



**City of Troy**  
**Downtown Revitalization Initiative**

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***Troy Downtown Digital Innovation District***

**TROY.NY**

*May 2018*



(Photo courtesy of BID)

## Acknowledgements

*The City of Troy would like to thank the incredible community of individuals; both local and regionally, that helped to support and develop this application. The outpouring of passion for Downtown Troy and the Digital Innovation District is simply inspiring; every single organization cited in this document has played an integral role in the bringing Troy to where it is now and to visioning where Troy will be in the near future, with the help of this important funding.*

*Our special thanks to our project sponsors for their commitments to investing in Troy, and those who donated space for meetings and time for consulting and reflection of the proposed contents within this application.*

*We would like to take the opportunity to thank David Bryce (Bryce Properties), Tom Nardacci (Troy Innovation Garage), Chris Nolin (Rensselaer Polytechnic Institute), Guha Bala (Velan Studios), Barb Nelson (TAP), and Katie Hammon (Downtown Troy Business Improvement District) for their individual efforts and expertise.*

*Above and beyond, we thank Rensselaer County Industrial Development Authority and the Troy Capital Resource Corporation for their unwavering partnership throughout this process.*

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**“Who doesn’t love an underdog? Who doesn’t love a good comeback? Who doesn’t love an out-of-the-park home run?”**

**For years Troy was the Capital Region’s underdog. Now we’re a comeback City ready to hit one out of the park.**

**A Message from the Mayor**

We have remarkable stories to tell about people inventing and reinventing themselves and investing in their families and their businesses in downtown and across our historic neighborhoods. Dozens of partners – in the City, at the County, throughout the region and at the State took chances that jumpstarted real revitalization in recent years. Today, construction cranes dot our skyline and landmark buildings, barely occupied for generations, are being restored by imaginative developers and bootstrapping owners. The buzz grows louder every day.

Troy’s always had great bones. Now we’re growing the connective tissue – the ecosystem of economic, social and physical assets that frame out our digital innovation district. One by one, offices and apartments, storefronts and co-working spaces are filling with talented entrepreneurs at tech and creative start-ups in gaming and software, design and the arts. Networks of resourceful people and organizations like RPI, the Tech Valley Center of Gravity, the Troy Innovation Garage, IgniteU, the Downtown BID, Troy Cultural Alliance, and countless others support them. Together, we support a live-work-play core that’s walkable, connected, culturally rich and fueled by great food and a healthy dose of caffeine.

New Trojans are falling in love with the genuine Troy – praising its grit, resilience and dogged determination. They want a real stake in the City: some are already homeowners and others want to buy their workspaces. Most importantly, they are the next generation of passionate New Yorkers who will lead our City, and we hope the DRI will be their platform... their ballgame.

In workshops and community dialogues we are coming together to set high expectations for the integrity of future investment. Plenty of untapped opportunities remain, but the next tier of development may be trickier – higher property costs, tougher rehabs, and more complex sites that need modern infrastructure, creative design and layers of flexible financing to succeed.

The pieces are falling in place. Our partnerships with Rensselaer County and the Troy Capital Resource Corporation are solid. We have the tools and assets to capitalize on a once-in-a-lifetime chance to harness transformational change. Growth in our gaming and software clusters downtown aligns directly with NYS’s priorities to compete on a national and international scale. We’re committed and ready to lead. With the State’s support, Troy’s downtown will be a top destination for innovative companies and creative talent leading the digital economy.

A handwritten signature in black ink, appearing to read "Paul Maddalena".

**Illium fuit. Troja est. Troy was. Troy is.**

Photo by Dave DeCrescente, courtesy of BID



**Regional Economic Development  
Council (REDC) Region:**

**Capital Region**

**Municipality Name:**

**City of Troy**

**Downtown Name:**

**Digital Innovation District**

**County Name:**

**Rensselaer County**

**Contact?**

**Patrick Madden, Mayor**  
**518-279-7130**

## Vision for the Troy Digital innovation District

**“Our potential  
is one thing.  
What we do  
with it is quite  
another.”**

**- Angela Duckworth,  
Grit: The Power  
of Passion and  
Perseverance**

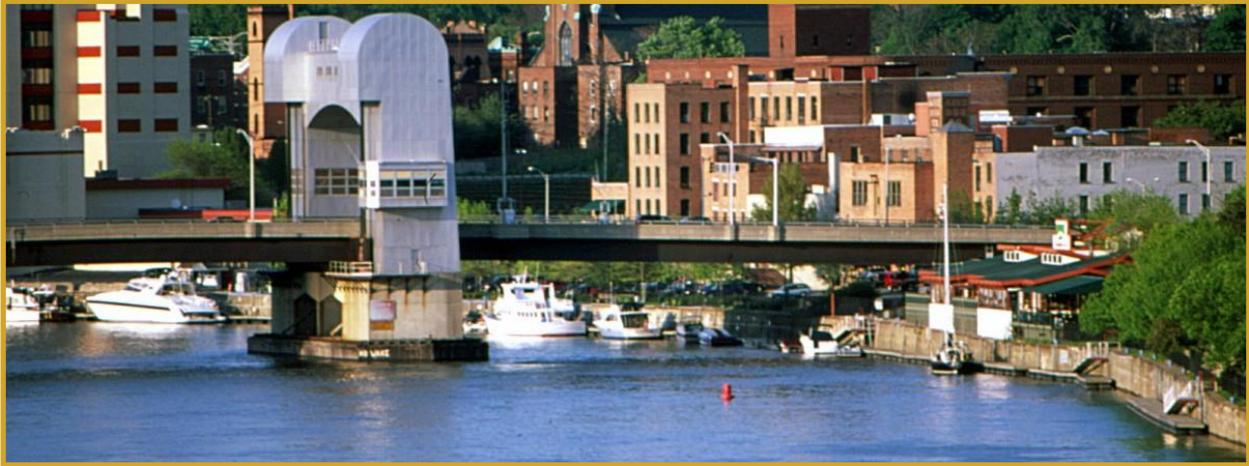
(Photo courtesy of BID)



Troy’s digital innovation district is an eclectic mash-up of tech and creative start-ups in growing clusters - including software, gaming, cybersecurity and design - anchored by the research power of RPI and supported by a network of investors and mentors in downtown co-work and maker spaces, accelerators and incubators across an incredible Hudson River City. We’re a place where talented workers and top-notch researchers “collaborate to compete” across a variety of sectors go grow companies, spin off new ventures and commercialize ideas.

The district celebrates our centuries old identity as a center of innovators. It builds on Troy’s character and heritage, linking landmark buildings and flexible new spaces with public amenities that “daylight” innovative work, spark collaboration and generate buzz. Troy’s grassroots spirit and willingness to experiment supports inventive eateries and craft brewers, a standout farmers market, funky shopping, and an art, music, performance and festival scene that brings magic to an electrifying downtown mix.

Photo courtesy of BID



**Table I. Possible Digital Innovation District Goals and Strategies**

### **Goal One: Work in Downtown**

Focus incentives in best odds clusters in technology, software, gaming and design.

Restore and reuse smaller buildings in the district and help companies invest in their workspaces.

Create real pathways for City residents to participate in the digital economy.

Promote cluster specific skills as part of STEM education.

Deliver state of the art fiber and wireless connections and public wifi districtwide.

Continue to support the ecosystem of maker spaces, incubators.

Make the DID “intentional”: form a governing board, develop a strategic plan and create a brand and website.

### **Goal Two: Live in Downtown**

Balance market rate and affordable residences.

Attract artists and others who stimulate creative places.

Create affordable coliving and micro housing with small units and shared amenities.

Consider targeted incentives to help companies keep and attract creative cluster workers such as assistance to buy a home, purchase childcare, or pay off college debt.

Provide amenities that support downtown living including access to fresh and affordable food and childcare.

Be a model age friendly city and support development of a distinctive active market rate and mixed use senior village downtown.

### **Goal Three: Play in Downtown**

Develop a permanent home for the Troy Farmers Market.

Complete the waterfront esplanade, connect the regional trail network.

Reuse prominent spaces at 1 Monument Square, the Arts Center, and the Troy Savings Bank.

Create a variety of networked plazas, alleyways and parklets to encourage collaboration.

Diversify the City’s music scene.

Make Downtown visitor-friendly through wayfinding and information kiosks.

Offer more family friendly businesses, programs and events.

Photo courtesy of Judie Gilmore



## II. JUSTIFICATION

### WE'RE A COMEBACK CITY

Troy's innovators made America the most prosperous nation in the world, and defined our City as "the Silicon Valley of the 19th century," before a long slow decline set in. Over the past decade, we've made great strides, earned kudos for the economic and community development happening Downtown, and become a leader among NYS cities bootstrapping revitalization.

#### **We're the next generation of Trojans - and we're here.**

We don't need to plan for the next generation of New Yorkers, we're already here – we make up 56% of the people living in the digital innovation district (with median age of 28). We're building creative companies, joining community boards, organizing neighborhood cleanups, opening shops, buying homes and starting families downtown. We believe in Troy. We're energized by the community workshops and focus groups held to prepare this proposal. We have ideas and vision, and we're ready to lead, so let's put this gameplan together.

***“Innovation districts are small geographic areas within cities where research universities, medical institutions, and companies cluster and connect with start-ups, accelerators, and incubators. They reflect profound market and demographic dynamics that are revaluing proximity, density, walkability, and accessibility — in other words, the natural strengths of cities.”***  
**The Brookings Institute**

#### **We're betting on our strengths.**

Right now, downtown's best economic assets are our technology companies in software, design and the arts. The Times Union estimated our total tech employment at 300 in 2017.

In gaming alone, we're home to five studios (WB Games, Velan Studios/Velan Ventures, Lottery Rewards, Omiya Games and 1st Playable Productions) with 90 employees, including nearly 50 software developers that have produced nearly 200 games. Three of our founders have local roots and most are planning to expand. They are competing and succeeding in this \$106 billion global industry (expected to grow to \$118 billion by 2020) that is reshaping nearly every part of our lives – from entertainment and education to health care and workforce training.

These creative technology companies are where our growth is. It's where we can build a 21st century private sector economy. It's also how we add jobs and keep talent in Troy in the next decade. Software companies like Apprenda, Greane Tree, and Gavant enjoy partnerships with local educational institutions such as RPI, Russell Sage, HVCC, Saint Rose, and University at Albany and SUNY Poly. RPI, NYU, and RIT, each designated New York Digital Game Hubs, enroll over 1,350 students in their Game Development and Design

degree programs. With support from New York State, and our longstanding partnerships with Rensselaer County and the Rensselaer County IDS, we can attract the best talent graduating from these programs to start their careers as residents of Troy and the greater region. Troy has the goal of being home to at least two dozen new or expanding software and gaming companies over the next decade, representing as many as +/- 720 jobs – infusing over sixty million dollars of income into the regional economy.

**We’ve got a great support network.**

Troy’s entrepreneurial ecosystems are being built from scratch and they have great stories to tell:

- In just over a year, the Troy Innovation Garage now supports over 100 creative and tech startup workers through its coworking space and incubator programs. Garage companies are an integral piece of the region’s growing software economy – important in our effort to keep young talent – that for years left the state – here at home. Over \$7 million in wages are now generated in a building that was dormant for three decades.
- Tech Valley Center of Gravity Entrepreneurs Dwight Cheu, CEO of Jamboxx is making a musical instrument for the disabled: “Because it is a musical synthesizer, it can be any instrument so even if you can’t hold or physically blow a tuba, I can be a tuba with this instrument.” The Center of Gravity recently debuted two new facilities. “It probably cuts in half the time it takes to bring a product to market with these local resources available right here in Troy,” said Cheu.
- IgniteU NY’s upcoming Population Health Innovation Summit will unite local government leaders, health industry experts, and frontline implementers to showcase promising innovations that are being piloted in our communities to improve the health and well-being of New Yorkers.
- Tech Valley Game Space is a co-working space and community hub for small

**Table 2. Sample of Digital Innovation District Companies**

Software Companies	Creatives & Design
• Agrawal Holdings	• Architecture+
• GreyCastle Security	• Argus Architecture
• Troy Web	• Atrium Services
• Web Services	• Huston Engineering
• ChannelEyes	• Mosaic Associates
• Cogent Technologies	• Phinney Associates
• Cytogel	• 3t Architects
• Ithos Global	• Turbine Technologies
• NYS ITS	• Bearing Sciences
• NYSTEC	• Troy Architectural Program
Gaming Companies	• RPI Lighting Research Ins.
• WB Games	• Smith and Jones
• Velan Studios	• Hot Chalk
• Lottery Rewards	• engine&design
• Omiya Games	• Adworkshop
• 1st Playable Productions	• MTX

**“The acceleration of the creative economy, sparked by the ability to keep and grow international game developers and national software companies, the willingness of local groups to encourage and promote the growth of spinoffs and startups, and the open mindedness of Troy to allow 21st century innovation to fully root and grow, can lead to prosperity and opportunity for decades.”**

**Tom Nardacci,  
Troy Innovation Garage**

***“Troy is currently home to gaming studios owned by Warner Brothers and Activision. The studios were founded by locals who invested their own money and time in creating what currently accounts for well over 300 jobs in the region. After selling their startups to major corporations, these founders started new companies that provide gaming services to some of the biggest names in the business, such as Riot Games and Bethesda Studios. Both MadGlory Interactive and Velan Ventures have quickly built a reputation for themselves; they service customers from all over the world.”***

[http://www.syracuse.com/opinion/index.ssf/2017/11/ny\\_video\\_gaming\\_tax\\_break\\_could\\_help\\_reverse\\_brain\\_drain\\_mitchell\\_patterson.html](http://www.syracuse.com/opinion/index.ssf/2017/11/ny_video_gaming_tax_break_could_help_reverse_brain_drain_mitchell_patterson.html)

gaming companies in the early stage of development. Located at 291 River Street in Troy, TVGS charges just \$50 per person per month for space. Community events include presentations, classes, workshops, exhibitions of locally created games and playtesting sessions of work in progress. “Space cadets” are the “heart of the organization,” says founder Jamey Stevenson.

### **We’re building from a strong core.**

The Brookings Institute describes innovation districts as urban places with unique potential to spur productive, inclusive and sustainable economic development to create and commercialize new ideas, grow jobs and leverage urban attributes by revaluing the intrinsic qualities of cities: of proximity, density, authenticity, and vibrancy.

Troy’s Downtown Innovation District connects creative companies with research partners, investors, mentors and support systems and links them to active places where collaboration occurs naturally. It is compact, walkable, historic, and has a funky mix of places to shop, eat and drink and be entertained. Standout arts, cultural and food amenities like the Farmers Market, Arts Center and Troy Savings Bank Music Hall are busier than ever and new destinations are drawing even more diverse consumers.

The district was chosen because it’s concentrating talent, attracting investment and growing dramatically. It’s a vibrant place with a large population of residents, workers and visitors who support it every day:

- It’s the center of development activity in the City, attracting over \$350 million dollars in private sector development over the past eight years.
- Its growth is dramatic – the district gained 960 new residents since 2010 and it home to just over 4,900 year round residents.
- The percentage of millennials (age 16 – 34 in 2016) is skyrocketing – increasing from 32% in 2010 to 56% in 2016. The median age dropped an incredible 11 years, from 39

years in 2010 to 28 in 2016. The City has a whole is the youngest in the region.

- It's the primary downtown and entertainment hub for many growing Rensselaer County communities and a larger regional visitor base.
- In the last five years, we've added 900 new people in 415 market rate units. In the next two years, we will add 855 people in 629 units.
- Almost 150 completed units are affordable with a total investment value of \$41.7 million at Tapestry and the Hudson Art Haus, and 74 are in production at River Lofts (444 River Street).
- Students are a part of the excitement downtown: nearly 570 units of downtown student housing have been constructed since 2015.
- The district follows the established Downtown Business Improvement District - the force behind Troy's successful events including Troy Night Out. The BID welcomed 19 new businesses in 2017.
- It includes many of the City's maker spaces, incubators and accelerators including the Tech Valley Center of Gravity, Troy Innovation Garage, IgniteU, and Tech Valley Game Space.
- It's home to dozens of digital gaming companies, software firms, design and creative firms employing over 300 workers, 300 businesses in the BID including an inventive choice of restaurants and craft beverage establishments.
- It's the center of our National Register Listed Central Troy Historic District and boasts incredible architectural, heritage, historic resources, as well as important cultural, arts and community organizations like the Troy Savings Bank Music Hall, the Art Center of the Capital Region, and Troy Farmers and Makers Market that attracts nearly 500,000 people each year, setting a record with 2018's opening day estimated at over 14,000 people.
- It includes one mile of Hudson Riverfront, Waterfront Park and Riverfront Trail that



***“I love Troy because... its vibrant, passion-filled past is dictating its future.”***

now offer a continuous path linking North and South Troy to and through the District, to the Statewide Erie Canal Trail, and will soon expand with connections to other Rensselaer County trails and destinations.ns.

- It's compact and walkable with an intact street grid, bike share and bike lanes, and a planned \$ 6.5 million investment in the Uncle Sam Transit Center by CDTA.
- It's family friendly, offering a wealth of activities for children including First Playable's Playtesting Program, YoungHacks kids coding classes and the ThinQubator at Tech Valley Center of Gravity, one of just a small handful of children's makerspaces around the world.

#### **We're a quality and sustainable place.**

We have already put in place a series of policies to increase livability and quality of life for our residents, employees and visitors including a new comprehensive plan, updated Local

Photo by Dave DeCrescente, courtesy of BID



Waterfront Revitalization Program, historic district guidelines, urban forestry policies, long term capital improvement program, complete streets policy, neighborhood stabilization programs, and climate smart community policies that promote green urbanism, green buildings, green energy and green infrastructure. We work closely on projects with partners at the Troy Land Bank, Troy Downtown Business Improvement District, TAP, Inc., and CDTA.

We are ready to use the DRI Planning process to evaluate new tools that can help us to create a livable and vibrant quality of life downtown. If selected, we will work with the assisted DRI Consultant team to explore options to feed downtown, complete streets around the Green Island Bridge, maintain a balance of market rate and affordable housing and adopt policies to help City residents to gain employment in the digital economy. We would like to explore adoption of Age Friendly Cities policies. In the summer of 2018 we will release our RFP to select a consultant team to update our land use laws that can encourage the mix and density our downtown needs, manage parking, reuse historic properties and support transit.

We have partnered with the private sector to capitalize on over \$215 million of new investment through 28 projects that have been

recently completed or underway. Many of these partners have provided quotes and letters of support for our involvement in the DRI program. The projects include:

- 3 public improvement projects (playground, alley parklet and transit center) totaling \$7,500,000.
- 2 entertainment projects (relocation of CMOST and the American Theater) totaling \$7,600,000.
- 5 mixed-use retail/commercial buildings for technology companies, incubators and maker spaces and a planned Artificial Intelligence Center of Excellence totaling \$32,000,000.
- 1 clothing micro manufacturer and store totaling \$500,000.
- 6 restaurants, delis and food halls totaling \$7,680,000.
- 6 hospitality developments including hotels and artist retreat totaling \$39,600,000.
- 5 mixed use housing and commercial development projects totaling \$ 117,400,000.

