operations as well as independent operators and public system, establishment of a [www.getaround.com](http://www.getaround.com) type of system as is used in San Francisco for the use of privately owned cars to fill in transportation gaps, and finally, bike-sharing, such as what is offered now by [www.spinlister.com](http://www.spinlister.com).

<sup>90</sup> UBRI, A Regional Assessment Tool for the Mid-Hudson Region, April 2015, page 10.

The t3 is charged with addressing all the aspects of the Mid-Hudson tourism transportation void and will seek collaboration with the Transit Advisory Council described below.

The MHREDC proposes seed funding to incent ride-share, car-share, bike-share entrepreneurs or services and dedicated funding for a sub-campaign tied to awareness that will drive usage and be a key part of the Mid-Hudson Tourism Branding Campaign.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Destination Resorts/Attractions: Tourism Transportation Team
<b>Implementation Team</b>	Led by Hudson Valley Tourism
<b>Overall Cost</b>	\$2,500,000
<b>URI Funding</b>	\$2,500,000
<b>Direct Jobs</b>	2
<b>Indirect Jobs</b>	20
<b>Status</b>	Conceptual

## SIGNATURE PROJECT GROUP

# A RIVER OF OPPORTUNITY: SPURRING A HUDSON RIVER TOUR BOAT INDUSTRY



## PLAY BRAND AND MARKET THE REGION

The MHREDC proposes feasibility planning for the growth of the river tour boat industry and providing capital funds to support implementing the feasible recommendations to leverage private investment in this sector. The small but successful tour boat and water services industry along the Hudson River is ripe for growth, particularly with a need to improve connectivity issues in transportation and broken links among tourism sites and riverfront municipalities. There are three tour boat operators in the Mid-Hudson that are members of the **New York State Tour Boat Association**, and one, in part, services the northern reaches of the Mid-Hudson. The two others run tour boats out of Newburgh, Orange County, and Kingston, Ulster County. In addition, there are river cruises aboard vessels leaving from West Haverstraw, Peekskill, West Point (for Constitution Island), and Poughkeepsie. There is also a boat (from Beacon) for a tour of Bannerman Island. NY Waterway currently operates two Hudson River ferries in Newburgh/Beacon and Haverstraw/Ossining. There also is the new Kingston-

Rhinecliff Ferry, from the Rhinecliff Amtrak Station to Rondout Landing in Kingston.

Meanwhile, executives behind a proposed steamboat excursion venture (the **S.S. Columbia Project**) say the tour boat market for Mid-Hudson tours originating in New York City remains untapped. The S.S. Columbia Project seeks to provide day excursions to connect waterfront communities from NYC to Poughkeepsie in a climate of river town revitalization and an ever-growing tourism market, particularly in NYC. Visitor spending in NYC totaled \$41.2 billion in 2014.<sup>91</sup>

A Kingston shipyard will be the site of the major part of the restoration of the S.S. Columbia—a 1902 passenger steamboat that is America’s oldest surviving excursion steamboat. And the City has bigger plans for its port, which currently accommodates coastal cruise ships and serves as the winter home to environmental ship Clearwater.

<sup>91</sup> UBRI. Mid-Hudson Targeted Analysis & Best Practices for Two Initiatives. July 2015.

In addition, the Hudson River Maritime Museum, with the help of Scenic Hudson, is turning a former restaurant on the waterfront into a boat-building school, granting environmental group Scenic Hudson conservation and public access easements over the entire museum property while simultaneously allowing for future redevelopment. The City of Kingston's Economic Development Director says the port area could become more of a terminal, with a marketplace.

Deep water is necessary for ports and another potential site is Newburgh. A study, for example, could reexamine the viability of developing the Port of Newburgh, which sits about 58 miles from the Port of New York and would be the only river and rail convergence between New York City and Albany.

One important aspect of building up a water services industry is not only to provide transportation connectivity but to bring revitalization to the waterfront municipalities. Port cities can increase tourism and create a destination, particularly as they accommodate cruise liners and industry. There needs to be a feasibility study not only to examine the industry itself, but the infrastructure necessary for supporting it, such as deepwater ports, bulkheads, and

other water services facilities. For example, the Hudson River Maritime Museum's Riverport plan is to build a larger integrated Riverport experience for the public linking together historic, cultural, and tourism assets of the Region through construction of the new Riverport Welcome Center and museum expansion.

Plus, if the Mid-Hudson were to build up supports for a larger tour boat industry, there is the potential to tap the overnight river cruise market that, in Europe, is highly popular. River cruising is one of the most rapidly developing areas of international tourism.<sup>92</sup> And the American market ranks among the top in the number of tourists it sends to Europe (for 2012), where passenger expenditure on river cruises amounts to a nearly US\$1.5 billion industry with spending onshore (restaurants, shops, etc.) about US \$559 million.<sup>93</sup>

The REDC proposes initial year one funds to prepare a feasibility analysis of the potential of a Hudson River riverboat industry with additional funds in later years to facilitate capital projects development to accommodate the needs of the industry including waterfront development planning and build out by communities.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Hudson Riverboat Planning: A River of Opportunity
<b>Implementation Team</b>	MHREDC, Private Developers, and Waterfront Municipalities
<b>Overall Cost</b>	\$28,200,000
<b>URI Funding</b>	\$8,400,000
<b>Direct Jobs</b>	45
<b>Indirect Jobs</b>	500
<b>Status</b>	Ready and Conceptual

<sup>92</sup> Jaszberenyi, Melinda, Ph.D. "European River Cruises on the Rise Among American Tourists." Cruises, Europe, Fall 2014, Trends, in Boston Hospitality Review. <http://www.bu.edu/bhr/tag/european/>

<sup>93</sup> The European River Cruise Association. (October 2013). IG River Cruise. Retrieved August 28, 2015 from [http://www.ccr-zkr.org/files/documents/workshops/wrshp081013/6\\_HGrammerstorf\\_en.pdf](http://www.ccr-zkr.org/files/documents/workshops/wrshp081013/6_HGrammerstorf_en.pdf)

## Refine the Workforce to Support a World Class Destination

Enhance the skills and training at every level for hospitality workforce that will align with the branding and marketing of the Region as a world class destination, provide the industry sectors the workforce needed with a special emphasis on providing training for hard to place workers.