The area we have chosen has benefited from over 40 grants worth nearly \$44 million including almost \$14 million from CR REDC. It can advance many of the URI and Strategic Plan goals to grow technology, connect markets, build the workforce, accelerate innovation, access new

**Table 3. Troy Digital Innovation District DRAFT DRI Preliminary Project List**

POTENTIAL PROJECT	ESTIMATED COST	INITIAL DRI REQUEST
<b>PUBLIC IMPROVEMENT PROJECTS</b>		
1. Front Street Waterfront Infrastructure Relocation	\$750,000	\$750,000
2. Public Art, Murals	\$250,000	\$150,000
3. Parks, Plazas, and Alleys	\$2,500,000	\$1,150,000
4. Waterfront Park Accessible Playground	\$500,000	\$500,000
<b>NEW DEVELOPMENT, REHABILITATION OR REUSE OF EXISTING STRUCTURES</b>		
5. Monument Square: Civic Market Place	\$10,000,000	\$4,000,000
6. Troy Farmers Market Farmers Market	\$10,000,000	\$3,000,000
7. Artificial Intelligence Center of Excellence	\$1,905,000	\$725,000
8. 4th Street Mixed-Use Market-Rate Apartments and Commercial Development	\$18,700,000	\$1,000,000
9. Boutique Hotel: AD 1888 Hotel and Jazz Club	\$10,000,000	\$2,000,000
10. Boutique Hotel: The Trojan Hotel	\$4,500,000	\$500,000
11. Cordial Restaurant and Brew House	\$1,000,000	\$360,000
12. Troy Pork Store - Brew Deli	\$800,000	\$200,000
13. Sabbatical: A Hotel Retreat Center	\$5,000,000	\$1,000,000
14. Children's Museum of Science and Technology	\$4,000,000	\$1,500,000
15. Sunhee's Farm and Kitchen Manufacturing Facility	\$280,000	\$80,000
16. Tech Valley Center of Gravity Rapid Prototyping Center Expansion	\$145,000	\$145,000
17. City Station North - Market-Rate Apartments and Commercial	\$45,000,000	\$2,000,000
<b>REVOLVING LOAN AND GRANT FUNDS</b>		
18. FIBER/5G Incentive Fund	\$TBD	\$3,000,000
19. Digital Innovation Fund	\$3,000,000	\$3,000,000
20. IoT/5G TroyCity Lab	\$250,000	\$250,000
21. Digital Innovation Commercial Rent Incentive Fund	\$TBD	\$600,000
<b>BRANDING AND MARKETING</b>		
22. Digital Innovation District Brand and Website	\$300,000	\$250,000
23. Visitor Information Kiosks	\$135,000	\$135,000
24. Downtown Wayfinding	\$176,700	\$115,000
	<b>\$119,191,700</b>	<b>\$26,410,000</b>



Photo courtesy of BID

capital, engage education providers, advance technology infrastructure and build a vibrant city for our families and businesses in a beautiful natural environment.

### **We have strong public support.**

The proposal is full of photos of people who support our application taken at engagement events. Dozens of people and partners provided quotes describing why they “Believe in Troy.” We have formed a partnership with Rensselaer County to sponsor this proposal and be leading partner in implementation. Our City Council enthusiastically endorses the application. We conducted over forty meetings, workshops and focus groups. We attended a dozen neighborhood and city wide meetings including Troy 2020, the Troy 100 Forum, the Downtown BID Annual Meeting, and Troy Cultural Alliance. We met individually with 18 potential project sponsors. We formed a group of strategic partners and consulted them continuously. We were joined by over sixty people for a community dialogue at the Troy Innovation Garage. Another 30 people participated in three focus groups about living, working and playing in Troy. City Council members and City leaders attended multiple meetings and spoke to their constituents about the opportunity the DRI presents. We mounted a web page, facebook page, twitter and Instagram

account. We received comments on the DRI Facebook page and by email. All of the local newspapers reported on the positive buzz about Troy’s efforts.

### **We’re ready with a choice of projects**

We have identified 24 potential priority projects for the Downtown Revitalization Initiative with total project value of nearly \$120 million and preliminary DRI funding requests totaling \$26.4 million. These projects have been reviewed in numerous community and stakeholder meetings and have broad community support. All were discussed thoroughly with sponsors who submitted concept paper and applications. They fall under all four of the DRI eligible categories:

- 4 public improvement projects with an estimated cost of \$4.0 million and preliminary DRI request of \$2.55 million.
- 12 new development, rehabilitation, or reuse of existing structure projects with a total estimated cost of \$111.3 million and preliminary DRI request of \$16.5 million.
- 4 incentive funds targeting technology, gaming and design companies requesting capital and related assistance totaling \$6.85 million.
- 3 branding and marketing projects with total estimated cost totaling \$611K and preliminary DRI request of \$500,000.
-

These project are transformational in scale, advance specific CR REDC strategies, are proposed by credible sponsors with established track records of success and ready to proceed when DRI funding selections are made in May 2019 and be completed within 24 months. Its estimated that the slate of projects will create 750 new jobs, impact retention of up to 435 jobs, indirectly create or retain almost 400 jobs and generate over 400 construction period jobs.

This complements an estimated 300 jobs created in the district in the past 5 years in technology and related industries as well as retail and services downtown.

### **We're prepared to implement.**

Today's downtown innovation network is naturally occurring. It's time to make it more "intentional" and form a professional and fiscally stable organization to manage downtown development. Partners have donated over \$115,000 to convene a board, complete a strategic plan and hire a Coordinator for at least two years to help local sponsors and State Partners implement the selected DRI projects. The Rensselaer County IDA and the Small Business Development Center will help manage the incentive funds projects, and the City will focus on convening partners and encouraging engagement for the DRI while concentrating on completing a backlog of important community projects and public infrastructure investments including the long awaited reconstruction of our seawall and completion of our new land management codes.

### **We'd like our DRI Strategic Investment Plan to address unique Troy opportunities.**

Local planning and design firms including TAP Inc. have donated time to provide a downtown profile, vision, goals and strategies and a community engagement plan for the DRI consultant team to use. With the time saved we'd ask the consultants to focus on helping us develop strategies to:

- Provide groceries to the growing downtown population, almost one third of whom do not have a vehicle.
- Improve pedestrian safety and complete the streets at the Green Island Bridge.

- Develop a strategy to transition our digital grid to 5G.
- Ensure city residents can find work in the district's digital economy and maintain a stable balance of market rate and affordable housing.

### **We hope the next generation of Trojans will lead.**

If we are selected to participate in the DRI we hope the next generation of Trojans (and New Yorkers) will lead. We are prepared to work with our partners to identify a slate of capable younger community members to serve on the Local Planning Committee for consideration by the Governor's Office.

We stand ready to provide the resources and organizational capacity through our Planning and Economic departments, City Local Development Corporation and Industrial Development Agency to execute the Downtown Revitalization Initiative. We have strategic partnerships with the Small Business Development Center, Rensselaer County Industrial Development Agency, TAP, The Downtown BID, The Art Center, and The Troy Waterfront Farmers Market that will move projects ahead.

### **We're making a real commitment.**

Our proposal is tightly focused and directly aligned with New York's strategic vision. The investments we propose support all that's great about our vibrant downtown, offer new uses and amenities, restore landmark properties and add new spaces. Our Digital Innovation District can be the cornerstone of a vibrant and sustainable cluster of software, gaming and creative firms in the Capital Region. Working with our companies, we have outlined a set of specific incentives that will help Troy become a leading East Coast gaming hub and a top destination for creative investment across many sectors and clusters with the most talented workers in the world. With a real commitment by the City, the County and the State, through the DRI and other initiatives, our clusters can compete with major knowledge centers in California, Massachusetts, Washington, and Texas and be counted among international innovation hubs in these dynamic and growing sectors.



## III. DOWNTOWN IDENTIFICATION

### I

#### Boundaries of the proposed DRI area.

##### The district boundary is well defined and understood.

We propose that the Digital Innovation District follow the well-defined and well-known Troy Downtown Business Improvement District boundary adopted in 2009. Its roughly bordered by the Hudson River on the west, the Collar City Bridge on the north, Seventh Avenue on the east and Ferry Street on the south. Its home to nearly 4,900 year round residents, 6,700 daily workers in the district, and another 4,000 to 5,000 employees at the City's major companies who support downtown's shopping and services every day.

##### The Troy BID services the district.

The creation of a Downtown Business Improvement District in 2011 helped to target efforts in business retention, marketing, and

beautification. The BID supports over 500 member businesses in more than 300 member buildings with a variety of community resources and business development and retention programs. It provides professional support to market and promote the district, walking maps, district business guides, directional and wayfinding signage, visitor information, tourism initiatives and a series of incredibly popular and well attended festivals and family friendly events including the monthly Troy Night Out, Rockin' on the River, Troy Pig Out, Troy Chowder Fest, and fitness in the Park, among others. In 2017, they leveraged their \$124,000 assessment budget (5%) into over \$520,000 through sponsorships, public art, special events, advertising, and contributions.

##### It's an active, walkable, mixed use core offering interesting experiences.

Map One shows that the boundary includes the traditional Troy central business district, and nearly all of the major investments completed, in progress and planned by developers, partners and tech and creative cluster companies. The district sits between the North Central and South Troy neighborhoods. To the east, RPI's main campus, the City's medical district and Prospect Park line the ridge across the Hillside neighborhood.

The DID includes just over 100 acres (not including streets and rights of way.) The district's street network connects large and small spaces to live, work and play. Its tight, short blocks create intimacy and slow traffic. The Complete Streets Coalition has given Broadway a walkability score of 95 acknowledging it as "a walker's paradise." The district covers a quarter mile distance or five minute walk (120 acres) from a centerpoint at Fourth Street and Broadway, extending to half mile or ten minute walk (365 acres) on the northern edge. There are 2,500 people and 1,300 active workers in a five-minute walk circle and over 7,100 people and 3,530 active workers in a ten minute walk circle, which takes in parts of Green Island and Watervliet. We're working to make the district more bike friendly by painting bicycle lanes and sharrows, adding bike racks, and participating in the CDTA/CDPHP Bike share.

# Look What's Happening in Downtown Troy:

Map 1. Past Investments in Downtown Troy



# Investments in Live, Work and Play



Map 2. Proposed DRI Digital Innovation District Projects

POTENTIAL DRI PROJECTS

PUBLIC IMPROVEMENT

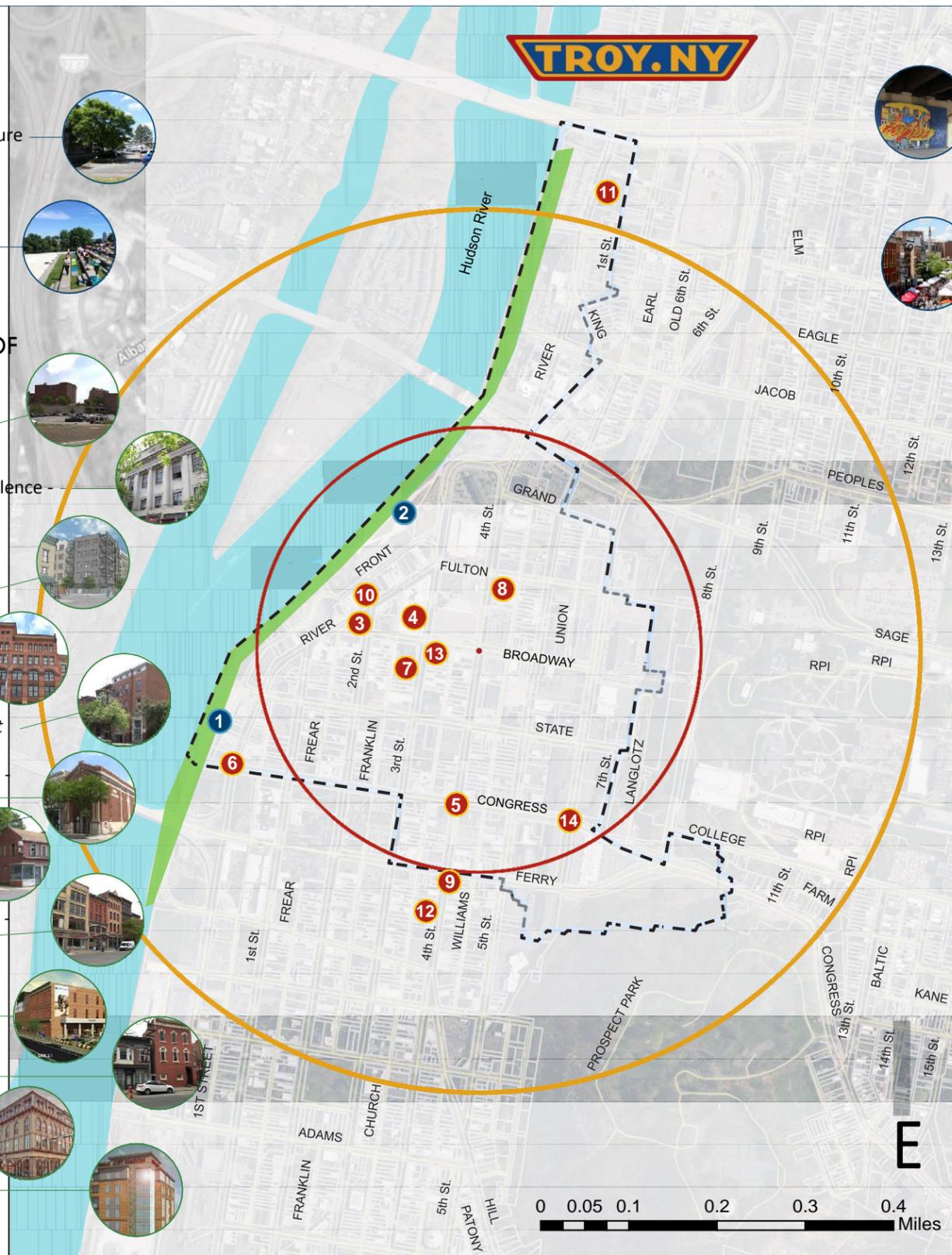
- 1. Front Street Waterfront Infrastructure Relocation - Front Street between Congress and State Street garage
- 2. Waterfront Park Playground - Chamberlain Riverfront Park

NEW DEVELOPMENT OR REHABILITATION/REUSE OF EXISTING STRUCTURES

- 3. Monument Square: Civic Plaza - One Monument Square
- 4. Artificial Intelligence Center of Excellence - 19 Third Street
- 5. 4th Street Mixed-Use Market-Rate Apartments and Commercial - Congress and 4th Street
- 6. AD 1888 Hotel and Jazz Club - 144 - 155 River Street
- 7. The Trojan Hotel - 41 - 43 3rd Street
- 8. Cordial Restaurant and Brew House - 50 4th Street
- 9. Troy Pork Store - Brew Deli - 158 4th Street
- 10. Sabbatical: A Hotel Retreat Center - 265 River Street
- 11. Children's Museum of Science and Technology - 500 River Street
- 12. Sunhee's Farm and Kitchen - 171-173 4th Street
- 13. Tech Valley Center of Gravity - 30 3rd Street
- 14. City Station North - Congress Street and 6th Avenue

The first of its kind in the Northeast, the **Artificial Intelligence Solutions Center of Excellence** would, among extensive offerings, function as a prototyping and testing lab for intelligent devices with embedded AI capabilities. The first floor Tech Valley Cafe and Expo, fashioned after Silicon Valley coffee houses, will encourage collaboration between the public, project partners and prospects.

The **Children's Museum of Science and Technology**, the region's only science center designed specifically for children, offers a unique suite of STEM learning experiences.



DISTRICTWIDE POTENTIAL DRI PROJECTS

PUBLIC IMPROVEMENTS

- Public Art and Murals
- Parks, Plazas, and Alleys

NEW DEVELOPMENT AND/OR REHABILITATION/REUSE OF EXISTING STRUCTURES

- Troy Farmers Market - Permanent Year Round Home

REVOLVING LOAN AND GRANT FUND

- FIBER/5G Incentive Fund
- Digital Innovation Fund
- IoT/5G TroyCity Lab
- Digital Innovation Commercial Rent Incentive Fund

BRANDING AND MARKETING

- Digital Innovation District Brand and Website
- Visitor Information Kiosks
- Downtown Wayfinding

The right combination of loan and grant funds have potential to serve as the backbone to the **Digital Innovation District**, installing fiber connections to provide stability for tech clusters, providing capital to gaming and software companies, supporting demos of open air smart city technologies, & offering rent assistance to cluster companies graduating from Troy incubators, accelerators, and maker spaces who lease space in the **DID**.

LEGEND

- Preliminary DRI Boundary
- 5 Minute/Quarter Mile Walking Radius
- 10 Minute/Half Mile Walking Radius
- Centerpoint: 4th Street & Broadway
- Public Improvement Projects
- New Development or Rehabilitation/Reuse of Existing Structures



CDTA is investing \$6.5 million in a new Uncle Sam Transit Center on Third Street.

As the table shows, the district is full of homes, apartments, shops and offices, entertainment options and churches. Five percent of land is dedicated to public parks and open spaces – largely along the Hudson River in Waterfront Park as well as Barker Park, the Uncle Sam Monument Pocket Park and the Soldiers and Sailor Monument.

It includes a large swath of the central business district. Two thirds of the district is in mixed use (32%), commercial (23%), office (9%) and entertainment (2%). There are 22 vacant commercial properties (including One Monument Square, for example) totaling 13 acres. It’s a center of government and the County seat. Community services (11 acres) include the County Office Building, churches, schools, City and County courts, the police and fire stations.

The City has completed a comprehensive parking analysis that Identified a total of 5,874 spaces including 1,620 on-street parking spaces, representing 28% of the supply and 4,254 off-street parking spaces, representing 72% of the supply. There are three parking garages on 4th, 5th and River Streets. Over 400 new spaces are being constructed or included in projects getting underway. As One Monument Square is redeveloped a parking structure will also be constructed to support that development.

**The district has porous edges.**

In the last 5 years, we’ve added 900 new people in 415 market rate units. In the next 2 years, we will add 855 people in 629 units. Almost 150 of the units constructed are affordable with a total investment value of \$41.7 million at Tapestry and the Hudson Art Haus or are in production at River Lofts (444 River Street). A larger share of the units in the pipeline are market rate rentals. We’re keeping our eye on questions of affordability: at DRI engagement events millennial residents talked with pride about owning a home (for the same amount they paid for an apartment in Brooklyn.)

**Table 4. Land Use and Acreages in Troy Digital Innovation District**

Troy Digital Innovation District	
Total acreage (with streets)	140
Total acreage (without streets)	100
Total acreage ¼ m walk	120
Total acreage ½ mi walk circle	365
Troy Digital Innovation District by Land Use	
Total Residential (56 multi story family residences)	7%
Total Commercial (23 vacant commercial properties on 13 acres)	23%
Recreation, Amusement & Entertainment	2%
Public Parks and Open Spaces	5%
Office	9%
Mixed Office/Commercial/Residential	32%
Industrial (manufacturing/light industry)	0.15%
Community Services (Civic, Religious, Schools, Govt, Roads)	10%
Parking Garages (3 garages on 4th, 5th and River Streets)	3%
Parking lots (34 surface lots)	9%
Parking spaces in development	400+

**We’re overcoming our urban renewal legacy.**

For 40 years the District’s northern edge, under the Collar City Bridge has been a poorly defined seedy leftover of Urban Renewal. In recent years, the City and community groups have worked to redefine it. Unity House has improved the basketball court and First Columbia has committed to improving the parking below the bridge. They have also purchased key buildings at 496 and 500 River Street and their 130 room Marriot Hotel rising along the River’s edge will open in August. The fully restored Hedley Building, already home to over 1,000 employees spanning a variety of industry sectors is scheduled to undergo major renovations expanding its retail offerings and conference space complimentary to the new hotel. Our leading community service providers

***“The City of Troy juxtaposes a mix of old and new – its celebrated industrial past and new innovative, and cultural businesses. The evolution and revitalization of Troy has been characterized as spirited and entrepreneurial. Troy weaves together a unique fabric of cultural gems, such as the Music Hall and Farmer’s Market; impressive higher institutions of learning such as Rensselaer Polytechnic and Russell Sage; small eccentric restaurants and retail; and innovative and forward-thinking companies. As we paint the future of Troy together, what remains consistent is the pride of its residents and business community.”***

***I believe in Troy.***

***Kate Manley,  
Resident and  
Troy Business Owner***

including the Center for Economic Opportunity, Unity House, and Collar Works operate programs from the area.