### SIGNATURE PROJECT GROUP CULINARY INSTITUTE SERVICE TRAINING



#### PLAY BRAND AND MARKET THE REGION

The **Culinary Institute of America** carries a name and a brand that has no equal in the world of food excellence and education.<sup>94</sup>

The opportunity to more strongly link the Mid-Hudson with the CIA can bring extraordinary value to both tourism and workforce development particularly at a time when the food and beverage industries are rising rapidly in these two arenas: visitor draw and job creation.

The CIA's Culinary Insights Plan (CIP) is a program of training and curation in the Mid-Hudson geared toward tourism development and workforce training. It is led by the Culinary Institute of America with support from Hudson Valley Tourism. The CIP takes place at the main CIA campus in Hyde Park and at the newly established Experiential Centers throughout the seven counties of the Mid-Hudson Region. Parts of the program may be taken from those now offered at the CIA main campus in Hyde Park as well as those in the Napa Valley and San Antonio.

The CIP will initially encompass two initiatives: **An Expansion of Samplings Classes** and **A Local Culinary Experience**. An Expansion of Samplings Classes—These are classes given at CIA Hyde Park and at selected Mid-Hudson locations based on current CIA Samplings classes, scaled to fit the tourist-enthusiast. These classes may range from offerings such as wine pairing to the secret of sauces with CIA instructional staff creating the roster of classes on different schedules and for various seasons. Classes will be fee-based and self-sustaining by Year five of the URI. A

Local Culinary Experience—Micro-classes, similar to the above in subject matter, but held at the newly established Experiential Centers for visitors' information in each of the seven counties. These would be tailored to the interests and habits of tourists and in some cases, be specifically linked to the Mid-Hudson. Seed-funded with URI funding, but self-sustaining by Year five of the URI.

Years One and Two will comprise implementation studies and logistics planning, including marketing, for the launch of the CIP. This phase will include studies on fee structure, identification process, and pre-approval of training sites, plus hard qualification templates for the special interests and needs, class size as well as class offerings, and support in the planning and design of Experiential Centers and HV Culinary Experience. The MHREDC proposes \$250,000 allocated at the CIA to develop the program.

Years two through four will comprise the launch of the CIP and adjustments for making the program sustainable. The MHREDC proposes \$500,000 in seed money to launch the two initiatives—Expansion of Samplings Classes and An HV Culinary Experience, with funding allocations to Hudson Valley Tourism and the CIA.

A later phased initiative is a workforce training program for staff in the industry which is funded by the URI and offered at no cost to students for years two through five years of the URI and may continue with employer-employee matched funds or strictly fee-based structure thereafter. Training may cover any number of subjects

<sup>94</sup> Culinary School Aims to Be 'MIT of the Food World.' Retrieved September 15, 2015 from <http://www.wsj.com/articles/culinary-school-aims-to-be-mit-of-the-food-world-1426722086>.

from culinary to food safety and handling to hosting and hospitality professionalism. Additional details on specific programming needs will be identified during Phase 1.

In Year one, the CIA will receive funding to develop the program.

**The training program may take place in a number of ways:**

- The CIA will offer short courses for front-end staff and others in the hospitality industry at its Hyde Park campus.
- The CIA will explore partnering with other locations, institutions, community colleges to offer training at sites other than the Hyde Park campus.
- The CIA will train the trainers so that such courses may be offered at locations throughout the Mid-Hudson.
- The CIA will focus on simple, replicable programming which could be carried-out across inconsistent venues for trainers. Additionally, depending on the scope and number of programs offered contractors and/or train-the trainer programs may be developed to meet scale of geography and frequency.

CIA already offers consulting, on-site and off-site training for private, public, and non-profit organizations world-wide such as training of staff in establishments including Marriott and the like. Program development phase may focus on marketing the service to other establishments through URI funding mechanism. This is training that is responsive to needs identified by clients and in all cases leads to job training, job retention, and a focus on customer satisfaction.

The MHREDC seeks to allocate \$100,000 for program development by the CIA in Year One and \$300,000 to cover fees in Years two to five.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Destination Resorts/Attractions: CIA Service Training
<b>Implementation Team</b>	CIA, Community Colleges, Participating Hospitality Organizations
<b>Overall Cost</b>	\$5,000,000
<b>URI Funding</b>	\$4,000,000
<b>Direct Jobs</b>	2
<b>Indirect Jobs</b>	100
<b>Status</b>	Ready and Conceptual

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## Provide Planning, Capital, and Markets For Food and Beverage

Provide the agricultural and food and beverage business community necessary capital, business planning, and infrastructure needed to move product to market building worldwide recognition of the Region.

### SIGNATURE PROJECT GROUP

## GROW MID-HUDSON: FOOD AND BEVERAGE, AGRIBUSINESS TECHNICAL ASSISTANCE, AND FARMLAND PROTECTION



### PLAY BRAND AND MARKET THE REGION

The best branding in the world will not be effective without a good product to sell. A major component of this Napa-style branding strategy within the Play initiative is to build a brand around our locally produced food and beverage products and local agriculture. The Mid-Hudson Region has long been recognized as a provider of fresh and processed goods for the greater New York City Metropolitan Region. The Region's local agricultural producers and food manufacturers sell to New York City green markets, to New York City restaurants and more. The products have not only been accepted by the New York market but elsewhere as well resulting in a 588% increase in agritourism.

One area that has seen strong demand is craft beverages of all types. The Mid-Hudson Region has a long-standing local wine industry, but over the last decade many more local breweries and over the last five years more distilleries have taken root. Investment of capital funds in these businesses leverages private investment. Furthermore, expansion of the craft beverage industry creates connectivity with the tourism strategy because these facilities attract visitors. Moreover, the beverage industry benefits all counties in the Region. At this time projects such as **Black Dirt Distillery**, **Clemson Distribution and Bottling**, and **Roscoe Brewery** are seeking expansions. These beverage manufacturing operations have other economic impacts because they require additional

manufacturing inputs to bring their products to market. So, for example, Prohibition Distillery will create an off-shoot enterprise, the **Sullivan County Stave Mill and Cooperage**, to manufacture barrels used in the distilled spirits industry providing a needed input to other manufacturers in the Region.

Agricultural businesses in the Region may require additional support. For example, agribusiness often relies on technical assistance from organizations such as **Hudson Valley Agribusiness Development Corporation** and the local **Cornell Cooperative Extensions** to identify additional crops to add to their portfolios, problem solving with those crops, value added production opportunities, business counseling, and financing opportunities for both capital and operations. In addition to the technical assistance and crop development agricultural businesses requires a stable land base to thrive, and this initiative will enable the strategies to succeed by protecting and preserving the use of arable land for agriculture and food production, farm-to-table initiatives, increasing public/private investment in food and farming businesses, leverage investments to increase the value of local food transactions, expand niche markets, and link the importance of working landscapes to the Region's tourism sector.

These combined investments in physical expansions of food and beverage manufacturing businesses, technical assistance for agribusiness and land acquisition to

protect farmland will leverage existing state programs including TasteNY and the recent allocation of \$20 million for farmland acquisition.

<b>Initiative</b>	PLAY
<b>Strategy</b>	Grow Mid-Hudson
<b>Implementation Team</b>	Farms, Participating Food and Beverage Manufacturers, HVADC, Cornell Cooperative Extensions, Scenic Hudson, Open Space Institute
<b>Overall Cost</b>	\$60,000,000
<b>URI Funding</b>	\$15,000,000
<b>Direct Jobs</b>	3035
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

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## REGIONAL TOOLS AND RESOURCES

Create regional planning for transit to move people to work aligns the four most rural counties in pursuing coordinated transit strategies.

### SIGNATURE PROJECT GROUP REGIONAL RURAL TRANSIT

#### REGIONAL TOOLS AND RESOURCES

Transportation planning in the Mid-Hudson is fragmented. While the three southern counties (Westchester, Putnam, and Rockland) are members of the New York Metropolitan Transportation Council (NYMTC), Dutchess, Ulster, and Orange each have their own Metropolitan Planning Organizations (MPO) and Sullivan has none (since it's not a Census designated Urbanized Area). Additionally, Sullivan is located in NYSDOT Region 9, while the rest of the Mid-Hudson Counties are in Region 8.

Public transit is equally fragmented. Westchester, Rockland, Putnam, Dutchess, and Orange are served by Metro-North Railroad, while Ulster and Sullivan are not. Rockland, Westchester, Putnam, Sullivan, Ulster and Dutchess Counties operate county-wide transit systems, while Orange County chooses to contract with private operators to provide transit. Intercity private carriers in Ulster and Orange are contracted to provide improved transit service using federal funds. Ulster County is the sole public transit system that operates outside of its jurisdiction providing service to both Newburgh and Poughkeepsie. Many of the Region's small cities such as Kingston and Poughkeepsie operate their own public transit bus systems. The fragmented system makes connections between systems (even those that operate within a particular county) difficult for riders. There is no central portal for information on transit in the Region, nor is there a formal system to encourage scheduling coordination.

There is a high degree of coordination among the Orange, Dutchess and Ulster County MPOs for the federal transit funding programming, but this lies more within how to divide the funds within each jurisdiction rather than coordinate transit activities as a Region. Better coordination and an aligned strategy for transit could greatly improve business access to the Region's workforce and employment opportunities for low and moderate income individuals.

The three Mid-Hudson MPOs propose to collaborate in the following way. As a subcommittee to the Transportation Management Area (TMA), Dutchess, Orange, and Ulster County executives along with Sullivan County's legislative chairman will appoint two members to a newly initiated Regional Transit Advisory Council along with a representative of NYSDOT. The Transit Advisory Council can make recommendations through the TMA but ultimate decision-making authority will continue to rest with the three county MPOs. The Transit Advisory Council will make recommendations on the following items: 1) transit hub improvements for both marketing and long-term capital improvement, 2) recommended public and private carrier contract specifications (which will allow app development using GPS data and 511 route sharing (leveraging an existing state program), 3) marketing plans to increase ridership, 4) assistance in the process to incorporate all regional bus transit routes into the

New York State 511 system, 5) app development that would give users real time information on bus location as GPS data becomes available (such an app already exists in Ulster County). Cities and towns with individual transit systems will be encouraged to adopt the recommendations of the transit advisory council as part of their own planning and operations. A regional planning entity such as Pattern for Progress can provide administrative support to the Advisory Council with financial support from the MPOs

The MPOs find that prioritizing transportation funds for marketing of transit is difficult given the intense infrastructure needs in the Region. Yet, without better marketing and coordination, it is hard to build ridership. First, this plan seeks \$100,000 to fund outside assistance

in converting rural route information into usable data for input into the 511 system. Building on the 511 data this plan proposes to incent marketing set aside by allocating \$300,000 for marketing the existing transit operations in a dollar for dollar match with the MPOs \$ 5307 funds over a two year period in year two and three of the URI. A third party marketing firm would be chosen through an RFP process based on recommendations by the Transit Advisory Council but with final decision making authority resting with the MPOs who will obligate funds through individual resolutions to designated recipients Finally, in years four – five of the URI, this plan allocates \$100,000 to assist in transit app development that will use GPS location to pinpoint next bus service on local routes.

<b>Initiative</b>	REGIONAL TOOLS AND RESOURCES
<b>Strategy</b>	Regional Rural Transit
<b>Implementation Team</b>	Dutchess, Orange and Ulster County Transportation Councils, NYSDOT, Private Contractors
<b>Overall Cost</b>	\$800,000
<b>URI Funding</b>	\$800,000
<b>Direct Jobs</b>	2
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

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## SIGNATURE PROJECT GROUP

# STREAMLINE LAND USE DEVELOPMENT BY PREPARING SITES AND UPDATING MUNICIPAL PROCESSES

## REGIONAL TOOLS AND RESOURCES

The Mid-Hudson is one of the oldest Regions of the country. Our industrial history is long and diverse. The Region's tourism entertainment industry is known globally for its historic beauty from vacationing in the Catskills to the home of the Woodstock Music Festival, but the visitation industry has changed resulting in former resorts, hotels and inns that no longer exist leaving large sites, some are being redeveloped such as the new casino project at the former Concord property. Yet many other former hospitality sites remain un-redeveloped such as the Nevele.