We’re excited that our application includes a proposal to work with First Columbia to redevelop the former Fitzgerald Brewery at 500 First Street as a home for the Children’s Museum of Science and Technology. CMOST sees the gritty space created by the infrastructure supporting elevated concrete and steel overpasses as fertile ground to explore the Centers mission to “...help children make important connections between science, the world and everyday life.”

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2

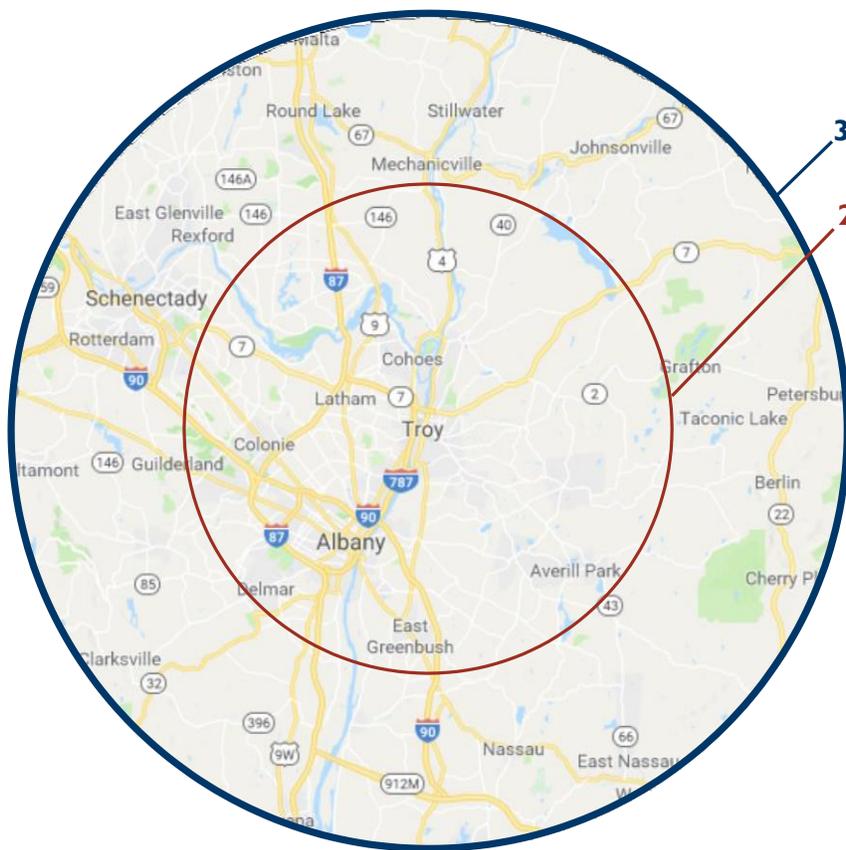
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## **Digital Innovation District Catchment Area**

The district is the center of development activity in the City, attracting over \$350 million dollars in private sector development over the past eight years. Its growth is dramatic - 960 new residents have moved to the district since 2010, and it’s now home to an estimated 4,900 year round residents. The percentage of millennials (age 20-34) increased from 32% in 2010 to 56% in 2016, and the median age dropped an incredible 11 years from 39 to 28 years, helping establish Troy as the youngest City on the Region.

The documented number of new units generated far outpace the 2016 census projections which show the district gaining only 75 units between 2010 and 2016. The district occupies one of two Census Tracts recommended for designation as part of a Federal Opportunity Zone which will provide tax incentives for certain investments in the district in the years ahead.

There are 2,540 district residents over age 16 in the workforce, and over half live as well as work downtown, with 40% traveling less than 10 minutes to work. The majority either walk to work or take public transportation and almost one third don’t own a vehicle. Over 40% are



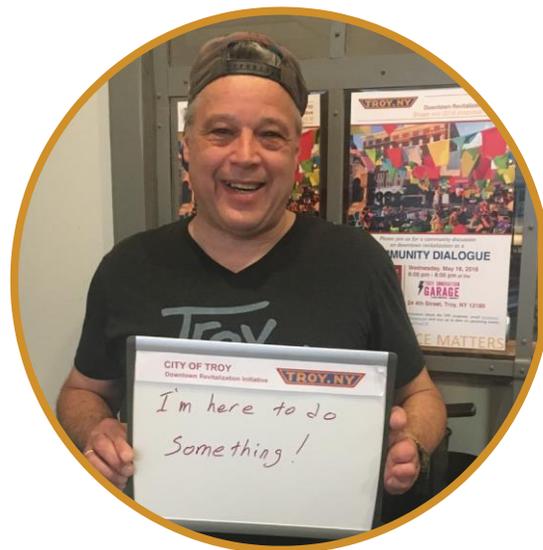
30 minute DRIVE from Troy

20 minute DRIVE from Troy

employed in Management, Business, Science, and Arts occupations and 88% are Private Wage and Salary Workers. The majority of workers earn over \$3,330 per month. There are nearly 6,700 total jobs in the district and nearly 20% are held by people under 30. This represents an inflow of over 5,000 workers each day to support district businesses.

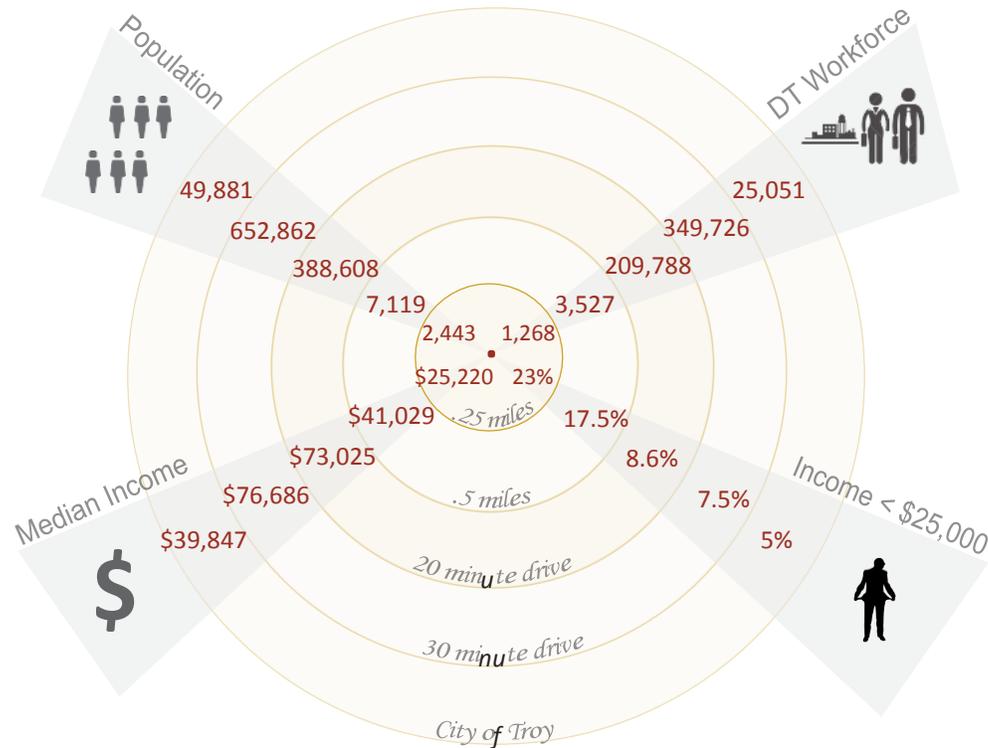
The population supporting Troy's companies, shops and its entertainment venues expands rapidly outside of the district borders, reaching 390,000 people within 20 minutes of downtown Troy, and 650,000 people within 30 minutes of the district, in a four county region reporting over nine percent growth since 2010.

Our larger traditional downtown is the seat of City and County government, a regional center for health care (Seton and Samaritan hospitals), and an hub education (Russell Sage College, RPI and Emma Willard School). Troy's major companies employ almost 9,500 people who support downtown's growing base of retail and professional services every day.



**“I love Troy because...I’m here to DO something!”**

Size of Troy DRI Demographics



\* Data Source: 2016 US Census

**Table 5. Troy Digital Innovation District at a Glance**

Troy Digital Innovation District (Census Tract 407)	ACS Five Year Estimates 2016	US Census 2010	US Census 2000
Total Population In the District	4,900	3,940	4,930
% of Population Age 20 – 34 Years	56%	32%	36%
Median Age	28	39	31
Number of Housing Units	2,950	2,875	2,400

**Table 6. Troy Digital Innovation District Workforce**

Troy Digital Innovation District (Census Tract 407)	ACS Five Year Estimates 2016	US Census 2010	US Census 2000
Workers Over the Age of 16	2,540	2,085	2,380
Percent Who Walk to Work	32%	32%	23%
Percent Who Take Public Transport	13%	12%	10%
Distance to Work: % Less than 10 minutes	40%	32%	26%
Percent of workers in Management, Business, Science, and Arts Occupations	41%	36%	30%
Percent of Workers Who Are Private Wage and Salary Workers	88%	78%	82%

## DOWNTOWN TROY

- **We're Moving Forward** - We have momentum. We're proud to be the most dynamic place to live, work, shop and play in the region.
- **We Have a Past** - Our incredible architecture tells our story as a force driving the industrial revolution, as the collar and cuff capital of the world, home of Uncle Sam, a birthplace of the women's labor movement and a stop on the Underground Railroad.
- **We're Close-Knit** - Our distinctive neighborhoods are full of families from all cultures, ages, abilities and incomes enjoying comfortable homes, local stores and great schools. Every day, inspiring residents, workers, creators, students and visitors energize downtown as our commercial core, cultural center, and civic commons.
- **We're Working Hard** - Our greatest advantage comes from the forward-looking spirit of entrepreneurship, creation, and collaboration that we share with our world-class partners in education, culture, healthcare, business and industry. We are a premium destination for high-value private ventures attracted by our rich urban amenities and globally competitive talent.
- **We're Inventive** - Once a force behind the industrial revolution, now we're a leading hub for maker industries in science, technology and the arts, where today's innovators of all ages and backgrounds learn, create, mentor and invent together.
- **We're Hip and Healthy** - We invest in the quality of our lives. Our web of green spaces and public places draw us together and link our neighborhoods. We walk, run and bike along our Hudson River and are building a continuous urban trail system that connects to a growing regional recreation network.
- **We're having fun** - Our local music and arts scene is thriving alongside funky shops and fun places to eat and drink. Our standout assets including the Troy Savings Bank Music Hall, the Victorian Stroll and the Arts Center of the Capital Region are busier than ever.
- **And... We're determined** - Always united as determined Trojans, we could not be more certain an incredible future lies ahead.

**Table 7. Housing Diversity in Troy**

PROJECT	ADDRESS	INVESTMENT	UNITS
<b>THE FOUNDATION OF DOWNTOWN HOUSING</b>			
Burns Apartments	720 Federal Street	N/A	100
Grand Street Apartments	521 Grand Street	N/A	42
John F. Kennedy Towers	2100 Sixth Avenue	N/A	135
John P. Taylor Apartments (3&4)	125 River Street	N/A	136
One Monument Square Apartments	2 First Street	N/A	89
O'Neil Apartments	2121 Sixth Avenue	N/A	115
<b>SUBTOTAL</b>			
<b>AFFORDABLE HOUSING</b>			
Tapestry	621 River Street	\$22,300,000	67
Hudson Art Haus	599 River Street	\$19,400,000	80
River Lofts	444 River Street	\$11,000,000	74
<b>SUBTOTAL</b>		<b>\$52,700,000</b>	<b>221</b>
<b>MARKET-RATE HOUSING</b>			
River Triangle	270 River Street	\$3,000,000	20
King Street	10 King Street	\$7,500,000	55
The News	501 Broadway	\$23,400,000	101
Dauchy Building	275 River Street	\$6,000,000	25
Hendrick Hudson	200 Broadway	\$5,500,000	17
Old Brick	2 River Street	\$15,000,000	84
School 1	2955 Sixth Avenue	\$2,300,000	28
701 River Street	701 River Street	\$13,000,000	80
Keybank Parcel	Congress & Fourth Street	\$18,700,000	80
Stoneledge Terrace Apartments	18 Stoneledge Drive	\$6,650,000	48
Summit Apartments	25 Morrison Avenue	\$3,605,000	81
<b>SUBTOTAL</b>		<b>\$104,655,000</b>	<b>619</b>
<b>PENDING DEVELOPMENT</b>			
255 River Street (8 office, retail, & 19 units)	255 River Street	\$7,000,000	19
College Suites North (Market rate housing and commercial)	141 Congress Street	\$45,000,000	87
King Street Apartments (Market rate)	14 King Street	\$13,000,000	69
La Rosa (Apartments and Commercial)	River Street	\$6,000,000	7
<b>SUBTOTAL</b>		<b>\$71,000,000</b>	<b>182</b>
<b>TOTAL</b>		<b>\$228,355,000</b>	<b>1639</b>
<b>STUDENT HOUSING</b>			
College Suites at City Station	1521 Sixth Avenue	\$40,000,000	300
College Suites at Hudson Valley	100 Morrison Avenue	\$21,400,000	268
<b>SUBTOTAL (BEDS)</b>		<b>\$61,400,000</b>	<b>568</b>

## 3

### Past investment, future investment potential.

The district is the center of development activity in the City, attracting over \$350 million dollars in private sector development over the past eight years. We'd like to take credit for it, but in reality it's the outcome of organic growth and collaboration between local entrepreneurs, the very talented staff at each of our companies, regional universities and of marketplace success – it's the result of our emerging digital innovation district. But we're not on auto-pilot. Our community, development partners, shop owners and residents - but especially our young tech companies - are relying on us to be effective stewards of this place and resourceful regional collaborators. The DRI provides an opportunity to double down on the success of the past decade to make our City a top destination in the digital economy in the Northeast, with companies that consistently deliver and create the jobs that will help define the culture of our City and region over the next several decades.

Our partnerships are paying off through 28 projects investing over \$215 million that are underway or recently completed. Many of these partners have provided quotes and letters of support for our involvement in the DRI program. The projects include:

- A playground, alley parklet and transit center totaling \$7,500,000.
- Relocation of the Children's Museum of Science and Technology and development of the American Theater) totaling \$7,600,000.
- Rehabilitation and adaptive reuse of district space for technology companies, incubators and maker spaces and the new Artificial Intelligence Center of Excellence totaling \$32,000,000.
- Relocation of a high end clothing designer and micro manufacturing operation totaling \$500,000.
- Six restaurants including fine dining and restoration of the iconic Troy Pork Store as a

brew deli totaling \$7,680,000.

- Four hotels, boutique and otherwise, and an elite artists retreat on the long vacant upper stories of the Art Center totaling \$39,600,000
- Five mixed use housing and commercial development projects totaling \$117,400,000

Our proposed DRI Priority Projects include some of those and add others bringing us to 24 projects with a total investment value of nearly \$120 million and preliminary DRI funding requests totaling \$26.4 million. These projects have strong public support and experienced sponsors who are ready to go.

The CREDC has been our partner and advocate. The tables that follow show that The City and nonprofit, partners have completed 16 projects with REDC investment of over \$10.4 million since 2012. These projects include everything from a \$4.0 million grant to preserve Proctors Theater to a 48K award to wind the Troy Urban Trail design along the Wynantskill Creek. The REDC is also supporting eleven projects currently including development of downtown design guidelines and a variety of urban forestry projects. Other state and federal partners are investing in the district including the long awaited award for \$14 million to repair the downtown seawall.

#### We're in alignment with CREDC Strategies: LIFT, TALENT and METRO.

Our ongoing approach to downtown revitalization has been informed by the CREDC's original strategies to leverage and collaborate, bring cities to life, open new doors, and prepare for the future, and the URI goals of capturing our next growth horizons, connecting markets and businesses, building the workforce of today and tomorrow, and accelerating ideas, entrepreneurs, and businesses. The connections are getting even stronger. The innovation district builds on three assets: Economic/Educational, Networking, and Physical Space that happen to closely align closely with the 2017 key strategies of Lift, Talent and Metros as described on the following pages. Troy companies, developers and nonprofits are often held up as priority projects and the REDC's strategies and presentations

have been very complimentary of the unique ecosystem we're nurturing downtown at places like the Troy Innovation Garage and the Tech Valley Center of Gravity,

### **We have land for future development.**

The district is growing. In the last 5 years, we've added 900 new people in 415 market rate units. In the next two years, we will add 855 people in 629 units. The US Census estimates the downtown population at around 4,900 people. A significant amount of new housing was produced through adaptive reuse of historic structures and a significant number remain that need renovation or redevelopment. A series of community workshops are scheduled for June 2018 to arrive at a vision and concept for reuse of One Monument Square – perhaps the most prominent site in the district. Along the edges of the district there are many opportunities for reuse of large vacant parcels and parking lots.

Near the Congress Street Bridge, there are six parcels ready for mixed-use development, including the large Taylor site, River King, 217-219 River Street, and 171-177 River Street. Along 6th Avenue – a corridor that will benefit from new development in compliance with Troy's new Historic District Guidelines – there are many lots in the one acre range appropriate for redevelopment that will expand the downtown and better connect it to the South Central Neighborhood. At the District's northern edge, multiple large lots exist that will be developed that will also help improve the important gateway at the Green Island Bridge including connectivity across Federal Street and improve first impression visitors have as they Troy.

### **We're upgrading our infrastructure.**

Troy has great bones. The existence of an intact historic downtown is one of our greatest assets and investing in our infrastructure remains one of our greatest priorities. Nearly every significant project requires infrastructure upgrades to achieve the greatest payoff - including, for example, the improvement, consolidation and relocation of systems we have propped on Front Street along the Hudson River. The impact:

property owners will turn toward the river, activate the street and improve the rear facades that are our front door to our greatest asset – our River. The other important infrastructure improvement happening in the district is the \$15 million upgrade to repair the Troy Seawall located primarily in downtown, that kicked off in May 2018. The Seawall project will repair damage caused to the seawall by repeated flooding, erosion, ice flows, and Tropical Storm Irene; it will also prevent the risk of future flood damage and encourage private investment in the Troy waterfront.

### **Our partner organizations are growing and changing.**

New investment is happening on all of our partners' campuses, at the Sage Colleges, HVCC and RPI. In her attached letter of support President Jackson notes that "Rensselaer has spent over \$7 million improving the infrastructure in the neighborhoods surrounding the campus and in the City of Troy while driving \$90 million in privatized investment. These strategic privatized investments have allowed us to have a presence in downtown Troy and beyond. Rensselaer has located research centers such as the Lighting Research Center and human capital, with staff located at the Chasan and Gurley Buildings in downtown."

### **We're invested in Downtown.**

We have invested and have seen significant private investment in the past decade, evidenced by the range and location of Troy Industrial Development Authority (IDA) Payment In Lieu of Taxes (PILOT) projects, and range of loans administered by the Troy Local Development Corporation via the Business Development Assistance Program. Downtown Troy has been identified as a nexus of increased activity, supporting activities beyond the workday cultivated by the Downtown Troy Business Improvement District, established in 2009, and other supporting organizations and partners like the Troy Cultural Alliance, Troy Community Landbank, Transport Troy, Rensselaer County Tourism, and the Rensselaer County Regional Chamber of Commerce; all have contributed to

# TROY DIGITAL INNOVATION DISTRICT: THREE RESOURCES



## LIFT OFF

### TROY DIGITAL INNOVATION DISTRICT RESOURCE ONE: ACADEMIC AND RESEARCH RESOURCES

these resources include the **firms, institutions and organizations** that drive, cultivate or support an **innovation-rich environment.**

#### REDC STRATEGIES

- Harness the innovative power of the region’s university and private research centers to drive economic multiplier effects and support many high- and medium-skilled jobs.
- Expand and fortify the region’s network of university incubators and accelerators, including those associated with Innovate 518 to assist startups with technology transfer.
- Assist entrepreneurs and innovators in developing prototypes and building their businesses through the establishment of maker spaces and co-working spaces.
- Leverage the Center for Economic Growth’s expertise and status as the region’s designated Regional Technology Development Center to improve the efficiency of technology startups and manufacturers.