From textiles to mainframe computers, the Mid-Hudson has been the birth of many industries. The result of this historical industrial development is a series of industrial and institutional complexes near or within urban centers that no longer serve the purpose for which they were built. As the demands of modern manufacturing, tourism, and innovation change, so too must the inventory of sites and properties to accommodate them. Existing complexes such as the former IBM sites in Fishkill and Kingston, and the Pfizer campus in Rockland once served as major employment centers. All the cities of the Mid-Hudson have former factory buildings that once housed mills and workshops. Finally, the Region is home to many former major government facilities such as the Middletown Psychiatric Center, Dover Knolls, Rockland Psychiatric Center, and others. These infill sites are complex redevelopment conundrums that require zoning changes, major demolition, changes in access, and environmental remediation.

The lack of available green field development combined with the complexity of redevelopment because of the long industrial history of the Region mean that implementation of this plan and the economic health of the Region are dependent on turning these properties back to productive use. Private enterprise on its own does not appear to be

able to return these significantly complex sites back to productive use. Sites like TechCity and Rockland Psych need public private partnerships to re-imagine them for the business needs of tomorrow.

To accomplish all three of the MHREDC's initiatives, streamlining and modernization of local planning and zoning regulations will be needed. If we intend to establish the Mid-Hudson Region as a premier tourist destination, revitalize our urban centers, and attract and retain high tech/high salary jobs, clarity about where and how we want to grow is imperative. Under New York State's home rule system, this clarity must be provided by local governments. Yet despite progress in some communities, many municipalities in the Mid-Hudson are challenged to find the resources to comprehensively review and update their local plans and regulations in a manner that makes the development review process more predictable and efficient.

The MHREDC will provide assistance to local governments that seek to streamline and modernize their planning and zoning regulations in support of its three URI initiatives. The MHREDC's assistance will take the form of a program that has two funding components:

Priority Site Development Certification Fund—this fund will focus on planning, feasibility analysis, infrastructure assessment, environmental review under SEQRA, and pre-approval for the development of urban center industrial/institutional sites, previously-used campus sites outside of urban centers (such as old resorts, former state psychiatric facilities, underutilized industrial campuses, etc.), and sites that support the Work and Play Initiatives in this Plan with the goal of preparing these sites for private sector investment and moving them to productive economic use. Complex redevelopment sites such as these are found in our urban centers and in sporadic locations throughout the

Region. Making these sites ready for redevelopment will allow us to focus economic growth where it is desired and thereby take development pressure off green field locations that would exacerbate sprawl and detract from the Region’s overall vision.

The MHREDC will provide oversight of the Priority Site Development Certification program. A contracted-independent third party consultant will assist the Council in the development and the administration of the program. The Region will commit up to \$3 million annually toward the certification of these sites. As sites are developed, planning funds will be repaid into the fund utilizing the mitigation provisions of SEQR so they can be reused by the MHREDC for other sites.

Urban Center Planning and Zoning Assistance Fund—this fund will provide planning grants to urban centers in the Mid-Hudson for the purpose of modernizing

and streamlining comprehensive plans, area master plans, zoning and other land use regulations, and development review processes. These funds will be awarded by the MHREDC on a competitive basis with priority given to local efforts that seek to encourage density and mixed-use development in appropriate locations (such as around transit), affordable and mixed-income housing, innovative techniques such as form-based codes and incentive zoning, and other mechanisms that ultimately make urban development review processes more predictable and efficient. Applications will be evaluated for their proposed approach to public participation. General consistency with the strategies/projects under the Council’s three URI initiatives will also be considered. A contracted-independent third party consultant will assist the Council in the development and the administration of the program.

<b>Initiative</b>	REGIONAL TOOLS AND RESOURCES
<b>Strategy</b>	Streamlining: Land Use
<b>Implementation Team</b>	MHREDC, County Economic Development Agencies, Private Developers
<b>Overall Cost</b>	\$7,000,000
<b>URI Funding</b>	\$7,000,000
<b>Direct Jobs</b>	4
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Conceptual

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Facilitate timely and consistent land use decision-making that returns vacant urban and campus facilities to productive use.

## SIGNATURE PROJECT GROUP

# STREAMLINING: LEVERAGING CURRENT COLLABORATIVE REGIONAL PLANNING PARTNERS

## REGIONAL TOOLS AND RESOURCES

When seeking to implement the Mid-Hudson's URI plan, the Region must not create new entities to carry out the work needed. The Region has the partners needed for implementation. As a result of its unique geography and lack of central city, the Mid-Hudson has developed a number of collaborative regional organizations such as **Hudson Valley Economic Development Corporation**, **Hudson Valley Pattern for Progress**, **Pace University Land Use Law Center**, the **MHREDC**, the **Hudson Valley Agribusiness Development Corporation**, the **Council of Industry**, and others. The Pace University Land Use Law Center provides services to urban centers of the Mid-Hudson and beyond. The Land Use Law Center runs the Mayor's Roundtable and Corporation Council Roundtable by providing technical assistance with economic development, land use streamlining, sustainability, and distressed property remediation. Pace Land Use Law Center has recently worked with New Rochelle on community engagement, and with Poughkeepsie and Newburgh on the repositioning of distressed properties and economic development.

In addition to technical assistance, Pace Land Use Center provides a series of training opportunities such as the annual Land Use and Sustainable Development Conference which brings national expert speakers to the Mid-Hudson Region to share best practices. The Center's Leadership Alliance also provides more in depth training such as the planned 2016 four day sustainability training for 27 communities and a four -hour training for boards and local governments.

Where these urban investments are anticipated, the Region will be able to take advantage of Mass Design's

Rose Fellow. Mass Design is opening the **Hudson Valley Community Design and Innovation Center**, a series of initiatives spearheaded by the three-year placement of an Enterprise Rose Architectural Fellow in Poughkeepsie starting in 2016. The Fellow will bring design expertise and a passion for community engagement, and lead residents and businesses through an inclusive process to instill a strong identity and sense of place in downtowns throughout the Mid-Hudson Region.