#### POTENTIAL DRI PROJECTS

- Artificial Intelligence Center for Excellence
- Tech Valley Center of Gravity Rapid Prototyping Center Expansion
- Troy Farmers Market Farmers Market
- Sabbatical: A Hotel Retreat Center
- Sunhee’s Farm & Kitchen
- Fiber 5G/Incentive Fund
- Digital Innovation Fund
- IoT/5G Troy CityLab
- Digital Innovation Commercial Rent Incentive Fund
- Digital Innovation District Brand and Website
- Front Street Waterfront Infrastructure Relocation
- Monument Square: Civic Market Place

**“Capital 20.20 called for the opening of pathways for R&D commercialization by providing entrepreneurs with funding, a place to meet with investors, access machinery and equipment for prototype development and connect with experts, mentors and service providers. On top of receiving CFA 2016 funds to add co-working space to its makerspace, the Tech Valley Center of Gravity was also awarded a \$75,000 Fuzehub grant to support a Rapid Prototyping Center at the Troy facility. The Lift-Off strategy also calls for Creative Economy Accelerator and a Capital Region Arts, Food and Tourism (CRAFT) Business Hub. The former has largely been realized in the recently opened Troy Innovation Garage, a CFA 2016 awardee.” REDC Capital 20.20**

## TROY DIGITAL INNOVATION DISTRICT: THREE RESOURCES



# TALENT

### TROY DIGITAL INNOVATION DISTRICT RESOURCE TWO: NETWORKING, MENTORING AND INVESTMENT SUPPORT

These resources are the **relationships** between individuals, firms and institutions that generate, sharpen and accelerate the **advancement of ideas.**

#### REDC STRATEGIES

- Strengthen synergies between workers in related skilled trades by concentrating them in a geographic area that attracts not only consumers interested in craft goods but also other craft enterprises;
- Enhance state and local incentives to attract new video game companies and product development.
- Create a virtual and physical video game innovation center.

#### POTENTIAL DRI PROJECTS

- Children’s Museum of Science and Technology
- Monument Square: Civic Market Place
- Artificial Intelligence Center for Excellence
- Sabbatical: A Hotel Retreat Center
- Sunhee’s Farm & Kitchen
- Tech Valley Center of Gravity Rapid Prototyping Center Expansion
- Fiber 5G/Incentive Fund
- Digital Innovation Fund
- Digital Innovation District Brand and Website

***“Supported by an entrepreneurial ecosystems such as the 2016 CFA awardee Troy Innovation Garage and NYBizLab, and academic programming such as RPI’s Games and Simulations Arts and Sciences, the Capital Region’s gaming/software industry is thriving.”***  
**REDC Capital 20.20**

## TROY DIGITAL INNOVATION DISTRICT: THREE RESOURCES



### METRO

#### TROY DIGITAL INNOVATION DISTRICT RESOURCE THREE: THRIVING CONNECTED DOWNTOWN FOR LIVE WORK AND PLAY

these assets are the **public and privately-owned spaces**—buildings, open spaces, streets and other infrastructure—designed and organized to stimulate new and higher levels of **connectivity, collaboration and innovation.**

#### REDC STRATEGIES

- Add to the region’s vibrancy by enhancing existing or developing new cultural and sporting venues so communities can engage more people from beyond their borders or within them.
- Create pedestrian-friendly pathways that lead to downtowns or that run between cultural centers.
- Address accessibility concerns posed by infrastructure around downtowns and other destinations.
- Repurpose underutilized structures to add or enhance living or cultural opportunities in downtowns.
- Enhance the region’s live/work/play environment in urban centers with greater access to high-speed broadband and additional parking and new or improved cultural attractions.

#### POTENTIAL DRI PROJECTS

##### PUBLIC IMPROVEMENTS:

- Front Street Waterfront Infrastructure Relocation
- Public Art, Murals
- Parks, Plazas, and Alleys
- Waterfront Park Accessible Playground
- Downtown Wayfinding
- Visitor Information Kiosks
- Monument Square: Civic Market Place
- Troy Farmers Market Farmers Market
- 4th Street Mixed-Use Market-Rate Apartments and Commercial Development
- Boutique Hotel: AD 1888 Hotel and Jazz Club
- Boutique Hotel: The Trojan Hotel
- Cordial Restaurant and Brew House
- Troy Pork Store - Brew Deli
- City Station North - Market-Rate Apartments and Commercial
- Children’s Museum of Science and Technology
- Sunhee’s Farm & Kitchen
- IoT/5G Troy CityLab
- Digital Innovation Commercial Rent Incentive Fund
- Fiber 5G/Incentive Fund

**“Restore our historic and iconic buildings to their grandeur, creating real “pull” into these spaces and driving major economic activity.”**

**REDC CAPITAL 20.20**

better positioning the city for continued investment and tourism opportunity.

### **We're smart and getting smarter.**

We will adopt a new comprehensive plan and LWRP this summer that are based on smart growth principles including promoting healthy, safe and green neighborhoods; growing the economy and population, preserving and showcasing the city's parks open spaces and cultural assets; planning for sustainable infrastructure and protecting the environment; investing in mobility, accessibility and transportation and supporting compact growth. We are beginning the process to update and adopt new land use laws that encourage the mix and density of downtown, manage parking, reuse historic properties and support transit. We were early adopters of climate smart communities codes and have ordinances in place to complete the streets, support transit oriented development, and advance workforce housing

### **We're keeping our eye on the impact of growth.**

We are looking for ways to stretch the positive growth happening downtown into our neighborhoods where families are not doing as well. "One Troy" is an anti-poverty taskforce including representatives of other local organizations to convene on common issues that contribute to poverty and to develop comprehensive strategies to address those problems. One Troy funds let us focus on creating opportunities for youth and children, providing affordable housing, job training and retention, and improving neighborhoods. Its primary objective is to identify collaborative and sustainable solutions that can help individuals and families achieve their full potential. These solutions are inclusive, collaborative, replicable, strength-based, scalable and sustainable.

### **We're green and getting greener.**

In April 2018, Mayor Madden announced installation of a 2.1 megawatt solar energy project that meets 20 percent of the City's electric power needs. There are additional plans to expand an additional 2.6 megawatt array. The City's efforts to promote renewable energy, sustainability, and climate smart initiatives are also evidenced by the City's recent completion of four "High Impact Actions" that demonstrated Troy's commitment and leadership

toward clean energy and earned the city a "Clean Energy Community" Designation.

### **We're a destination for arts and culture.**

The Troy Cultural Alliance prepared the Troy Public arts Master Planning in 2017 and also commissioned the Siena College Research Institute to help us understand who is coming to Troy. We learned that:

- 74-80 percent of Capital Region residents have visited Troy or taken part in activities in Troy over the last 12 months.
- Troy's cultural assets are well known throughout the region and the demand for cultural consumption in the Capital Region is strong and could lead to more attendance at Troy's assets.
- Of people who say they have been to Troy: 39 percent have most often been to the Downtown; 23 percent have most often been to the Riverfront; 67 percent come to Troy for entertainment including bars and restaurants; 40 percent come to shop and 37 percent have come to attend an arts event, like theater, a movie, an exhibit or a festival.

**Table 8. Public Investments in Downtown Troy - COMPLETE**

PROJECT	FUNDER/AGENCY	YEAR	AMOUNT
<b>STATE GRANTS THROUGH REDC TO ORGANIZATIONS</b>			
CEO Construction of New Job Training Facility	HCR UI	2013	\$150,000
Independent Living Center Wheel Chair Accessibility Project	HCR	2012	\$150,000
Renewal Uptown Troy, TAP, Inc	HCR	2012	\$135,000
The Urban Grow Center, Capital District Community Gardens	EFC	2012	\$196,347
Master Plan for Art in Public Places, Troy, NY	ARTS CHPG P	2016	\$48,500
RESTORE II Demolition of HEDLEY Site & Troy City Hall ( <i>Mostly complete</i> )	ESD	2010	\$2,500,000
RESTORE III Chazen Building & Proctors Theatre	ESD	2011	\$4,000,000
Tri-City Illumination, Breathing Lights	ARTS CHALLENGE	2015	\$45,131
Renovation of Quackenbush Building, Tech Valley Center of Gravity	ESD	2013	\$550,000
Troy Master Facility Plan - St Peters Health Partners	ESD	2013	\$1,250,000
Green Screen Employment Training - Media Alliance	ARTS CHPG	2014	\$45,000
<b>STATE GRANTS THROUGH REDC TO CITY OF TROY</b>			
Projects to Implement the Comprehensive Plan - includes Zoning	NYS DOS	2017	\$600,000
Troy Urban Trail Design of Wynantskill Trail through Burden Preserve	NYS OPRHP	2015	\$48,480
Update City LWRP ( <i>Complete summer 2018</i> )	NYS DOS	2014	\$80,000
Riverfront Park Access Improvements and Connections North of Green Island Bridge ( <i>Pending seawall completion</i> )	NYS DOS	2013	\$562,803
Downtown Economic Development Strategic Plan ( <i>Complete July 2018</i> )	NYS DOS	2012	\$86,163
		<b>SUBTOTAL</b>	<b>\$ 10,447,424</b>
<b>GRANTS NOT THROUGH OR PRIOR TO REDC</b>			
Pawling Avenue Signalization	NYS DOT	2014	\$1,100,000
Downtown Economic Development Plan	NYS DOS	2012	\$172,325
Uncle Sam Improvement Trail/Bikeway	Hudson River Valley Greenway	2016	\$5,000
IDA Comprehensive Plan			\$97,000
Troy Redevelopment Foundation/Comp Plan			\$637,000
		<b>SUBTOTAL</b>	<b>\$2,011,325</b>
		<b>TOTAL</b>	<b>\$12,458,749</b>

**Table 9. State Investments Through REDC in Downtown Troy - UNDERWAY**

PROJECT	FUNDER/AGENCY	YEAR	AMOUNT
<b>STATE GRANTS THROUGH REDC TO ORGANIZATIONS</b>			
American Theater, Dauchy River Triangle, LLC	ESD	2016	\$600,000
Restore IV - American Theater	ESD	2016	\$1,000,000
444 River Lofts, LLC	ESD	2015	\$300,000
CDTA River Corridor Transit Center	ESD	2015	\$650,000
<b>STATE GRANTS THROUGH REDC TO CITY OF TROY</b>			
Invasive Species Grant - Emerald Ash Borer	NYS DEC	2017	\$100,000
Design Guidelines	NYS HFTC	2017	\$20,000
City-owned Tree Inventory and Plan - Downtown	NYS DEC	2017	\$50,000
City-owned Tree Inventory and Plan - Uptown	NYS DEC	2017	\$50,000
Ingalls Ave Acquisition	NYS OPRHP	2016	\$302,671
Forestry Grant Tree planting	NYS DEC	2015	\$25,000
Riverfront Park North Riverwalk	NYS DOS	2015	\$214,560
		<b>TOTAL</b>	<b>\$3,312,231</b>

**Table 10. Other Investments - UNDERWAY**

PROJECT	AMOUNT
<b>STATE GRANTS NOT THROUGH REDC</b>	
Sea Wall Stabilization	\$14,000,000
Ingalls Avenue Boat Launch and Park	\$1,050,000
Public Access Improvements at River Park and Troy City Center	\$954,000
Riverfront Park North Riverwalk	\$429,120
Riverfront Bikeway and Walkway	\$12,500
Redevelopment of One Monument Square Esplanade and Connection	\$2,200,00
South Troy Industrial Park Road Construction	\$10,120,000
South Troy Multi-use Riverfront Trail	\$1,050,000
Rehabilitation of Powers Park	\$449,000
<b>TOTAL</b>	<b>\$28,064,620</b>

Table I I. Tax Credits

Property	Project Cost	Year	Housing Units	Affordable Units
Proctor's Theatre	\$6,240,000	2013	0	0
River Walk Apartments	\$4,000,000	2013	14	0
275-277 River Street	\$1,200,000	2013	11	0
The Dauchy Building	\$2,930,000	2013	18	0
274-276 River Street	\$368,000	2013	2	0
272 River Street	\$403,000	2013	2	0
264-268 River Street	\$700,000	2013	4	0
Aronson Place	\$390,000	2014	2	0
Van Zandt, Jacobs & Co., Collar and Cuff Factory	\$14,620,000	2014	80	80
Wilbur, Campbell and Stephens Co.	\$16,200,000	2014	67	67
149 Fourth Street	\$420,000	2015	7	0
International Shirt and Collar Co.	\$10,000,000	2015	80	0
The Former G.V.S. Quackenbush & Co. Building	\$6,800,000	2015	0	0
33 Second Street	\$2,480,000	2015	14	0
161 First Street	\$310,000	2015	3	0
163 First Street	\$440,000	2015	3	0
48 Adams Street Apartments	\$61,000	2015	2	2
Troy Record Building	\$5,215,000	2016	25	0
183 Fourth Street	\$1,250,000	2016	7	0
Public School #1	\$2,800,000	2016	28	0
Troy Waste Manufacturing Building	\$18,060,000	2016	74	30
Kennedy Hall	\$800,000	2016	0	0
280-282 River Street	\$600,000	2016	0	0
The Candy Factory	\$2,500,000	2016	16	0
Masher Building	\$409,000	2016	0	0
The Marvin House	\$175,000	2016	6	0
168 Third Street	\$430,000	2016	4	4
Hendrick Hudson Building	\$2,770,000	2017	17	17
346 Washington Street	\$180,000	2017	3	0
1643 Fifth Avenue	\$135,000	2017	3	0
William Connors Paint Manufacturing Co.	\$5,000,000	2018	14	0
Searle, Gardner & Company Cuff and Collar Factory	\$15,100,000	2018	84	0
<b>Total</b>	<b>\$122,986,000</b>		<b>590</b>	<b>200</b>

**Table 12. Private Investments: Troy Downtown Digital Innovation District**

DEVELOPMENT PARTNER	PROJECT NAME	DESCRIPTION	LOCATION	ESTIMATED PRIVATE INVESTMENT	STATUS
<b>Nonprofit Partners</b>					
Downtown Troy BID	Accessible Playground	An ADA compliant playground will be constructed in Riverfront Park. As an extension of Riverfront Park improvements, the addition of an ADA compliant playground provides a desperately needed amenity to create an all ages, all abilities playground for the Innovation District.	Riverfront Park	\$500,000	Conceptual
Arts Center	Reuse of Upper Stories	Sabbatical will provide high end stylish hospitality for artists and people seeking a creative experience in the heart of downtown Troy in 20K sf of space on the centers 3rd and 4th floors.	265 River Street	\$5,000,000	RFP chosen by board.
<b>Private Companies</b>					
Bonacio	American Theater	Historic restoration of single screen luxury cinema.	289 River Street	\$2,600,000	New partner is working on financing.
Bryce	Quakenbush Building	Rehabilitated as Home to Tech Valley Center of Gravity Maker Community	30 3rd Street	\$6,800,000	Complete
Bryce	Market Block Building	\$3 million investment in the Market Block, giving the gaming community a home with Warner Bros, Velan Studios, and 1st Playable as anchors.	290 River Street	\$3,000,000	Complete
Bryce	500 Federal Street	500 Federal St. rebranded with a new lobby. Three story office space will accommodate GreyCastle Security's explosive growth.	500 Federal Street	\$400,000	Complete
Bryce	Uncle Sam Transit Center & Garage Expansion	The Uncle Sam Parking Garage will add 148 new parking spaces will be built include CDTA's \$6.5 million Uncle Sam Transit Center.	15-25 4th Street	\$6,500,000	Eminent domain process underway.
Bryce	Troy Atrium & Frear Building	Will add a new +/- 50,000 third floor and an "Innovation Hall."	49 4th Street	20,000,000	CFA funded.
Bryce	Franklin Alley	A walkable plaza in the historic Franklin Alley will create a gathering spot for entertainment, relaxation, and creative collaborations from nearby retail shops, offices and restaurants and a visual connection with landscaping and creative lighting between River Street and Broadway.	Franklin Alley North	500,000	Design complete; survey under contract.

DEVELOPMENT PARTNER	PROJECT NAME	DESCRIPTION	LOCATION	ESTIMATED PRIVATE INVESTMENT	STATUS
50 4th LLC	Cordial	A new kind of urban-cool type restaurant serving dinner, drinks, and beyond for downtown Troy, 3000+ square feet of posh dining space with balcony level open viewing of restaurant with seating for 70+ patrons.	50 4th Street	\$1,000,000	Planning
DeFacto Global	AI Center of Excellence	Inteligize.AI, propose an Artificial Intelligence Solutions Center of Excellence, occupying 34,000SF building.	19 Third Street	1,905,000	Conceptual
Defazios		Vacant bakery being repurposed into an expansion project for DeFazios. Plans for pizzeria, banquet, hall and culinary school.	216 4th Street	2,000,000	Financing
First Columbia	CMOST	CMOST is returning to Troy, and through a partnership with First Columbia they will occupy 12K to 15K SF of space at the Former Fitzgerald Brewery at 500 River Street.	500 River Street	5,000,000	Proposed
Hedley Building Improvements	The River Stret Market	This project is a unique food hall concept which will be located on the first floor of Hedley, featuring 12,000 square feet of unique food, beverage, and market concepts that will provide a wide variety of quality food providers.	433 River Street	3,200,000	Underway
Ryan's Wake	Ryan's Wake Expansion	Expansion of popular pub in "Restaurant Row" in Troy into an adjacent facility that has been vacant for several years.	403 River Street	\$400,000	Site acquired.
Shamron	Shamron Mills	Shamron Mills garment factory relocation from the Garment District in New York City to a prominent corner in downtown Troy.	484 River Street	500,000	Site acquired.
Sunhee's Farm & Kitchen	Sunhee's Farm & Kitchen Manufacturing	Sunhee's Farm & Kitchen expanding into vacant buildings for production space for packing food goods. Workforce development programming for refugees including English classes and vocational training.	171 - 173 Fourth Street	\$280,000	Site acquired.

DEVELOPMENT PARTNER	PROJECT NAME	DESCRIPTION	LOCATION	ESTIMATED PRIVATE INVESTMENT	STATUS
The Ruck	Troy Pork Store	A Taproom Deli is the newest development from the owner of the Ruck, Dave Gardell, to re-establish this historic pork store into a 30+ seat deli and brew, with outdoor seating, in a prominent anchor building on 4th Street in a downtown corridor that not seen significant reinvestment.	158 4th Street	\$800,000	Planning
United Group	City Station North	87 market rate apartments and 42,500 square feet of office in the demolition of a vacant building and redevelopment that further enhances the connection of the District with South Troy. It replaces a 1960's era automobile show room with no street presence with a five story urban structure.	141 Congress Street	45,000,000	Site acquired. Under planning and historic district review.
<b>Hospitality</b>					
First Columbia	Courtyard by Marriot	Business class hospitality project in the Hedley Marina District featuring 124 rooms.	515 River Street	\$18,600,000	Underway, ETA August 2018
Cocca	Franklin Inn & Suites	Expansion project added 28 rooms to the 68 room hotel.	1 4th Street	3,000,000	Complete
Bedarling Properties	Trojan Hotel	A thirty-two room boutique hotel with modern amenities to service the center of the Innovation District. The Hotel will include an elevated dining with Moroccan arched ceilings and seating for 160 to 220 people in. Hotel is 32 rooms with era-specific décor, steampunk punctuations with high-tech updated amenities.	41-43 3rd Street	4,000,000	The site is controlled and preliminary Planning Board reviews are complete
TRU Hotel	Hilton	Millennial hospitality project featuring 98 rooms.	1610 Sixth Ave	\$9,000,000	Stalled due to project costs relating to stabilization and parking.
Riverking Development	AD 1888	The project converts a decade's long dormant manufacturing building in Downtown Troy into a vibrant mixed-use project, 14-room boutique hotel, with 2 residential apartments, a restaurant with event space, and a floor of Class A office space and a jazz club.	144-155 River Street	\$10,000,000	Through second phase historic. Coming back in with additional CFA in 2018 due to increased project costs.