Hudson Valley Pattern for Progress provides regional planning assistance to communities in the Mid-Hudson Region. Pattern has a current project called the Urban Action Agenda that seeks to place the revitalization of Mid-Hudson urban centers squarely at the forefront of the Region's policy and investment priorities at the local, regional, and state level. Through the UAA, Pattern is assessing the state of the Region and will monitor progress; convene and collaborate with local officials, regional agencies, and organizations; use public engagement to solicit ideas; prepare a regional strategy based on local and national best practices that can guide revitalization efforts; integrate UAA research with complementary activities in the larger New York Region. Pattern is the type of entity that could respond to an RFP to provide administrative support to the Transit Advisory Council and community college workforce development alignment efforts.

Hudson Valley Economic Development Corporation provides regional economic development marketing as well as economic data for the Mid-Hudson Region. HVEDC has taken a cluster approach that directly aligns with the efforts of the Mid-Hudson Regional Economic Development Council. The BioHud Valley initiative, the

3D Printing Initiative and the Food and Beverage Alliance provide cluster development around High Tech and tourism-related clusters. HVEDC's role in part is to assist businesses seeking to expand or relocate suitable locations in the Region. As such, having all the relevant tools and resources at hand, such as StateBook, could provide valuable information.

long-term implementation of this plan. These organizations each have locally generated operating funds drawn from the academic, business, nonprofit, and municipal communities that support their underlying activities. Their operating activities are policy and implementation administration that leverage private investment in the nonprofit sector.

These efforts should continue and could be taken to the next level with additional support by using organizations such as Pace, Pattern, HVEDC and HVADC to assist in the

<b>Initiative</b>	REGIONAL TOOLS AND RESOURCES
<b>Strategy</b>	Streamlining: Leveraging Current Collaborative Regional Planning Partners
<b>Implementation Team</b>	HVEDC, HVADC, Pace University, Pattern for Progress, (potentially others)
<b>Overall Cost</b>	\$1,500,000
<b>URI Funding</b>	\$1,500,000
<b>Direct Jobs</b>	2
<b>Indirect Jobs</b>	To be determined
<b>Status</b>	Ready

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## SIGNATURE PROJECT GROUP

# WORKFORCE EDUCATION COLLABORATION: HUDSON VALLEY EDUCATIONAL CONSORTIUM

## REGIONAL TOOLS AND RESOURCES

The Hudson Valley Educational Consortium (HVEC) will develop a regional model for data-driven workforce development and education. In addition, a pilot program and revolving loan fund are proposed as is the development of an alumni network. The MHREDC proposes to jump start the model with URI funds so that it will become self-sustaining by the end of Year five of the URI.

The project is intended to create a highly replicable model to align workforce development and education efforts with industry demand as well as lay the foundation to coordinate these efforts. The goals are:

- to provide a comprehensive, data and evidence-driven framework for individuals to make informed career path decisions;
- to enable educational institutions to provide the training programs necessary to keep up with the local economy; and
- to enable businesses and industry to locate the necessary training to keep their employees employed and keep up with the changing market place.

The HVEC is an established collaboration of SUNY community colleges working together to create broader access to academic programs and workforce training through a regional, cost-efficient approach to education and resource sharing. HVEC includes the SUNY community colleges of Orange, Rockland, Sullivan, Ulster, and Dutchess. The consortium allows the colleges to actively work with each other, county, state, and regional agencies, municipalities, and the business community.

The HVEC can assist the Region by tracking young people schooled in the Mid-Hudson. The MHREDC seeks to track and communicate with Mid-Hudson alumni from the Mid-Hudson's 115 public high schools and from the Mid-Hudson's 23 institutions of higher learning including such world-renowned institutions as the U.S. Military Academy at West Point, the Culinary Institute of America

(CIA), Marist College, Bard College, and Vassar College. The purpose is two-fold: 1) to entice alumni back to the Region as a tourism destination and to work with institutions to create Alumni Packages, especially during the reunion season and 2) to entice alumni to consider permanent employment in the Mid-Hudson thereby bolstering the workforce with a "home-grown" set of employees and potentially increasing the population of Millennials and their families, particularly school-aged children.

Funding is required for strategic planning to develop a cross-regional network of meaningful educational programs, workforce investment boards, and business partners that appropriately addresses the current and emerging gaps between workforce development and regional need and employment. Specifically, a two-part analysis will be conducted to identify the overabundance of workforce development in areas where there are declining jobs, and conversely the lack of workforce development in areas where there is employment growth. The project will develop a Career Coach platform to suit HVEC's needs for workforce development and inventory of trainings, including components designed to match Veterans' skills developed while in the service to civilian career options.

The school, a pilot program of the HVEC coordinated college workforce training strategy, will seek to work with the many Hudson Valley/Catskills historic organizations to continually assess needs so as to develop the next generation of local trades people and artisans that would, at the same time, help support the ongoing restoration, landscaping, and other needs of the Mid-Hudson's diverse historic properties. It is increasingly difficult to find qualified, certified, local artisans, and craftspeople with the training and knowledge to work on these historic sites. The program would include business knowledge and skills in trades like masonry, woodworking, plaster work, landscape and garden planning, wallpaper, and textile design, and more. The program will offer paid

apprenticeships at Mid-Hudson/Catskills historic sites. These are skills that are transferable to private residence and privately held properties restoration and maintenance. The 2015–2020 New York State Historic Preservation Plan<sup>95</sup> has already identified “the need for traditional preservation crafts training.” Indeed, the Preservation Office shared they “are frequently contacted with requests for qualified and experienced construction workers, and the number of skilled craftspeople has not kept pace with the need for workers with the special skills needed to work on historic buildings.” The Mid-Hudson has a wealth of federal, state, and private historic sites as well as a significant number of older homes, inns, businesses, and other structures that continually need rehabilitation and restoration work.

In a workforce development strategy that supports tourism, hard-to-place workers strategy and high tech jobs, the MHREDC seeks to fund a Mid-Hudson Preservation Fund, a revolving loan fund to buy and sell endangered historic properties with the goal of saving, proactively maintaining or redeveloping at least 12 buildings and sites a year throughout the Mid-Hudson/Catskills in, but not limited to, Landmark Districts, Historic Districts, and locations on the National Register of Historic Places. These preservation projects will work with the Mid-Hudson Historic Preservation Trades and Technology School to offer hands-on education, in-program apprenticeships and to employ graduates of the program.