DEVELOPMENT PARTNER	PROJECT NAME	DESCRIPTION	LOCATION	ESTIMATED PRIVATE INVESTMENT	STATUS
<b>Residential Development</b>					
Rosenblum Companies	The News Apartments	Adaptive reuse project for Troy Record Building using historic tax credits, adding new wing to create 101 market rate units, with luxury amenities, parking, and commercial ground floor.	501 Broadway	\$23,400,000	Partial opening in May 2018, project completed in September 2018.
Rosenblum Companies	4th Street LLC	Construction of new, 94,000 square foot, five-story, transit-oriented mixed use building on combined parcels with 80 market rate apartments, tenant amenities, 2,000 - 3,000sf commercial space, and onsite indoor/rear access parking for residents.	Congress & 4th Street	\$18,000,000	Site control assembles; planning commission review complete.
Vecino Groups	Lofts @ 444	Adaptive reuse project featuring affordable housing. 74 units.	444 River Street	18,000,000	Underway, ETA April 2019
	Apartments on King Street		12-14 King Street	\$13,000,000	



4

**Table 13. Recent or Impending Job Growth**

	DRI Project		Direct New	Retained	Indirect	Construction
1	Front Street Waterfront Infrastructure	Front Street Waterfront Infrastructure - Indirect jobs added by businesses with new waterfront decks on River Street rear facades.		0	20	10
2	Public Art	Public Art - Jobs related to local contracting with local designers.	0	0	7	0
3	Parks, Plazas and Alleys	Parks, Plazas and Alleys - Jobs related to local contracting with local designers.	0	0	8	0
4	Waterfront Accessible Playground	Waterfront Accessible Playground - Indirect jobs related to increased family feet on the street at nearby shops.	0	0	20	0
5	Monument Square: Civic Market Place	Monument Square: Civic Market Place - Upper Story housing with services. Ground floor civic uses like the Farmers Market and Senior Center. Building faced with micro stores or small grocer.	50	20	50	50
6	Troy Farmers Market Farmers Market -	Troy Farmers Market Farmers Market - Expansion of Market staff, retention of all farm employment, increased spinoff from additional program and potentially additional days.	20	300	100	50
7	Artificial Intelligence Center of Excellence	Artificial Intelligence Center of Excellence - Spinoff from companies using space supporting nearby businesses and start ups	100	0	50	20
8	Street Mixed Use Market Rate Apartments and Commercial Development	Street Mixed Use Market Rate Apartments and Commercial Development	12	0	0	40
9	Boutique Hotel: AD 1888 Hotel and Jazz Club.	Boutique Hotel: AD 1888 Hotel and Jazz Club.	46	0	0	56
10	Boutique Hotel: The Trojan Hotel	Boutique Hotel: The Trojan Hotel	50	0	0	50
11	Cordial Restaurant and Brew House	Cordial Restaurant and Brew House	30	0	0	14

	DRI Project		Direct New	Retained	Indirect	Construction
12	Troy Pork Store - Brew Deli	Troy Pork Store - Brew Deli	15	0	0	10
13	Sabbatical: A Hotel Retreat Center	Sabbatical: A Hotel Retreat Center - Significant spinoff from this exclusive service and clientele.	14	0	20	10
14	Children’s Museum of Science and Technology	Children’s Museum of Science and Technology - Significant spinoff establishing an important destination in a neighborhood with considerable additional developable land	5	15	50	10
15	Sunhee’s Farm & Kitchen Manufacturing Facility	Sunhee’s Farm & Kitchen Manufacturing Facility - Significant indirect job creation potential due to workforce training program they run	8	0	40	5
16	Tech Valley Center of Gravity Rapid Prototyping Center Expansion	Tech Valley Center of Gravity Rapid Prototyping Center Expansion	0	0	20	0
17	City Station North Market Rate Apts and Commercial Development					
18	Fiber/5G Incentive Fund		50	0	0	0
19	Digital Innovation Grant and Loan Fund		300	100	0	75
20	IoT5G Troy CityLab Micro Loan Fund		50	0		20
21	DID Commercial Rent Assistance Incentive					
22	DID Brand and Website					
23	Visitor Information Kiosks					
24	Downtown Wayfinding					

**Table 14. City of Troy Major Employers, May 2018**

EMPLOYER	# OF WORKERS
Rensselaer Polytechnic Institute	1,700
Northeast Health	1,480
Seton Health	1,430
State of New York	1,370
City of Troy	500
Troy City School District	625
The ARC	475
The Sage Colleges	450
Commission on Economic Opportunity	400
Lansingburgh Central School District	355
Unity House of Troy	300
Value Rx	130
Apprenda	120
National Grid	100
<b>TOTAL</b>	<b>9,435</b>

## 5

## Attractiveness of physical environment.

### Troy's got grit. And grit is good.

During the DRI engagement events one thing was made perfectly clear by the millennials who make up a majority of the district's 5,000 residents: Troy has grit. And grit is good. Community members are passionately proud of the district's unique and distinctive character and scale. They are the organizers of and participants in dozens of grassroots activities in the district each year around safety, accessibility, beautification, food, art, and music that celebrate, maintain and protect the resources that create our character.

We're not trendy or stuffy – our mix of spots, shops and services that are funky, fresh and fun. We're willing to experiment with the events offered and innovate around how urban spaces are used. Our "Try Troy" attitude says a lot about our people and leadership.

This city welcomes partnership opportunities of every shape, size, and means—and encourages creative collaborations and experiments. From welcoming the Corning Glass Barge to host educational presentations direct from the Hudson River this summer via Riverfront Park to allowing a temporary pedestrian plaza last summer called "Troy Summer Square" for public art events; Troy is a pioneer when it comes to uniquely engaging the community. The City of Troy was first in the region to welcome Capital City BrewCycle to its downtown in 2013; this fun downtown brew pedaling tour now operates across the Capital Region.

### We're a lot younger and more diverse.

The district welcomes people of all ages, incomes, gender identities, abilities and backgrounds – but the reality is that we're a much younger place than we were even a few years ago (median age dropped 11 years since 2010) making the district one of the youngest areas in the City (and Troy the youngest city in the region). Racial and ethnic

diversity is the norm in innovation hubs and the district's no different and while the district remains largely white:

- 17.5% are Black or African American (increased 41%)
- 9.6% are Asian (increased 17%)
- 11% are Hispanic (increased over 200%)

### Our spots and spaces spur collaboration.

Projects are emerging to create more public art and plazas large enough to support outdoor street life and tiny enough to spur conversation:

- Over three dozen neighborhood bars, coffee shops and cultural spaces stimulate new and higher levels of connectivity, collaboration and innovation.
- Digitally and physically connected gathering spots called Tech Squares are planned at the Atrium.
- There are large anchor cultural spaces at the Art Center and Troy Savings Bank Music Hall and small galleries on side streets.
- Spots in the private realm like the planned café at the Artificial Intelligence Center of Excellence.
- Open assets that join spaces together including the planned Franklin Alley, Monument Square piazza, and Public Art Trail developed through our Public Art Master Plan.

### We have knockout historic character.

The District has its sense of place because the majority of our building stock was constructed before the advent of the automobile and relatively little was lost to urban renewal in the 1960's. The district includes most of the Central Troy Historic District with 700 properties in a variety of architectural styles from the early 19th to mid-20th centuries. It's been described as "one of the most perfectly preserved 19th-century downtowns in the Country." Historic buildings are being restored on every block. Some are innovation district anchors: the Quackenbush Building is home to the Tech Valley Center of Gravity and the Troy Innovation Garage occupies a building that was vacant for over two decades. Troy's use of Historic Tax Credits has supported over \$150 million dollars of projects since 2000.

The City is now half way through development of Historic District Guidelines, that when adopted, will ensure that new development contributes to the City’s character and walkability.

**We’ve planned and now we’re doing.**

Troy’s new Comprehensive Plan includes a Downtown Economic Development Strategy that aligns with this application with goals to grow creative and maker industries, encourage downtown living, support workforce development, expand tourism and promote placemaking. With construction now underway on the seawall restoration, we’re focusing on implementing improvements to the Green Island Bridge gateway, Riverfront Park North, Monument Square, the Marina, and improving connectivity north to the Hedley District.

**We’re mixing it up.**

The District’s core retains its historic continuity but a significant number of buildings need renovation or redevelopment. Along the edges of the district there are many opportunities for reuse of large vacant parcels and parking lots.

Near the Congress Street Bridge, there are six parcels ready for mixed-use development, including the large Taylor site, River King, 217-219 River Street, and 171-177 River Street. Along 6th Avenue – a corridor that will benefit from new development in compliance with Troy’s new Historic District Guidelines – there are many lots in the one acre range appropriate for redevelopment that will expand the downtown and better connect it to the South Central Neighborhood.

At the District’s northern edge, multiple large lots exist that will be developed that will also help improve the important gateway at the Green Island Bridge including connectivity across Federal Street and improve first impression visitors have as they Troy.

**We offer a choice of places to live.**

Housing in the district is largely in multi-story attached row houses, longstanding public and senior housing projects, and in new mixed use

Lot Development Opportunities	Acres
Hedley Parking Lot South	2.94
City - Green Island Parking Lot	.53
Gurley Building Parking Lot	.70
Uncle Sam Bowling Alley	.64
1801 Sixth Ave	.85
1776 Sixth Ave	1.1
3rd Street Parkings Lots	.46
Italian Community Center	1.96
	<b>9.18</b>

developments including traditional apartments and lofts. Over the five years, 459 units have been constructed or rehabilitated, housing 900 residents, including almost 200 affordable and 215 market rate. Since 2001, 44 projects have used the Historic Tax Credits to create nearly 690 units of housing including over 290 affordable units, largely in the last five years.

Property values and rent prices have increased considerably which, while clearly great for the tax base, is a concern in a City with many low and moderate income residents and a number of clusters dominated by young workers burdened with considerable educational debt. Maintaining a good affordable/ market rate balance is critical. Few homes are for sale and those that are sell quickly. Data from the US Census American Community Survey shows an extremely tight market with owner occupied unit vacancy of 1.7% (down 30% Since 2010) and renter occupied unit vacancy of 3.2% (down 50% since 2010.) Since 2000, median home value has risen 64% since 2000 to \$144,300 and the median rent has increased to \$848 (up 63% since 2000). A quick look at Trulia, however shows the median rent at just over \$1,300 in May 2018.

At DRI engagement events millennial residents and workers were very clear that they want to live and work in the City. Some have bought homes in South Troy and North Central where an additional unit in a duplex or triplex can help pay the mortgage and they have a back yard. The City’s homebuyer programs support those choices.

Some affordable rental housing types found in other knowledge hubs, specifically co-living and microunits are not available yet and should be evaluated. Although baby boomers are moving downtown to new apartments, no projects have been deliberately designed for active seniors who want to downsize and then age in place in the heart of the City. The City is interested in discussing senior housing opportunities with developers as part of the One Monument Square community design process that is kicking off in June 2018.

### We welcome all ages.

There are over 540 children and youth under age 17 living in the district and hundreds more in walking distance. In 2017, Troy announced a new Recreation Program for youth to supplement the large number of private and parent led youth-sports leagues. Working New York State agency partners and professionally-staffed youth recreation nonprofits, including the YMCA and the Boys & Girls this program offers a broader range of sports based recreation like fishing, swimming, and field sports, the arts (through partner of The Arts Center of the Capital Region), dance (through Troy Dance Factory), and CADS and 3D printing (through RPI) for example. The proposed children's playground in waterfront park will add an additional amenity to this system.

The district and the larger traditional downtown have appealed to seniors for decades offering relatively walkable streets, a variety of support and personal care services, and access to hospital and medical services including Samaritan and St. Mary's Hospitals, medical commercial centers and urgent care facilities. There are nearly 1,060 people over 55 living in the district (22% of the population) but only 265 of them are over age 70 – reflecting a shortage of supportive living options for older seniors (note that large senior complexes like Kennedy Towers (135 units) and Burns Apartments (100 units) lie just outside of the district border.) The County operated, Troy Area Senior Service Center is located in the district and offers first-rate independent living services.

### We're active and heathy.

Troy will request funding the 2018 CFA round to prepare a Parks, Trails and Recreation Master Plan which connect many of the City's trails and parks (Riverwalk, Uncle Sam, Urban Trails, South Troy Bike Trail, among others). The Uncle Sam Trail connection now nearing completion creates nearly one mile of continuous river-front trail. The District includes the 4.5 acre Riverfront Park, which is home to the BID's Rockin on the River, passive recreation space, a spray park and planned all age, all access playground. As part of the Uncle Sam Trail, the park now connects through the District and to the neighborhoods to the north and south. Adjacent to the District, the 80-acre Prospect Park provides Tennis Courts and hiking trails. In 2017, a group of volunteers led by the city cleared a trail from downtown to the summit restoring pedestrian access to this asset for the first time in over 30 years. Barker Park, Sage Park, and Kennedy Park provide passive recreation space in the district and a variety of parklets and plazas are proposed.

### We're figuring out how to feed ourselves.

In many DRI engagement events residents praise the farmers market and other community food initiatives, but fell the district is in many ways a food desert, made worse by the loss of the downtown coop. Residents want the convenience and affordability of a grocery store, but few want to give up the real estate a traditional grocery store needs for its big box and parking. The City and its partners are continuing to discuss this issue and have requested that, if selected, our DRI consultant team be tasked with helping us to develop a strategy to feed the district, building on our distinct anchors including:

- **The Troy Farmers' Market:** This 80 vendor, year-round regional marketplace attraction is in its 19th season who's mission is being "a producer-only, year-round, independent, vibrant marketplace featuring locally grown food and locally made products, for the mutual benefit of local producers, consumers, and the community". They accept payment by Credit, Debit, and EBT/SNAP Benefits. The Market is developing plans for a permanent location within the District.



- **Field Goods – Produce Delivery:** The Field Goods Company “offers a subscription-based service that delivers produce from small farms to employees and consumers at workplaces and community sites year round” including a number of district locations.
- **Capital Roots’ Corner Store Initiative:** Capital Roots, headquartered in Troy, developed a Healthy Stores program that “gives fresh, affordable produce a daily presence in urban convenience stores throughout Albany, Rensselaer and Schenectady counties.” In the District this may be found at 71 Congress Street.
- **Capital Roots’ Veggie Mobile®:** The Veggie Mobile “is a mobile market that travels to inner-city neighborhoods throughout Albany, Rensselaer and Schenectady counties. It’s been delivering a large variety of fresh, affordable and local produce to residents with limited access to fresh food since 2007. Designed for energy efficiency, the box-truck runs on bio-diesel fuel and has been retrofitted with solar panels, which power the market’s refrigerators.” It stops 50 weeks per year at Barker Park every Tuesday 11:30 – 12p.m and at Burns Apartments at 720 Federal Street every Thursday from 12:30 to 1:15.

### **We’re a walker’s paradise.**

Downtown Troy was named a most walkable city and easiest place to live without a car in 2017 by the Albany Times Union - which is important since 30% of downtown residents do not have a vehicle. You can put nearly any destination in the district into any “walk score” calculator and receive a designation above 95 points – considered a “walkers paradise.” But participants at DRI engagement events say it could be better if historic sidewalks whose stones have heaved are repaired, street trees species are changed over time, more accessibility amenities are provided and crosswalks are made safer. The

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### **“I love Troy... and the River.”**

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2015 Troy Complete Streets policy supports these improvements and is used to review every private or public investment in the district to ensure that new development occurs with the pedestrian, bicyclist and person with disabilities in mind. Troy was an original partner of the Capital Region’s SOBI bike share in 2017 which has expanded in 2018 to include five stations in the district and six immediately south and north. With a seven-mile trail from North to South Troy now completed, we are now working with our neighbors on all sides to create better connections to the Empire State Trail, Hudson River Greenway Trail System, and to other locations throughout the County.

The City continues to collaborate with Transport Troy to build and maintain the meaningful commitment to walkability that is clearly contributing to our current success. Transport Troy is actively involved in our Complete Streets program, and annually hosts the Collar City Ramble, an alternative transportation festival, which explores Troy by alternate means. The City has recently appointed its first ADA compliance officer and will soon conduct an assessment of all downtown sidewalks for accessibility issues.

### We're all about the trees.

Troy has an active volunteer Urban Forest Action Board that works closely with the City on all issues related street trees and landscaping and assists in the active protection and improvement of our green canopy throughout the City. Working through a DEC grant with Capital Roots, the City is in year two of a planting program to add fifty trees in the district and immediately surrounding area. The Downtown BID's "Raise Plant Grow" program is raising funds to plant up to 150 additional trees downtown.



The NYS DEC funded a program to treat Ash Trees to increase their resistance to the Emerald Ash Borer and remove infested trees. This program is matched by Chico's GIFT, a volunteer memorial fund that invests in elimination of the Emerald Ash Borer the City's hundreds of Ash Trees. We are also kicking off a two-year \$100,000 Inventory and Management Plan that will catalogue all trees in the city right-of-way and parks by type and condition and a plan to grow our urban canopy and be more resilient to future invasive species.

### We're growing more resilient.

Our new comprehensive plan and Local Waterfront Revitalization Program evaluate climate change and put us on a path to resilience. Troy: A River City is an ongoing study by Cornell

Landscape Architecture faculty and graduate students to evaluate and offer flood mitigation solutions that improve public access to the river and improve water quality in the Hudson.

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***"I love Troy because...  
I love the Farmers Market!"***

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*“Troy, a place for all ages and types, is historic, smart, cultural, and caring. Celebrate Troy, which supports the roots for girls’ and women’s education growing from Emma Willard and Russell Sage College. Appreciate Troy’s Rensselaer Polytechnic Institute, the oldest engineering and technical school. Discover the Troy Music Hall, varied cultural restaurants, quaint shops, the Farmer’s Market, and Troy’s Night Out. Support Troy’s community and social justice initiatives, such as Capital Roots, Literacy Volunteers, Commission on Economic Opportunity, YWCA, Joseph’s House, and Unity House. There’s so many reasons to enjoy Troy!”*

**Sara Schuman**  
**Director, Academic Support**  
**The Sage Colleges**

6

## Quality of life policies.

### We’re a quality place.

We are ready to use the DRI planning process to evaluate new tools that can help us to create a livable and vibrant quality of life downtown. We are involved in the process of evaluating options and developing a formal management structure for the Digital Innovation District as described in Section 9, Administration.

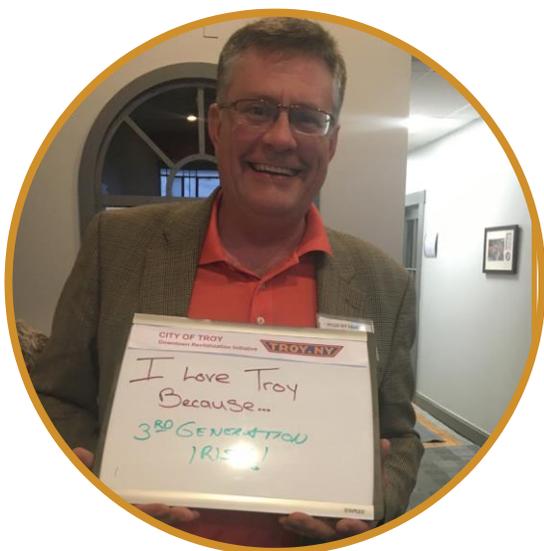
If selected, we would like to work with the assisted DRI consultant team to explore options to feed downtown, complete streets around the Green Island Bridge, maintain a balance of market rate and affordable housing including the best ways to integrate senior housing, microhousing and co-living, if appropriate, and adopt policies to help City residents to gain employment in the digital economy.

We have already put in place a series of policies to increase livability and quality of life for our residents, employees and visitors.

- **We’ll Realize Troy’s potential through our new comprehensive plan.** Our new comprehensive plan is based on promoting healthy, safe, and green neighborhoods; growing the economy and population, preserving and showcasing the city’s parks, open spaces, and cultural assets; planning for sustainable infrastructure and protecting the environment; investing in mobility, accessibility, and transportation and supporting compact growth. As part of this effort we have also updated our Local Waterfront Revitalization Program.
- **It’s our job to plan, create a system of high standards and enforce them evenly.** Our new land management codes will advance progressive rules, standards and incentives related to district development, flexibility and form, transportation, transit and parking that make it easier to do business downtown, support our workforce and residents, and

more create a more vibrant waterfront.

- **We'll complete the streets.** Troy's ordinance, adopted in 2014 and recognized by the National Complete Streets Coalition as one of the best in the nation, is used to review all public and private investment throughout Troy. It has resulted in the addition of miles of bicycle lanes, along with the repaving and restriping of streets, inclusion of bike racks and enhanced crosswalks and bump-outs to facilitate pedestrian activities. In the spring of 2018, the Uncle Sam Trail was expanded from the North Central Neighborhood through the Downtown, connecting with the Menands Bridge in the south. The project adds striping and ADA improvements on over four miles of trail including the region's first two-way contra-flow trail on a one-way street.



- **We'll support healthy retail.** In partnership with a local public health organization through a voluntary incentives program, we will increase access to and product placement of healthy food and beverage options and their accompanying marketing; and decrease alcohol, tobacco, and sugar-sweetened beverage options and marketing in stores citywide. Capital Roots' Healthy Stores program currently supplies Troy's convenience stores with fresh affordable produce.

**#1**  
**WALKABLE CITY**  
 2017 Times Union Reader's Poll  
 "Best of the Capital Regional"  
 voted Downtown Troy, NY

**"Best neighborhood to live without a car"**

- **We'll keep our Smart Cities Pledge.** In 2013 Troy took the Climate Smart Communities challenge to enhance community efforts toward resilient responses to climate change, adaptation to processes that decrease community energy use, foster the increase of community use of renewable energy, use of climate-smart land-use tools, and support development of green innovation economy. The Climate Smart Communities program is a New York State initiative to help local communities reduce greenhouse gas (GHG) emissions, prepare for effects of climate change, and save taxpayers money.
- **We'll promotetransit-oriented development in Troy.** Bus Rapid Transit (BRT) will run along the River Street Corridor with access points at the northern and central locations of the district, further enhancing excellent downtown transit service.
- **We'll advance workforce housing strategies.** While the Downtown has a large amount of affordable housing units, the Comprehensive Plan calls for development of an Affordable Housing Action Plan to encourage greater affordable options within the Neighborhoods. The Plan will highlight that affordable housing - including rent-geared to income housing - will be well integrated within the neighborhoods; mixed with market rate housing where possible; and located in proximity to transit, local amenities, and employment areas.
- **We'll partner with the Troy Community Land Bank.** The Land Bank actively works on the redevelopment of housing for owner-occupants and reuse of vacant lots. These

programs enhance the properties in areas contiguous to the district and downtown. As of November 2016, the Troy Community Land Bank has received approximately \$1.3 million in funding from the Attorney General's Office to conduct various demolition, renovation, and resale projects. The most notable project occurred in October and November of 2016, when the Troy Community Land Bank, Capital Region Land Reutilization Corporation, and Albany County Land Bank Corporation created a "breathing lights" installation which allowed artists to illuminate vacant land bank properties to raise awareness within the Capital Region.

- **We'll green up our infrastructure.** Troy was among the first communities to implement NYSERDA's Cleaner Greener Community projects which reduce environmental impact. As part of its Combined Sewer Overflow plan Troy recently completed a green infrastructure improvement of installed porous pavement in the area around Monument Square. As Troy advances projects within the city it incorporates green infrastructure improvements which help to alleviate combined sewer overflows and flooding. Troy was also an early adopter of Energize NY's PACE program, which helps both homeowners and commercial property owners to access program financing for improvements that reduce energy waste.
- **We'll buildsolar.** In 2018, the City announced phase two of its renewable energy program with plans to expand the landfill site with a 2.6 megawatt array. The first phase, completed earlier in the year, installed a 2.1 megawatt solar energy system, part of Troy's investment in green energy technology embracing the climate smart community initiatives. The system will allow the City of Troy to source over 40 percent of its power needs from clean renewable sources of energy, resulting in significant savings for the City over the next decade.
- **We'll support the "More welcoming, Inclusive and Safer Troy Planning Group."** In October 2015, over 200 members of the Troy community gathered "to discuss ways that citizens, community members, students, police, city government, business, civic, and religious leaders can work together, honor our diversity, and make Troy a more welcoming, inclusive, and safer city." The group created a report which "identified the actions that enhance respect and the quality of interactions people in Troy have with one another." At their last meeting on April 10, 2017 the group determined that it will focus on the youth of our community.
- **We'll offer an inclusive environment for new Americans.** While our major educational centers of RPI, The Sage Colleges and HVCC are sites that can facilitate opportunities for New Americans to enter the country (and offers services such as English as a second language courses), there are others who arrive less fortunate. Troy hopes to welcome New Americans to the RAD and help them gain access to the housing, programs and services offered by the wide range of non-profits in the District.
- **We'll be an age friendly and inclusive community.** The Albany-Schenectady-Troy MSA was ranked 28th in an overall index of "100 Best Cities for Successful Aging" by the Milken Institute, which was compiled from data on healthcare, wellness, financial, living arrangements, employment/education, transportation/convenience, and community engagement factors.
- **We'll be a great place to be a kid.** In 2017, Troy reached out to the Capital District YMCA, the Troy and Lansingburgh Boys & Girls Club and local charities and businesses to provide six weeks of recreational activities during the months of July and August. This program continues in 2018.





***“Troy is a beautiful and historically significant city! I’ve lived and worked in Troy since 1990 and I am thrilled in watching the downtown area coming back to life. This community nurtures and educates thousands of young people who go out into the world and do amazing things. I am proud of our city and hope to see it reach it’s fullest potential for those the live, work and play in Troy.”***

***Robin Dickinson  
Director, Advancement Resources  
The Sage Colleges***

7

**Public support.**

This request to be selected to participate in the DRI has the strong support of our community expressed at dozens of engagement activities and community dialogues conducted over the past year. The proposal is full of photos of people who support our application taken at engagement events. Dozens of people and partners provided quotes describing why they “Believe in Troy.”

The tables that follow summarize the open and robust engagement process we have facilitated. We have formed a partnership with Rensselaer County to sponsor this proposal and share implementation responsibilities. Our City Council enthusiastically endorses the application. We conducted over forty meetings, workshops and focus groups. We attended a dozen neighborhood and city wide meetings including Troy 2020, the Troy 100 Forum, the Downtown BID Annual Meeting, and Troy Cultural Alliance. We met individually with 18 potential project sponsors. We formed a group of strategic partners and consulted them continuously. We were joined by over sixty people for a community dialogue at the Troy Innovation Garage. Another 30 people participated in three focus groups about living, working and playing in Troy. City Council members and City leaders attended multiple meetings and spoke to their constituents about the opportunity the DRI presents. We mounted a social media campaign with a Facebook page, twitter and Instagram account. We received comments on the DRI Facebook page and by email. All of the local newspapers reported on the positive buzz about Troy’s efforts.

The following list on the opposite page includes groups and organizations that will participate in the DRI process. The list will be refined as we begin the DRI planning process and we hope may be helpful in identifying a Local Planning Committee if we are selected.

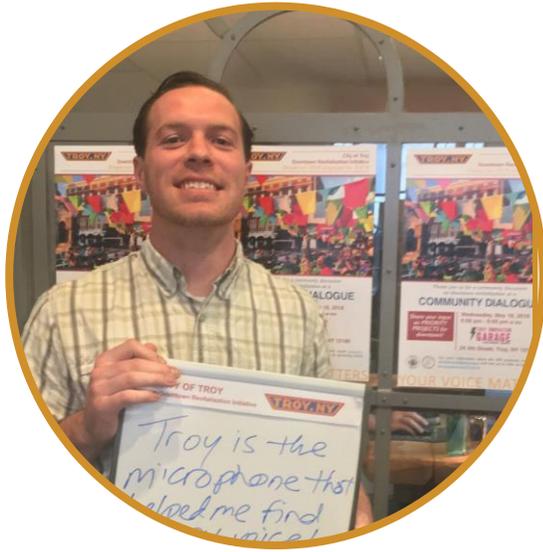
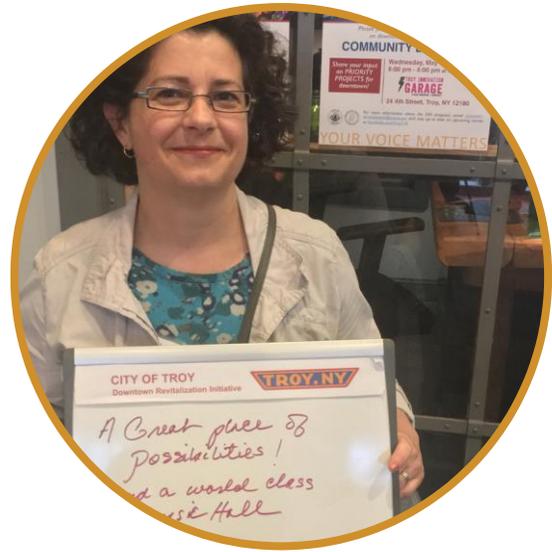


- The CREDC
- The Troy City Council and Rensselaer County Legislature
- The City of Troy LDC, IDA and/or CRC
- The Rensselaer County IDA
- Residents living in the district, young and old, long time residents and new comers
- Founders and leaders of district companies in software, gaming, life sciences, design and the arts
- The Troy Innovation Garage, Tech Valley Center of Gravity, IgniteU, Emerging Ventures Ecosystem
- Rensselaer Polytechnic Institute, Russell Sage College, Hudson Valley Community College
- The RPI Tech Valley Digital Gaming Hub
- Small Business Owners
- One Troy
- Albany Can Code
- National Grid
- Center for Economic Growth
- Tech Valley Game Space
- Albany International Game Developers Association
- Small Business Development Center
- The Downtown Business Improvement District
- The Troy Waterfront Farmers Market
- The Troy Architectural Program
- The Troy Neighborhood Action Council
- The Troy Rehabilitation and Improvement Program

- Transport Troy
- Troy 2020
- Troy Public Library
- Cultural institutions, including the Troy Cultural Alliance, The Arts Center of the Capital Region, The Troy Savings Bank Music Hall, Rensselaer County Historical Society
- Developers of recent projects within the district. In particular Bryce Architecture and Real Estate was a strong advocate who educated the City and the County about the value of the Innovation District approach

We understand the value of collaboration and engaging a wide range of stakeholders. We knew that the district was enjoying an influx of millennials, but we were overwhelmed by their passion for the City and dedication to participate and serve in this process. We understand that the Governor's Office appoints the Local Planning Committee and we ask that consideration be given to making an intentional effort in all parts of the process to let millennials lead. We are very willing to work with the Governor's Office to identify millennial stakeholders for consideration as LPC members by reaching out to important stakeholders and leading organizations asking that they name a millennial to represent or co-represent them.

We understand that the LPC is usually co-chaired by the Mayor and a member of the CR REDC with ties to Troy. Given that our approach focuses on



fiscally stable organization to manage downtown revitalization and advance the Digital Innovation District and 3. provide the financing necessary to form an organization or organization identified by the partners.

The City has designated Commissioner of Planning and Economic Development Steven Strichman initial local lead for the program. Steve will work with outside experts assigned to the City and the local DRI Planning Committee to oversee the plan until such time as the DRI Coordinator is hired, and will work closely with the coordinator to manage stakeholders and execute the deliverables of the plan.

The City Planning Department is adding a planner and feels that their resources and those of other City Departments and staff from the Rensselaer County IDA will give us a deep bench of talented people with true passion for the City and this process.

creating an innovation ecosystem and growing the base of technology companies we hope that Sinclair Schuller of Apprenda would agree to serve.

In Section 9, Administrative Capacity we have detailed the commitments that some local leaders have already made, including 1. the donation of over \$115,000 in local funds to hire a DRI Coordinator for at least two years to help facilitate implementation of the DRI Strategic Investment Plan, 2. The donation of professional services to work with the City and partners to conduct an organization development strategic planning process to create a professional and



**City Council**  
Carmella R. Mantello, Council President  
Anasha Cummings, President Pro Tem  
Jim Gulli  
Mark McGrath  
Colleen Paratore  
David Bissember  
Timothy J. Kennedy

Ruth H. Mahoney, Co-Chair  
Havidán Rodríguez, Co-Chair  
Capital Region Economic Development Council  
Hedley Park Place  
433 River Street, Suite 1003  
Troy, NY 12180

May 31, 2018

**RE: 2018 Downtown Revitalization Initiative, City of Troy**

Members of the Capital Region Economic Development Council:

The Troy City Council enthusiastically supports Troy’s application for the Round Three Downtown Revitalization Initiative for the Troy Digital Innovation District. On behalf of our fellow Council Members, we were pleased to participate in the May 16<sup>th</sup> DRI community dialogue at the Troy Innovation Garage. It was exciting to see such a large gathering of Troy’s residents and business owners - some recent transplants, others from families who have called Troy home for generations - all sharing their affection and enthusiasm for our great city and our vibrant downtown.

We recognize the importance of investing to keep Troy’s successful technology and creative clusters and other downtown shops and services on a strong growth curve. The success we have seen in the innovation district, bolstered by RPI, our many incubators and maker spaces, and fueled by our talented workforce, our recent graduates and transplants has been transformational for our great city. We’re just getting started. The projects we are proposing and additional investment private partners are making will bring additional businesses to Troy, allow them to grow in Troy, and help them remain in Troy.

We strongly support our City’s application for Round Three Downtown Revitalization Initiative funding and look forward to working collaboratively to establish the Troy Digital Innovation District as an anchor of the Capital Region’s 21<sup>st</sup> Century digital economy and an incredible place to live, work and play.

Sincerely,

Carmella Mantello  
City Council President

Anasha Cummings  
Council President Pro tem

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City Hall, 433 River Street, Troy, New York 12180

**Table 16. 2018 DRI/Stakeholder and Community Engagement**

Date	Event
Friday, February 2, 2018	The City Planning Director and Economic Development Coordinator attended a meeting with NYS Empire State Development to discuss 2017 CFA submissions and brainstorm suitable projects for the Downtown Revitalization Initiative Application
Monday, February 05, 2018	Involved City department staff met to identify key themes and projects to advance in the Round Three DRI Application
Monday, February 26, 2018	The City Economic Development Coordinator met with NYS Empire State Development staff to review the preliminary project list and innovation district concept
Tuesday, March 6, 2018	The City Planning Director and Economic Development Coordinator met with County Staff from the Rensselaer County IDA to discuss themes, partnerships and projects
Friday, March 9, 2018	The DRI Community Partner Committee. The members include National Grid, Rensselaer County Chamber of Commerce, Rensselaer County IDA, Rensselaer County Tourism Department, Troy Cultural Alliance, Downtown BID, The Art Center of the Capital Region, RPI, Troy Savings Bank Music Hall, Rensselaer County Historical Society, Troy Architecture Program)
Tuesday, March 27, 2018	Troy DRI Lead Partner Meeting with Rensselaer County Industrial Development Agency
Thursday, Marcy 29, 2018	Innovation District Meeting (Bryce Properties, City Planning Director, Economic Development Coordinator, Mayor, Deputy Mayor)
Tuesday, April 3, 2018	Meeting with representatives from NYS Homes and Community Renewal to discuss potential projects to encourage people to live in downtown and nearby neighborhoods and advance residential projects.
Tuesday, April 03, 2018	City of Troy Public Art Plan Review (Arts Center CEO, Deputy Mayor, City Economic Development Coordinator)
Tuesday, April 03, 2018	Franklin Alley Project Meeting (Downtown Troy BID, City Economic Development Coordinator, Waste Connections Business Development Manager)
Tuesday, April 04, 2018	Wayfinding Planning (Downtown Troy BID, Capital Roots Coordinator, City Council Downtown Representative, Economic Development Coordinator)
Tuesday, April 10, 2018	Project meeting for Downtown Playground site planning (BID Executive Director, Planning Director, Economic Development Coordinator, Deputy Mayor, City Planning Techs)
Tuesday, April 10, 2018	Project meeting for Troy Waterfront Farmers Market (Market Manager, Economic Development Coordinator)
Thursday, April 12, 2018	Meeting with Staff, Board and Consultants for the Troy Waterfront Farmer's Market regarding their requirement for a permanent year round market space
Monday, April 16, 2018	Innovation District Meeting (Bryce Properties, City Planning Director, Economic Development Coordinator)
Tuesday, April 24, 2018 - Wednesday, April 25, 2018	Various City Staff coordinated and conducted project development meetings with 12 sponsors proposing DRI projects including Rosenblum Companies (Jeff Mirel); The Ruck (Sarah Samyn, David Gardell); Bryce Properties (David Bryce, Axel Bryce, Dave Rooney); Troy Savings Bank Music Hall (Jon Elbaum); Troy Savings Bank Music Hall Foundation (Leslie Cheu); Troy Waterfront Farmer's Market (Seth Jacobs, Zack Metzger, Liz Comitale); Riverking Development (Jody Brooks, Russ Brooks); Trojan Hotel/Bedarling Properties (Robert Hirsch, James Scully); Arts Center of the Capital Region (Elizabeth Reiss); First Columbia (Nathaniel Bette, Chris Bette); Downtown Troy Business Improvement District (Katie Hammon, Jody Brooks); Bonacio/American Theatre (Lawrence Novik); Cordial (Frank Musso, Kyle Engstrom)