<b>Initiative</b>	REGIONAL TOOLS AND RESOURCES
<b>Strategy</b>	Workforce Education Collaboration: Hudson Valley Educational Consortium
<b>Implementation Team</b>	Led by Rockland County Community College with the Hudson Valley Educational Consortium, collaborating with Hudson Valley Tourism where appropriate
<b>Overall Cost</b>	\$5,000,000 (\$520,000 for workforce collaboration, \$1,000,000 in consortium administration and \$3,480,000 for preservation funds)
<b>URI Funding</b>	\$5,000,000
<b>Direct Jobs</b>	7 (1 for consortium, 6 for preservation)
<b>Indirect Jobs</b>	500
<b>Status</b>	Ready

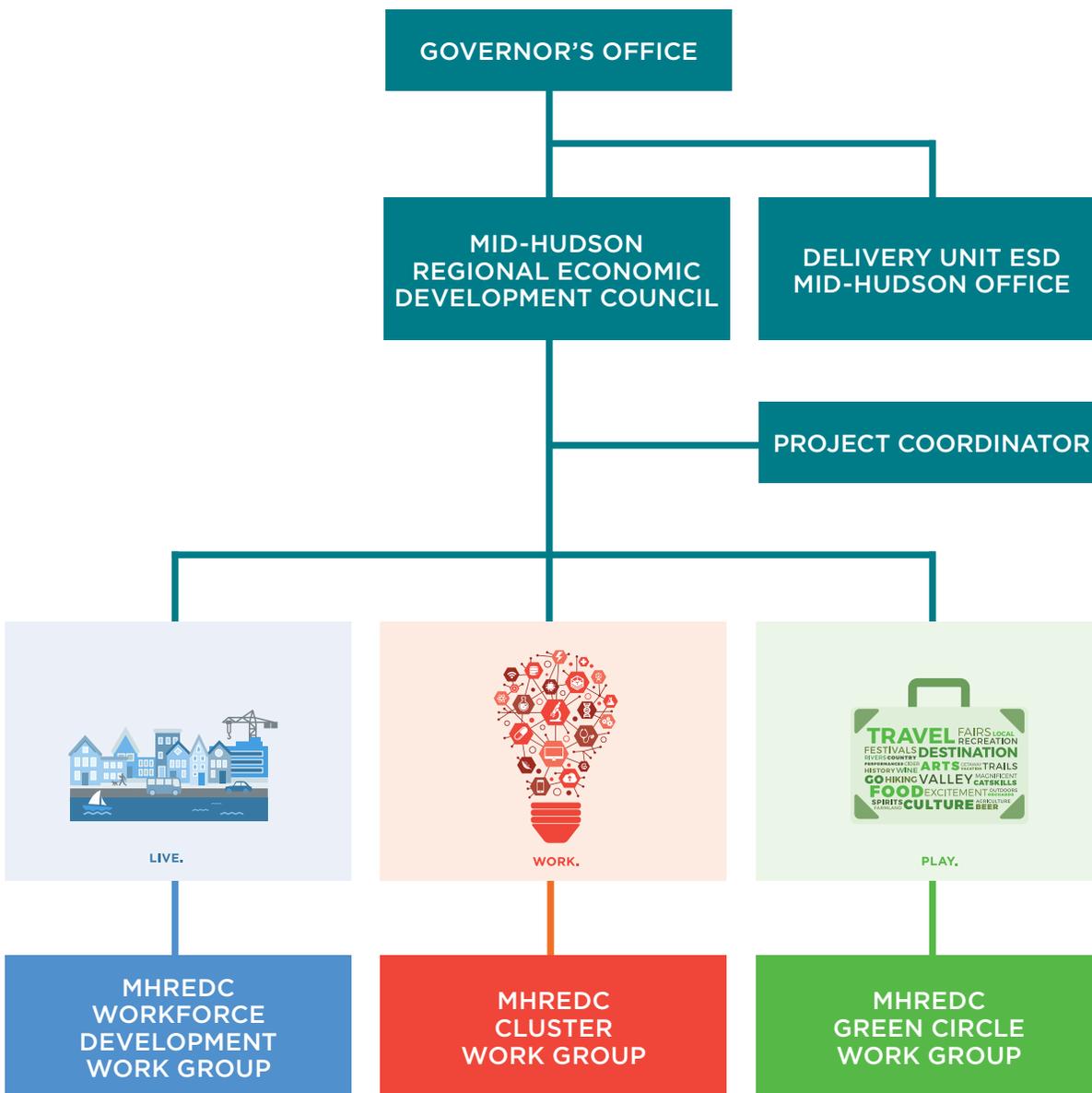
<sup>95</sup> Rose Harvey. “New York State Historic Preservation Plan 2015–2020.” (Albany, NY: Division for Historic Preservation New York State Office of Parks, Recreation and Historic Preservation, 2015). <http://nysparks.com/shpo/preservation-plan/documents/NewYorkStateHistoricPreservationPlan20152020.pdf>

# IMPLEMENTATION OF THE PLAN

## Implementation Governance Structure

The MHREDC recognizes that without implementation even the best plan will not be effective. The ultimate authority for implementation will flow from the Governor's office

through Empire State Development and the MHREDC itself. Implementation requires committed organizations and individuals with a stake in the success of the plan.



- 1) Governance and funding oversight of the Live. Work. Play. Mid-Hudson’s plan will be provided by the MHREDC. The Council will work to ensure that the plan corresponds to annual progress in the Regional Council process and to align the diversity of county interests. Moreover, the MHREDC will oversee the Initiative Oversight Committees in particular to ensure that initiative synergies are recognized and that roadblocks to implementation are addressed
- 2) Implementation Activity administration will be provided by the Mid-Hudson Regional Office of Empire State Development which will assist projects in preparing applications to access to URI funds, to track metrics and outcomes associated with those projects that receive URI funds and to manage the reporting on implementation both to the State and to the public.

- 3) Project Coordination is critical to address staffing constraints in other agencies involved in implementation but still keep implementation on track. The MHREDC proposes that a project coordinator be retained to convene Implementation Committees and to assist Empire State Development’s Regional Office in ensuring implementation.
- 4) Implementation Committees will serve as the guiding force for each of the Live. Work. and Play. Initiatives adopted as a part of this plan. Committee participants may be drawn from those organizations and individuals that participated in the focus groups that drove identification of the strategies. In addition to existing MHREDC subcommittees, industry organizations and regional service agencies, the implementation oversight committees for the Work and Play initiatives will incorporate private sector individuals with direct experience recruiting workforce and allocating marketing dollars to support the related industries.

**PROPOSED OVERSIGHT COMMITTEE PARTICIPANTS**

<b>Live</b>	<b>Work</b>	<b>Play</b>
<ul style="list-style-type: none"> <li>• MHREDC Workforce Development Workgroup</li> <li>• Mayors of Opportunity Agenda Cities</li> <li>• Workforce Development Directors</li> <li>• Pace Land Use Law Center</li> <li>• Pattern for Progress</li> <li>• Newburgh Land Bank</li> <li>• Mid-Hudson and Westchester Small Business Development Centers</li> </ul>	<ul style="list-style-type: none"> <li>• MHREDC Cluster Workgroup</li> <li>• Council of Industry</li> <li>• SUNY New Paltz Advanced Manufacturing Center</li> <li>• Marist College Cloud Computing Center</li> <li>• Hudson Valley Economic Development Corporation</li> <li>• Hudson Valley Startup Fund</li> <li>• Key Companies from IT, Biotech, and Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• MHREDC Green Circles Workgroup</li> <li>• Hudson Valley Tourism</li> <li>• Catskill Area Tourism Association</li> <li>• Culinary Institute of America</li> <li>• Hudson Valley Agribusiness Development Corporation</li> <li>• Scenic Hudson</li> <li>• Key Destination Properties</li> </ul>

- 5) Project ownership will fall to individual organizations that receive funds through this process. Although some projects have several members on their implementation team, funds and governance will flow through an individual agency or company for each of the projects. The project owners will have the ultimate responsibility to ensure the projects are delivered on time, within budget, and that needed changes to program or operations are communicated back to the Implementation Committees, Empire State Development, and the MHREDC as is now done with projects funded through the Regional Council process.

Indicators have been developed to monitor implementation of Mid-Hudson Live. Work. Play., specifically tied to the impact of each initiative on the goals of this plan. These are described below in the Metrics section. Each Implementation Committee will present on an annual basis, reports to the MHREDC on Live. Work. Play. Implementation progress for incorporation into the annual Progress Report of the MHREDC.

## Projected MHREDC URI Budget

Initiative	Strategies/Projects	PG #	Year 1	Year 2 – 5	Totals	
LIVE	NY Hire		\$8,650,000	\$25,250,000	\$33,900,000	6%
	21st Century WPA	147	\$7,000,000	\$20,000,000	\$27,000,000	
	Expanding the Greyston Model	149	\$450,000	\$450,000	\$900,000	
	Capitalize on our Diverse Population	151	\$1,000,000	\$4,000,000	\$5,000,000	
	COReSTAT Circuit Rider for Opportunity Agenda Communities	152	\$200,000	\$800,000	\$1,000,000	
	<b>Urban Revitalization*</b>		<b>\$28,000,000</b>	<b>\$120,000,000</b>	<b>\$148,000,000</b>	<b>29%</b>
	Urban Center Investment Fund	155	\$25,000,000	\$100,000,000	\$125,000,000	
	Regional Land Bank	157	\$3,000,000	\$20,000,000	\$23,000,000	
	<b>Totals</b>		<b>\$36,650,000</b>	<b>\$145,250,000</b>	<b>\$181,900,000</b>	<b>35%</b>
WORK	<b>Capital Funds for High Tech Projects</b>	<b>160</b>	<b>\$10,000,000</b>	<b>\$48,000,000</b>	<b>\$58,000,000</b>	<b>11%</b>
	<b>Innovative Places and Spaces*</b>		<b>\$14,000,000</b>	<b>\$40,000,000</b>	<b>\$54,000,000</b>	<b>10%</b>
	Innovation Districts	163	\$1,000,000	\$5,000,000	\$6,000,000	
	Live/Work Innovation, Co-Working, and Incubation	165	\$13,000,000	\$35,000,000	\$48,000,000	
	<b>Connectivity Networks</b>		<b>\$2,000,000</b>	<b>\$8,000,000</b>	<b>\$10,000,000</b>	<b>2%</b>
	Communication Connectivity Commission	167	\$1,000,000	\$4,000,000	\$5,000,000	
	Catalyzing Creative Networks	169	\$1,000,000	\$4,000,000	\$5,000,000	
	<b>STEAM Pipeline</b>		<b>\$10,000,000</b>	<b>\$35,000,000</b>	<b>\$45,000,000</b>	<b>9%</b>
	STEAM Pipeline Development	171	\$500,000	\$1,500,000	\$2,000,000	
	P-TECH School Expansion in Distressed Districts	173	\$9,500,000	\$33,500,000	\$43,000,000	
<b>Totals</b>		<b>\$36,000,000</b>	<b>\$131,000,000</b>	<b>\$167,000,000</b>	<b>32%</b>	
PLAY	<b>Regional Tourism Branding, Marketing</b>	<b>176</b>	<b>\$2,000,000</b>	<b>\$8,000,000</b>	<b>\$10,000,000</b>	<b>2%</b>
	<b>Destination Resorts/Attractions*</b>		<b>\$30,500,000</b>	<b>\$90,000,000</b>	<b>\$120,500,000</b>	<b>23%</b>
	Destination Development	179	\$24,000,000	\$50,000,000	\$74,000,000	
	Experiential Centers	181	\$5,000,000	\$35,000,000	\$40,000,000	
	Tourism Transportation Team	182	\$500,000	\$2,000,000	\$2,500,000	
	CIA Service Training	185	\$1,000,000	\$3,000,000	\$4,000,000	
	<b>Hudson Riverboat Planning</b>	<b>183</b>	<b>\$400,000</b>	<b>\$8,000,000</b>	<b>\$8,400,000</b>	<b>2%</b>
	<b>Grow Mid-Hudson: Ag, Food and Beverage*</b>	<b>187</b>	<b>\$3,000,000</b>	<b>\$12,000,000</b>	<b>\$15,000,000</b>	<b>3%</b>
	<b>Totals</b>		<b>\$35,900,000</b>	<b>\$118,000,000</b>	<b>\$153,900,000</b>	<b>30%</b>
REGIONAL TOOLS AND RESOURCES	<b>Regional Rural Transit</b>	<b>189</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$800,000</b>	<b>0.02%</b>
	<b>Streamlining</b>		<b>\$1,700,000</b>	<b>\$6,800,000</b>	<b>\$8,500,000</b>	<b>2%</b>
	Land Use	191	\$1,400,000	\$5,600,000	\$7,000,000	
	Leveraging Current Collaborative Regional Planning Partners	193	\$300,000	\$1,200,000	\$1,500,000	
	<b>Workforce Education Collaboration</b>	<b>195</b>	<b>\$1,000,000</b>	<b>\$4,000,000</b>	<b>\$5,000,000</b>	<b>0.98%</b>
	<b>Totals</b>		<b>\$3,100,000</b>	<b>\$11,200,000</b>	<b>\$14,300,000</b>	<b>3%</b>
<b>URI TOTALS</b>			<b>\$111,650,000</b>	<b>\$405,450,000</b>	<b>\$517,100,000</b>	<b>100%</b>