Date	Event
Wednesday, April 25, 2018	Presentation and Discussion about the City's DRI application with the Troy Cultural Alliance to engage non-profit and cultural institutions, discuss the innovation district concept and identify potential DRI and CFA projects
Thursday, April 26, 2018	Franklin Alley Project Meeting (3t Planning, Bryce Properties, Downtown Troy BID, City Economic Development Coordinator)
Wednesday, May 9, 2018	Presentation and Discussion at the BID Annual Meeting. NYS ESD's Mike Yevoli speaks about CFA process, Liz Reiss (from Arts Center) speaks on a completed CFA project, David Bryce speaks about the Innovation District, City of Troy (Steve Strichman) hosts an "Ask us about DRI" Table
Monday, May 24, 2018	DRI Internal Planning Meeting - Public Meeting Agenda
Monday, May 14, 2018	DRI Meeting - Innovation District Board Structure
Monday, May 14, 2018	Presentation and Discussion about the Innovation District and DRI proposal at the Troy 2020 meeting.
Wednesday, May 16, 2018	Community Dialogue - Successful Community Workshop with over 60 participants in addition to three City Council Members, To County IDA staff members, and City staff at the Troy Innovation Garage to review the City's innovation district concept, discuss their vision for the district and brainstorm important projects and investments the City and County should consider to take the district to the next level. Participants engaged in many exercises to comment on potential projects
Monday, May 21, 2018	Meeting with City Staff meeting with Barbara Nelson from TAP to discuss the placemaking strategy for the innovation including development of a series of parks, plaza and alleyway improvements to network and unify the district
Tuesday, May 22, 2018	Franklin Alley Project Meeting (3t Planning, Bryce Properties, Downtown Troy BID, City Economic Development Coordinator, Westside Property Management)
Wednesday, May 23, 2018	Meeting with Velan Ventures, Guha Bala, to strategize meaningful incentives the DRI could support. This and other direct conversations resulted in development of the Digital Innovation District Loan Fund, Commercial Rent Assistance Fund, Fiber/Wifi Incentive and IoT/5G TroyCityLab Microenterprise program
Wednesday, May 23, 2018	Three focus groups were held with community residents to discuss ways to make Troy a great place to live, work and play. Over thirty residents participated in the sessions
Friday, May 25, 2018	City staff and leaders met with represents of the Children's Museum of Science and Technology to discuss potential sites for the museum in the innovation district. After evaluating sites the decision was reached to propose development of a new museum at 500 River Street with First Columbia. The CMOST board accepted the proposal and First Columbia has generated preliminary renderings of the site - showing the adaptive reuse if the former Fitzgerald Brewery
Tuesday, May 29, 2018	City Staff met with consultants working with the Troy Waterfront Farmers Market to advance discussion of the markets' permanent location needs including ongoing consideration of locating the market at One Monument Square - to be further evaluated as part of the community workshops commencing for the property on June 18, 2018
Tuesday, May 29, 2018	City staff participated in a final meeting with NYS Empire State Development to review potential DRI projects



**Project list to demonstrate readiness.**

***“Troy is uniquely positioned to support clusters proposed in this application - no other downtown in the Capital Region has the mix of amenities to attract and grow these types of businesses. National Grid is proud to support the City of Troy’s efforts, and utilize its economic development programming to help leverage significant state and private investment.”***

***Arthur W. Hamlin***

***National Grid***

***Director,***

***Economic Development and***

***Corporate Citizenship***

Downtown Identification

## PUBLIC IMPROVEMENT



### 1 Front Street Waterfront Infrastructure Relocation

- **Sponsor:** City of Troy
- **Location:** Front Street between Congress and the State Street garage
- **Total Cost:** \$750,000
- **DRI Request:** \$750,000

The project will relocate public water, sewer and telecommunications infrastructure to enable development of multiple River Street buildings overlooking Front Street and the Hudson River including a number of private projects not seeking DRI funding, the proposed Boutique Hotel: AD 1888 Hotel and Jazz Club at 144 - 155 River Street, development at and surrounding One Monument Square, and along the waterfront esplanade. Upgrading, consolidating and relocating this infrastructure will encourage private owners to create unique outdoor spaces with waterfront views and access, improving aesthetics of the rear facades facing the river and increasing property values. Although the project does not create permanent jobs, new spaces will expand usable retail square footage and could generate as many as 20 new jobs, in addition to those proposed by the hotel.



### 2 Public Art, Murals

- **Sponsor:** The Art Center
- **Location:** Districtwide (locations TBD)
- **Total Cost:** \$250,000
- **DRI Request:** \$150,000

Implement components of the **Troy Public Art Master Plan** by improving the bike path/riverfront esplanade with public art related to nature and waterways and with small public art projects at sites to be determined in the DID. The Art Center will work with local student and professional artists. Internships will be available and community volunteers will be help prepare sites and maintain installations over time. The Arts Center is requesting matching funds through a 2018 CFA to the NYS Council on the Arts. Although the project does not create permanent jobs, we estimate it will create up to five commissions for local artists.

### 3 Parks, Plazas, and Alleys

- **Sponsor:** TAP, Inc.
- **Location:** Districtwide
- **Total Cost:** \$2,000,000 - 2,500,000
- **DRI Request:** \$1,150,000



**Franklin Alley** - A walkable plaza in the historic Franklin Alley will help to create a gathering spot for entertainment, relaxation, and creative collaborations from nearby retail shops, offices and restaurants and a visual connection with landscaping and creative lighting between River Street and Broadway. This block long alley has an unusual number of “entrances” to the buildings which form it. Program spaces in Rensselaer County Senior Center and the Center for Independent Living easily open out into the alley. Also, four restaurant dining rooms, an ice cream shop and the entrance to a collection of shops that share an internal corridor can all spill into the alley, animating it with people, color, music, art and light. (\$500,000).

**Tech Squares** (2) – Redesign of public spaces surrounding the Atrium Innovation Center. A block long linear park along Broadway, and two entry plazas serving the Atrium will be redesigned using landscape and streetscape elements that encourage creative interaction. Playces are public spaces that use sculpture and street furniture to allow and encourage play by people of all ages. The squares allow the gaming industry to spill outdoors by offering tables and chairs for outdoor conference and computer gaming. Landscape will be selected for shade and urban cooling. Paved surfaces will encourage individual and group physical activity. (\$250,000)

**Monument Square Piazza and Restoration of the Soldiers and Sailors Monument and Call to Arms Bronze Statue** – Development of an intimate pedestrian piazza around the Soldiers and Sailors Monument with moveable chairs and tables. Currently the area is an inaccessible lawn occupied mostly by pet owners and dogs that jump a stone barrier. The square is surrounded by three restaurants and the Art’s Center. The Farmers Market and numerous festivals take place around Monument Square. Lighting and a simple alteration will combine hardscape and landscape to allow everyone to enjoy this sunny central place in downtown. A 2017 evaluation of the monument and statue by John Waite Associates recommended that the city clean the monument, the statue and eight bronze plaques; clean out the mortar joints and refill them; remove the plant growth and apply a protective wax coating to the bronzework. TAP and others will work with a variety of historic preservation organizations to help fundraise to defray costs related to preservation of the monument and statue. Local students and volunteers will be engaged to develop a photo and videologue of the restoration work. (\$400,000)

As placemaking improvements these projects do not directly create permanent jobs, but they are engaging local creative firms and providing outdoor dining areas and gathering spots for restaurants without private patios which should increase revenues and, over time, perhaps staffing.



*An ADA compliant playground would complement the existing activities that take place in the Riverfront Park.  
(Photo courtesy of BID)*

## 4

### Waterfront Park Accessible Playground

- **Sponsor:** Troy Downtown BID
- **Location:** Chamberlain Riverfront Park
- **Total Cost:** \$500,000.
- **DRI Request:** \$500,000

Community members at DRI planning events admire the family friendliness of many downtown destinations and events, but at every meeting the desire for a playground in Waterfront Park was mentioned. As an extension of Riverfront Park improvements, an intentionally accessible ADA compliant playground will provide a desperately needed amenity to create an all-ages, all-abilities activity zone for the district. Providing a safe and stimulating place for children to play encourages interaction of younger age groups in the downtown, extending the work day for tech and creative workers into a ‘play date’ atmosphere. There are 415 children under the age of nine living in the district and hundreds more in nearby neighborhoods. The park incorporates cutting edge, contemporary equipment that highlights the beauty of the Hudson River, the activity of the park, and the uniqueness of the district. The BID will form a Playground Committee to oversee the project, coordinate volunteer support for components of construction as appropriate, and assist with long term maintenance as a volunteer donation. Although the project will not directly create permanent jobs, it will draw families and visitors to the area throughout the year increasing foot traffic to and sales at nearby shops and eateries.

## NEW DEVELOPMENT AND/OR REHABILITATION OR REUSE OF EXISTING STRUCTURES



### 5 Monument Square: Civic Market Place

- **Sponsor:** City of Troy
- **Location:** One Monument Square
- **Total Cost:** \$10,000,000. The City has roughly \$4.0 million in various grants and incentives in hand for site preparation, design, construction of public parking, etc.
- **DRI Request:** \$4,000,000

A multi day series of community workshops will be held in June 2018 to develop a preferred scenario for redevelopment of One Monument Square. This proposal contemplates a scenario where the City develops public parking and a ground floor civic plaza, with a private developer owning and building out the upper stories. The ground floor could house public flex space, a visitor center or visitor amenities, the Troy Waterfront Farmers Market or other uses. When City Hall moved to an office building setting and the RiverSpark Visitor Center left the Monument Square Troy lost an interior “public home” that no other downtown use has replaced. Many alternatives will be evaluated by designers and the community. A range of residential uses will be considered including the potential to develop market rate apartments intentionally designed to attract empty nesters who want to age in place in an urban senior community with a variety of services and supports, potentially employing 20 or more staff onsite. Nearly 22% of district residents (1,060 people) are over age 55 and virtually no senior housing has been built downtown in the past three decades. Two other types of stylist but affordable housing mentioned by community members in DRI events as not currently available downtown are micro housing (described as fully furnished studios between 300 and 500 sf in buildings with communal amenities) and coliving (arrangements where bedrooms (sometimes with a bathroom) are private and other spaces are shared) will also be discussed.



## 6

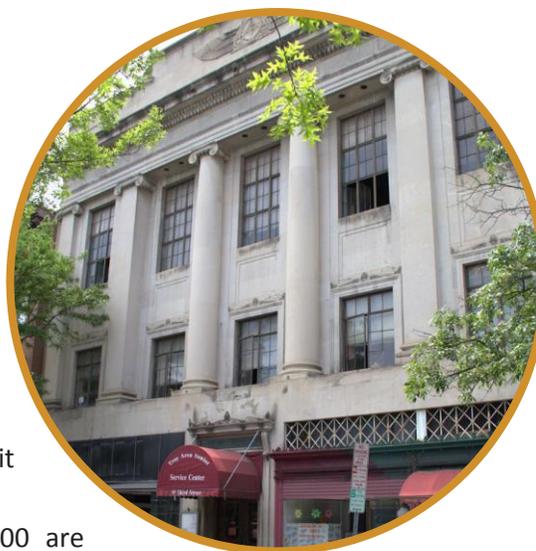
### Troy Farmers Market Farmers Market

- **Sponsor:** Troy Farmers Market
- **Location:** To be Determined
- **Total Cost:** \$10,000,000
- **DRI Request:** \$3,000,000

At DRI events, there was broad and continuous support to develop a permanent year round home for the Farmers Market which attracts nearly 500K attendees to downtown each year to nearly 100 small businesses – the local farmers and fresh food vendors who sell in the market every Saturday, year-round. It also has a direct impact on brick and mortar shops downtown. For over 18 years they have been a leader in supporting local agribusiness and providing a livelihood to farmers and food producers in and around the Capital Region. The Market plans to directly employ between 3 and 5 full time equivalent staff and expand the vendor base from 87 to as many as 100. Vendors typically employ 1-2 staff to work the market in addition to themselves - for a base of up to 300 workers each market day. They estimate \$3-5 million gross sales per year from vendors including \$250,000 in token sales bringing operating income to just under \$500,000 for 2017 for 52 market days. If the current 87 vendors shared equally, each would average around \$45,000 per year of gross market sales. A permanent year-round home will allow the market to add additional market days, events, and programming that would support additional staff and generate additional revenue. In the upcoming community workshops, consideration will be given to integrating the market into future development at One Monument Square. Based upon the vision emerging for One Monument Square, the Farmers Market may request additional funding through the subsequent CFA process in 2019.

## 7 Artificial Intelligence Center of Excellence

- **Sponsor:** deFacto Global
- **Location:** 19 Third Street
- **Total Cost:** The total cost is estimated at \$1,905,000 including \$600,000 for acquisition, \$920,000 for rehabilitation and \$385,000 in first year operating expenses. The sponsors are making a \$500,000 investment in building acquisition and staffing. They plan to submit a 2018 Consolidated Funding Application to ESD for \$380,000 for equipment and marketing. Rensselaer County has been asked to commit \$300,000 to the project.
- **DRI Request:** DRI funds in the amount of \$725,000 are requested for rehabilitation and fit up of the space. Inteligize. AI will begin operation in June, 2018. The acquisition of the building will be targeted for 3rd quarter 2018. Construction will commence upon award with the goal of being fully operational in late 2019.



deFacto Global, a Troy software company, and its new business Inteligize.AI, propose an Artificial Intelligence Solutions Center of Excellence – the first of its kind in the Northeast. The sponsor has provided a letter, found in Section 10: Other, describing its readiness to proceed. It will provide a suite of spaces to host conferences and events, showcase capabilities, facilitate R&D and knowledge transfer, support startups, and create solutions for customers in the field of Artificial Intelligence. The AI CoE will target mid-market and large companies in the Capital Region and across the northeast, initially focused in life sciences, finance and tax, and energy sectors. Numerous collaborators including RPI professors have agreed help staff and operate the Center, creating a network of professionals who can deliver leadership, best practices, research, support and training. RPI, IBM and others have expressed interest in possibly renting space in the CoE and serving on the Board of Directors. It will create high school and college level internships. The Center will occupy a three story 34,000 SF building at 19 Third Street and offer: The third-floor Envisioning and Event Space will expose companies to a wide range of ways AI can create competitive advantages through the use of multi-media displays, presentations, lectures, and demonstrations. The third-floor AI laboratory will provide space to

develop and test AI devices. It will be a functioning prototyping and testing laboratory for intelligent devices with imbedded AI capabilities. It will be equipped with workstations and specialized tools and instruments to meet the needs of individual partners. The second floor will offer multiple open/shared offices for AI firms including Inteligize. AI, researchers from RPI, students and others to collaborate, design and develop solutions with and for customers. The first-floor Tech Valley Café and Expo, fashioned after Silicon Valley coffee houses, will bring people together and encourage collaboration between the public, AI CoE partners and prospects while showcasing AI capabilities utilized by the Café itself and displayed in the surrounding areas. The building has an existing operating commercial kitchen co-located on the first floor.

The AI CoE, the businesses housed in Center, including Inteligize.AI, and businesses directly related to the AI CoE, are expected to create 100 full time employees and dozens of annual internships. Its impacts include driving opportunities for local start-ups, supporting R&D, generating internships, exposing customers to the City, the region and other commercial businesses, and helping companies add AI capabilities to their products.



## 8 4th Street Mixed-Use Market-Rate Apartments and Commercial Development

- **Sponsor:** Rosenblum Companies
- **Location:** Congress and 4th Street
- **Project Cost:** \$18,700,000
- **DRI Request:** \$1,000,000

This mixed-use redevelopment of an anchor corner in downtown Troy at Congress and 4th, consolidates parcels and demolishes a vacant suburban-style building with drive-through canopies. The project will construct a 94,000 square-foot, five-story, transit-oriented mixed use building on with 80 market rate apartments, tenant amenities, 2,000-3,000 sf commercial space, and onsite indoor/rear access parking for residents (50 spaces). The project will employ two on site staff and generate five to ten jobs in the retail space depending on the use as well as 40 FTE construction period jobs. It removes some poorly maintained and unappealing properties and energizes part of the district that has been slower to revitalize with new housing and additional commercial activity.



## 9 Boutique Hotel: AD 1888 Hotel and Jazz Club

- **Sponsor:** River King Development
- **Location:** 144 - 155 River Street
- **Project Cost:** \$10,000,000
- **DRI Request:** \$2,000,000

The project converts a decade's long dormant manufacturing building at the districts edge along the Hudson River into a vibrant mixed-use project, including a 14-room boutique hotel, with two apartments, a restaurant with event space, a floor of Class A office space and a jazz club. The developers are preparing a market study and related proforma and are in negotiations with an established management company who is familiar with requirements that accompany State support for hospitality and hotel projects. The project has been in development for a number of years. Based on original plans, it was awarded \$1M by NYS ESD in the in 2016 CFA Round. Project costs have increased resulting in a higher commitment of capital by the developer and this request for additional funding through the DRI. A plan is in place to improve, consolidate and relocate municipal infrastructure. The project will create 46 permanent jobs in the hotel/hospitality industry and 56 construction period jobs.



10

## Boutique Hotel: The Trojan Hotel

- **Sponsor:** Trojan Hotel LLC
- **Location:** 41 - 43 3rd Street
- **Project Cost:** \$4,500,000
- **DRI Request:** \$500,000

The iconic Trojan Hotel will be transformed into a 32+ room and suite boutique hotel with modern amenities to serve the center of the innovation district. The hotel will include a redesigned and restored lobby and ballroom with an elevated dining with Moroccan arched ceilings and seating for 160 to 220 people. Its hotel rooms will feature era-specific décor, steampunk punctuations with high-tech updated amenities and energy and water conservation systems. The sponsors have site control and preliminary Planning Board reviews are complete. An asbestos remediation survey and market studies are underway. The project will create between 40 and 50 jobs.



11

## Cordial Restaurant and Brew House

- **Sponsor:** FB 50 4th St Inc.
- **Location:** 50 4th Street
- **Project Cost:** \$1,000,000
- **DRI Request:** \$360,000

Built in 1936, this historic bank building located at 50 Fourth Street has 25' ceilings, ornate finishes, and over 6,612 square feet of space. A new kind of urban-cool fine dining restaurant seating 70+ will serve dinner, drinks, and more. The 3,000+ square feet of posh dining space features balcony level open viewing of the entire restaurant. The project will generate 25-30 jobs. This will be a fine dining addition to the district's eclectic restaurant mix.



## 12 Troy Pork Store - Brew Deli

- **Sponsor:** Dave Gardell
- **Location:** 158 4th Street
- **Total Cost:** \$800,000
- **DRI Request:** \$200,000

A Taproom Deli is the newest development from the owner of the Ruck, Dave Gardell. Another iconic downtown building, the historic Troy Pork Store will be completely rehabilitated (inside and out) into a 30+ seat deli and brew, with outdoor seating, in a prominent anchor building on 4th Street in a downtown corridor that not seen significant reinvestment. The project will create five FTE and 20 PTE jobs.