\*includes priority projects

## Plan and Project Performance Metrics and Reporting Methods

As required by the competition guidelines, the MHREDC has given careful consideration to its approach to implementation and reporting as it has developed its URI plan. Should the Mid-Hudson Region be awarded URI funds, several metrics will be utilized to track the impact of these funds in the Region.

Some of the metrics that will be employed have already been used and refined by the MHREDC in its annual progress reports to the Governor over the last four years. These include measures of overall economic progress such as:

- Total Annual Employment (Total)
- Average Annual Employment (Private)
- Average Annual Unemployment
- Number of Establishments (Total)

- Number of Establishments (Private)
- Total Annual Wages (Total)
- Total Annual Wages (Private)
- Average Annual Wage (Total)
- Average Annual Wage (Private)
- Migration (% in same county as last year)
- Commuting (% working in county of residence)
- Poverty status (% living below poverty level)

Data for these indicators is obtained from the New York State Department of Labor and through the U.S. Census Bureau's American Community Survey (ACS).

Others metrics are new and have been selected specifically to measure the impact of each of the three major initiatives in the Mid-Hudson Region's plan. By initiative, these include:

### PROPOSED URI PLAN METRICS

<b>LIVE.</b> <b>Investing in City, Town and Village Centers</b>	<b>WORK.</b> <b>Innovation and High Tech</b>	<b>PLAY.</b> <b>Build a Napa-Style Premier Tourist Destination</b>
<ul style="list-style-type: none"> <li>• Unemployment rate</li> <li>• Poverty rate</li> <li>• Crime</li> </ul>	<ul style="list-style-type: none"> <li>• New digital firm creation</li> <li>• R&amp;D investments</li> <li>• Number of firms filing patents/ number of patents (UBRI)</li> <li>• Employment in STEM</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism revenue</li> <li>• Visitor average length of stay</li> <li>• Bed/sales tax revenues</li> <li>• Fees from trip maker ("packager")</li> </ul>
Sources*: U.S. Census Bureau's American Community Survey (ACS) and NYS Division of Criminal Justice Services	Sources**: County Business Patterns, U.S. Economic Development Administration Cluster Mapping, and Drexel University HVEDC Analysis	Sources**: Tourism Economics Tables (Spending and Taxes)
* Where possible we will drill down to look at distressed census tracts in addition to municipal totals		
** Sources of data for certain metrics must still be identified and/or refined.		

Baseline data for each metric will be collected as part of the MHREDC's initial implementation of the URI plan. Data will be updated regularly over the five year URI period as

part of the MHREDC's annual progress report; and this data will be utilized to track progress and to refine or modify programs as appropriate to maximize effectiveness.

# APPENDIX

<b>12 CONCEPTS</b>	<b>PAGE REFERENCES</b>
<b>Innovation</b>	120, 128, 133, 135, 136, 144, 148, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 200
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<b>Sustainability</b>	125, 131, 147, 148, 151, 154, 155, 173, 176, 179, 182, 192
<b>Workforce Development</b>	120, 128, 132, 136, 140, 145, 147, 148, 150, 168, 184, 192, 194, 195, 196, 197
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URBAN CENTERS		
NY Hire	Greyston Bakery	
	Diversity Small Business and Workforce	
	21st Century WPA	
	COREeSTAT	
Urban Revitalization	Regional Land Bank	
	Urban Centers Investment Fund	
HI TECH		
Capital Funds for High Tech Projects	Capital Funds for High Tech Projects	
Leverage Our Education System	STEAM Pipeline	
	P-TECH Advancement	
Innovative Place and Spaces	Innovation Districts	
	Network of Incubation (Live/Work)	
Connectivity Networks	Connectivity Commission	
	Catalyzing Human Networks	
PREMIER TOURISM DESTINATION		
Regional Tourist Destination Branding and Marketing	Tourism, Branding, Marketing, Packaging, and App Development	
Destination Resorts/Attractions and Visitor Supports	Experiential Centers	
	Destination Investments	
	CIA Service Training	
	Tourism Transportation Team	
A River of Opportunity	Tourboat Industry Development	
Grow Mid-Hudson	Food and Beverage and Agribusiness	
REGIONAL TOOLS AND RESOURCES		
Regional Rural Transit	Regional Transit Coordination	
Land Use Streamlining	Urban and Campus Reuse Planning	
	Enhancing Urban Planning Support	
Workforce Education Collaboration	Community College Collaboration	





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# STATE AGENCY RESOURCE TEAM/ SPECIAL ACKNOWLEDGMENTS

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## Special Thanks

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**The Center for Discovery**

**The Culinary Institute of America**

**Hudson Valley Economic Development Corporation**

**Hudson Valley Pattern for Progress**

**Marist College**

**Mount Saint Mary College**

**Pace University Land Use Law Center**,  
Mayor's Redevelopment Roundtable

**Putnam County Economic Development Corporation**

**Putnam County Golf Course**

**Regeneron Pharmaceuticals, Inc.**

**SUNY New Paltz**

**SUNY Rockland Community College**

**SUNY Sullivan Community College**

**SUNY Westchester Community College**







**Mid-Hudson  
Regional Economic  
Development Council**

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