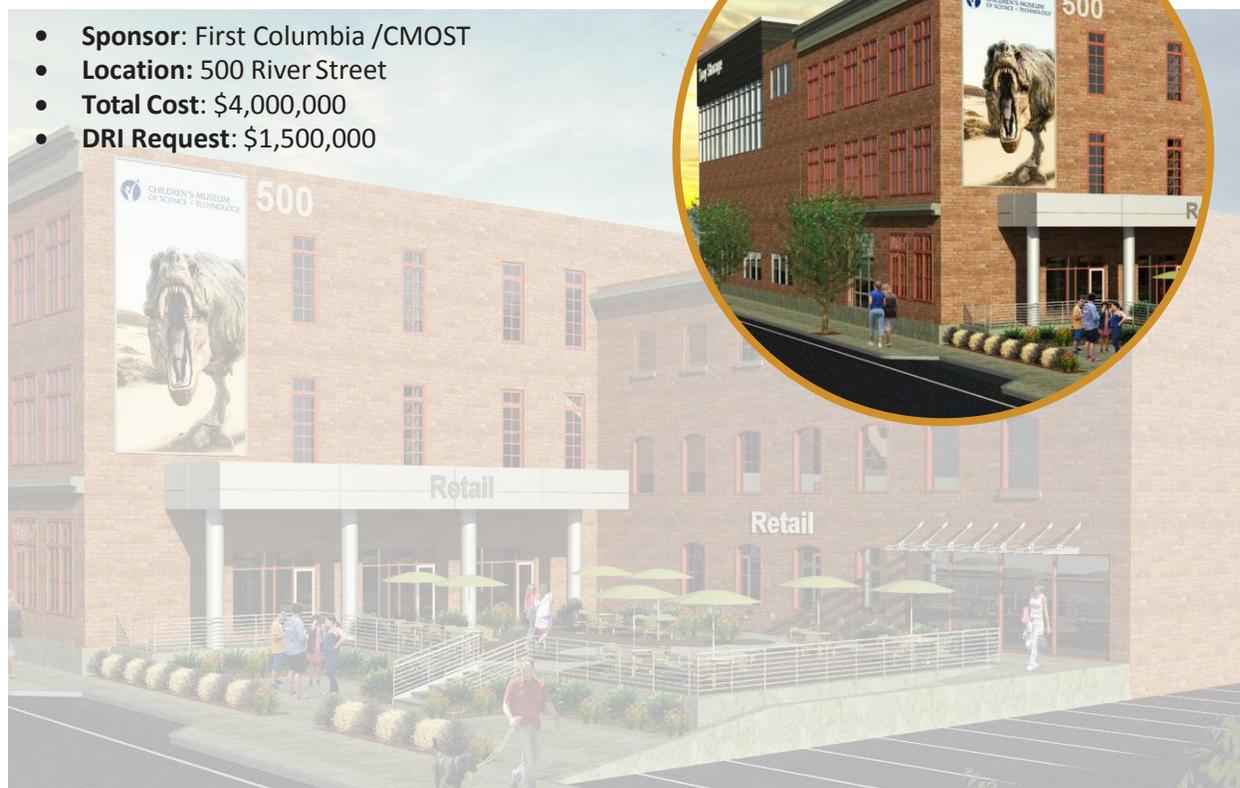
## 13 Sabbatical: A Hotel Retreat Center

- **Sponsor:** The Art Center of the Capital Region
- **Location:** 265 River Street
- **Total Cost:** \$3,000,000 - \$5,000,000 (\$70 - \$105 psf)
- **DRI Request:** \$1,000,000

Sabbatical will provide high end stylish hospitality for artists and people seeking a creative experience in the heart of downtown Troy in 20K Sf of space on the 3rd and 4th floors. Sharing a mission with elite retreats like Yaddo in Saratoga Springs, Sabbatical will nurture the creative process by providing an opportunity for artists to be stimulated by Troy's unique ambiance and the Art Center's supportive environment. The project is a joint venture with Sabbatical funder Kathy Bonavist (<https://kathybonavist.com/>). Guests will use the Arts Center's studios, participate in workshops and training, access other creative spaces, and engage in Troy's growing culinary and entertainment scene. By offering exclusive loft-style spaces, Sabbatical will attract thousands of visitors to stay overnight in Troy and provide earned income to support the Arts Center. It will animate the upper floors of the Arts Center's six contiguous buildings on River Street and be a flagship center of hospitality and creativity. The Art Center will submit 2018 CFA's to NYSCA for design of the facility and to NYS OPRHP for rehabilitation of the historic windows and façade of the River Street properties. The project will create four FTE and 20 PTE jobs. The Art Center has evaluated many different uses for the upper stories of the building over the years. This proposal is an appealing and distinctive luxury hospitality option that compliments and promotes the districts many creative economy companies, services and shops.

# 14 Children's Museum of Science and Technology

- **Sponsor:** First Columbia /CMOST
- **Location:** 500 River Street
- **Total Cost:** \$4,000,000
- **DRI Request:** \$1,500,000



CMOST is returning to Troy, and through a partnership with First Columbia they will occupy 12K to 15K SF of space at the Former Fitzgerald Brewery at 500 River Street. The location is immediately accessible by regional highways, adjacent to the newly-constructed Marriott Hotel, with over 130 rooms, and the Hedley Building that is home to over 1,000 employees across a variety of industry sectors. It's surrounded by a variety of partner agencies, such as Center for Economic Opportunity, Unity House, and Collar Works, which support a nexus of community engagement to help boost and support CMOST's mission. The site is a ten minute walk to the center of downtown and adjacent to a continuous riverfront pedestrian and bike trail. The Children's Museum of Science and Technology (CMOST) is the Region's only science center designed specifically for children. CMOST provides an engaging, child-directed learning environment which enables children to learn and grow through play. CMOST offers a unique suite of STE(a)M learning experiences including school and

community programs; workshops; summer and vacation day camps; camp-ins; and daily Museum Educator facilitated activities that help children make important connections between science, the world and everyday life. Beyond the Museum, CMOST's Traveling Programs feature hands-on STE(a)M activities, turning classrooms, libraries and community centers into learning labs.

This project will retain eight FTE and six PTE jobs and five additional PTE summer jobs. CMOST currently serves 200,000 children per year in building and an additional 40,000 visitors through their mobile museum. The total cost assumes the museum will occupy 12,000 SF space including 6,000 SF of programmed exhibit space at \$500/SF and 6,000 SF of related museum space and offices at \$150/SF. CMOST is facing an unplanned transition. The City is happy to be ready and able to help them return to their Troy roots, offering an interesting site, a very willing developer, and place in Troy's DRI Strategy.

*“inSense Medical is early-stage company with operations headquartered in New York’s Capital Region. inSense is developing novel implantable sensor technology that enables personalized medicine by providing patient-specific data to caregivers. A key aspect of the development process is experimental testing and validation of the technology. The pre-clinical experiments that inSense conducts for validation are complex and require customized fixtures and customized components. One of the major limiting factors on rapid iteration through different designs of our products is our limited ability to fabricate these custom components. Access to a CNC mill could dramatically reduce development time and increase the efficiency by which we develop our products. Although the Tech Valley Center of Gravity provides many resources for product development and testing, fabrication of the precision components that we need for our testing must currently be outsourced. A CNC mill at the Tech Valley Center of Gravity would allow us to do more development locally and reduce the need to outsource.”*

*Eric H. Ledet, Ph.D., Chief Technology Officer, inSense Medical.*



## 15 Sunhee’s Farm & Kitchen Manufacturing Facility

- **Sponsor:** Sunhee’s Farm & Kitchen
- **Location:** 171-173 4th Street
- **Total Cost:** \$280,000
- **DRI Request:** \$80,000

Sunhee’s Farm & Kitchen has been a mainstay restaurant since its opening in the district in 2016. A popular downtown destination for Korean farm-to-table foods and homemade kimchi, Sunhee’s is also a hub of support for the refugee and immigrant community. This micromanufacturing facility downtown will bring Sunhee’s growing kimchi and sauce sales to market while also expanding their support services, vocational training, and English language program. They expect to 25-30 students complete their programming and workforce training program per year. The project will create 5FTE jobs and 7PTE jobs.



## 16 Tech Valley Center of Gravity Rapid Prototyping Center Expansion

- **Sponsor:** Tech Valley Center of Gravity
- **Location:** 30 3rd Street
- **Total Cost:** \$145,000
- **DRI Request:** \$145,000

The Tech Valley Center of Gravity will purchase a CNC mill to provide a new method of manufacturing offered by the Prototyping Center. Currently the TVCoG incubated companies need to outsource this type of work which is difficult and expensive for prototyping and short-run production. Computer numeric controlled machining centers are used to produce a wide range of components from many types of materials. CNC milling is a type of computer numerical controlled (CNC) machining used to produce shapes that would be nearly impossible using manual tooling methods. Providing access to this advanced manufacturing equipment allows startups to learn by doing and is a fundamental goal for the Center's facility and programs. With the equipment the Center can attract 5 to 10 Prototyping Center and Manufacturing Incubator clients in the next 24 months that would not join the facility without the CNC mill. This is an essential piece of equipment that adds value to the Region's premier maker community.

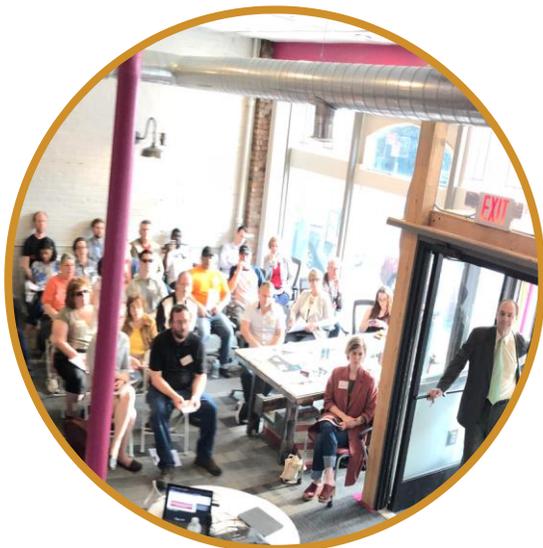


## 17 City Station North – Market-Rate Apartments and Commercial

- **Sponsor:** United Group of Companies
- **Location:** Congress Street and 6th Avenue
- **Project Cost:** \$45,000,000
- **DRI Request:** \$2,000,000

This project replaces a vacant and aesthetically unappealing 1960's era automobile show room with no street presence that is located at an important gateway to the district with a new five-story urban structure that includes 87 market rate apartments and 42,500 square feet of office space. The project is currently before the Planning Board and Historic District Review Board.

## REVOLVING LOAN AND GRANT FUNDS



### | 8 FIBER/5G Incentive Fund

- **Sponsor:** City of Troy Local Development Corporation with the Small Business Development Center
- **Location:** Districtwide
- **Total Cost:** \$TBD
- **DRI Request:** \$3,000,000

The City's fiber network is fairly comprehensive. Some repair to existing conduit is needed along Broadway. Massive Mesh offers Wi-Fi service across the district and several public hotspots. The City will continue working with them to expand free public wifi and add more hotspots as plazas and alleyways are improved. Cluster anchors in technology, gaming and software want the stability fiber provides, but bringing fiber to the building and workspace can be expensive, especially in smaller buildings that were not publicly financed. The Fiber/Wifi/5G Incentive fund would provide an eligible company in the district with up to \$20,000 to make connections and, if needed, up to \$10,000 to subsidize the service cost for 12-24 months. Preference will be given to companies graduating from local maker spaces, incubators and accelerators. Job creation, private leverage and other requirements may apply. In most cases, companies will be expected to sign a four-year lease.

**As a result of extensive efforts to engage the community and talk to companies of all sizes in the district, the City has received numerous requests for a variety of direct assistance from existing companies. Rather than present each as an individual DRI project, we are proposing a series of incentive funds to address their needs. In some cases these companies need, but cannot afford, space or equipment, so they remain in incubator or maker spaces in the region, potentially slowing the pipeline of companies in development and the speed at which products are commercialized. Other large projects with capital needs that cannot be disclosed publicly at this time are under development. We believe they may be excellent candidate projects that could be ready to proceed when DRI funds are available. Please see the sidebar on page 68 illustrating local companies currently in the district who have needs and are ready to receive assistance from the proposed loan and grant programs.**



## 19 Digital Innovation Fund

- **Sponsor:** City of Troy Local Development Corporation with the Small Business Development Center
- **Location:** Districtwide
- **Total Cost:** \$3,000,000
- **DRI Request:** \$3,000,000

In dozens of conversations with district companies in software and game development clusters in particular, we have been told that opportunities are transitory, capital needs arise quickly, and, especially early stage companies, are losing opportunities because they do not have ready access to flexible capital. We propose a fund to provide capital (through working capital grants and loans, loan guarantees, financing of equipment or other mechanisms) to eligible companies in targeted clusters according to program guidelines to be developed based on additional market and cluster analysis during the DRI Strategic Investment Planning process. The program will establish a pool of funding that can be allocated to eligible companies in the district and those interested in moving to the district. Companies will be expected to fund at least 50% of proposed investment and additional requirements may apply.

## TROY TECH COMPANIES

Examples of Downtown Troy tech-related companies working in co-working spaces like Troy Innovation Garage, Tech Valley Center of Gravity, or through programs like Ignite U or other accelerators and incubators who would be interested in using the proposed revolving loan and grant funds, as well as established companies who are interested in using these funds to expand and grow are:

- **Aurox (2018 IgniteU Core Startup)**
- **Center Square(2018 IgniteU Core Startup)**
- **Campus Pro(2018 IgniteU Core Startup)**
- **Trojan Tech (2018 IgniteU Core Startup)**
- **Cloud & Things**
- **Applied Commercial Real Estate Technologies**
- **Troy Web Consulting (established Troy-based tech company)**
- **Catapult Games(2017 IgniteU CoreStartup)**
- **Taste (Troy Innovation Garage)**
- **Our.News (Troy Innovation Garage)**
- **Scopestar (Troy Innovation Garage)**

Founder of Troy Innovation Garage, Tom Nardacci stated that “Other Troy Innovation Garage companies will access the rent incentives as they continue to scale in the coming few years.”

# 20

## IoT/5G Troy CityLab

- **Sponsor:** Rensselaer County IDA
- **Location:** Districtwide
- **Total Cost:** \$250,000
- **DRI Request:** \$250,000

Proposes a microloan/grant fund to support on the ground, real world testing and demonstration of open air smart city technologies related to 5G and the Internet of Things that are designed to improve and simplify the daily lives of Trojans. For example, the City is interested in experimenting with new ways of designing, equipping or instrumenting city streets including designs to integrate street level 5G equipment in a historic district, making downtown more livable for seniors, increasing the responsiveness of public transportation, improving public safety, and innovating energy efficiencies in neighborhoods and homes. Building developers and citizens can sign up to work with researchers and companies to test technologies, and the DID will work with community organizations to identify challenges to address and technologies to test. Working with researchers and DID companies, the CityLab builds another bridge between the companies that power innovation and the City that loves them.

# 21

## Digital Innovation Commercial Rent Incentive Fund

- **Sponsor:** City of Troy Local Development Corporation with the Small Business Development Center
- **Location:** Districtwide
- **Total Cost:** To Be Determined
- **DRI Request:** \$600,000

Proposes a fund to provide rent assistance to cluster companies graduating from Troy incubators, accelerators and maker spaces who lease space in the district, with preference for those renting at smaller properties who have not received other public investment. The assistance will help smaller properties to attract tenants including cluster companies buying buildings or condo shares in the district. The program will provide 50% of rental costs to eligible business (up to an established amount per month to be determined based at market rents when the project begins) in the first year; 25% of rental costs in the second year and 10% of rental costs in the third year. In most cases the business will be required to sign a four-year lease in the district and additional leverage or job creation requirements may apply.

## BRANDING AND MARKETING

### 22

#### Digital Innovation District Brand and Website

- **Sponsor:** Rensselaer County IDA
- **Location:** Districtwide
- **Total Cost:** \$300,000
- **DRI Request:** \$250,000

Proposes development of the initial brand package including logo, icons, taglines and website for the Digital Innovation District. The website will provide a comprehensive, centralized online platform designed to connect, support, and grow district companies – initially focused on communicating why talented job seekers and entrepreneurs should choose the great jobs at growing companies in a waterfront city with an eclectic vibe.

### 24

#### Downtown Wayfinding

- **Sponsor:** Troy Downtown BID
- **Location:** District Wide
- **Total Cost:** \$176,700
- **DRI Request:** \$115,000

Troy will implement a comprehensive way finding strategy to create a recognizable brand and move visitors from their vehicles, to parking locations, into businesses and to destinations. The system will include a coordinated wayfinding network of gateway signs, parking directional signs, and interpretive signs, as well as the fabrication of several signs to implement the program. Funding is in place to complete a study and design by May 2019 and preliminary estimates have been developed.

### 23

#### Visitor Information Kiosks

- **Sponsor:** Troy Downtown BID
- **Location:** District Wide
- **Total Cost:** \$135,000
- **DRI Request:** \$135,000

Although it it's not a visitor center, the Troy Downtown BID is in regular contact with visitors and receives direct input about any challenges they face navigating the district. In the years since downtown lost its full service visitor center, technology has evolved to provide visitors real time information 24 hours a day in a number of locations simultaneously. Digital sensor technology provides opportunity to collect and analyze data for tourism and wayfinding (in accordance with 'smart cities' policies) for continued improvements with communication and analysis of how information is being used. The approach promotes better tourism practices while increasing overall visibility of Troy. It increase the visibility of local arts, culture, and educational tourism and small businesses. A web-based interface allows dynamic content upload, ease of use and design for tourism and wayfinding applications including advertisement of existing mobile phone applications, QR code design, and linkage. "Digital" paper LED kiosks that are not backlit fit with the historic local guidelines. Safety and "AMBER" alerts can be broadcast throughout the city at kiosk points. Easy 4-bolt installation requires minimal time from DPW. The digital interface allows for process improvement and branding updates within the Innovation District. The cost includes includes \$10,000 year one software administration.

## **Administrative capacity.**

### **We need to build capacity.**

Troy needs to create a professional and fiscally stable organization or formal alliance of partners to manage ongoing downtown revitalization, including the Digital Innovation District. The group should involve a wide array of constituents and equalize decision making authority among private sector companies, nonprofit partners and public sector organizations.

Creating a digital innovation district is a game changer for the City, making today's naturally occurring downtown hub intentional. It's an established international model that's been vetted by groups like the Brookings Institute and National League of Cities and shown to work in cities with Troy's assets, but it will require leadership and governance and capacity.

### **We are beginning a strategic planning process.**

We will convene a diverse group of partners in September 2018 to engage in a series of strategic planning sessions to discuss these needs and determine the best options to build these capacities. Fred Miller, CEO, of Kaleel Jamison Consulting Group, Inc, has donated time to facilitate these workshops. As CEO and Lead Strategist of The Kaleel Jamison Consulting Group, Inc.—named one of Consulting magazine's "Seven Small Jewels" in 2010—Fred specializes in developing organization and workforce utilization strategies that accelerate results to deliver higher individual, team, and organizational performance. Kaleel Jamison is a downtown Troy Business and the force behind The Troy 100 Forum which brings together our business, political, community, educational, religious, and cultural leaders to talk about topics of public concern and hopes for Troy. The firm is located in the heart of the Digital Information District and is knowledgeable about Troy's assets and needs. This work is valued at \$20,000.

The strategic planning process will recommend the preferred organizational strategy to advance downtown revitalization and advance the digital innovation district including whether all of the identified needs can be met by a single organization or if a different approach is more efficient. A mission statement and three year action plan will be developed. Developers of anchor properties in the district have agreed to donate funds to incorporate the recommended organization or organizations. The value of donation is estimated at \$15,000.

The action plan will also identify the next steps to structure, launch and promote the digital innovation district. Upon completion of the Strategic Plan, a range of activities to grow skills, strengthen and attract firms and build networks will be undertaken. This will be the connective tissue of the district that will over time, positively impact the ability of start-ups, maturing firms, and neighboring residents to remain and expand within the district. A variety of stakeholder entities will be engaged to assist with mentorship roles, capacity building strategies, and time-tested startup advice. Along with experienced economic development professionals, the group will seek a diverse makeup that includes regional and local entrepreneurs, and agents of change. The Troy Local Development Corporation, the City's economic development arm, will participate in this process looking for synergies that will enhance both entities.

### **We will hire a Digital Innovation District/DRI Coordinator**

An important feature of this year's application is that we are now working in close partnership with Rensselaer County, recognizing their broad reach and experience in the technology arena, their presence across the County, not just Downtown, and the value of their resources. The DRI is more than just a one-time opportunity for Downtown transformation; it is also an opportunity for future economic development coordination that starts with the hiring of a DRI coordinator.

If we are selected to participate in the DRI, the action plan will dovetail with DRI Strategic Investment Plan (SIP) management strategy to provide a framework to implements the SIP by coordinating with State Partners and local sponsors to complete selected priority projects. The Troy LDC and the Rensselaer County IDA have committed to hire a DID coordinator for at least two years at \$40k per year, beginning in April 2019 when we hope our DRI strategic investment plan will be complete.

The DRI Coordinator will be responsible for ensuring that state-approved revitalization projects are completed within the required time frames. As the DRI's Project Manager, the Coordinator will hold focused meetings with the County and City, developers and their teams, and stakeholders to ensure compliance with contract requirements, keep projects on track, ] coordinate with municipal planning, permitting and regulators, and maintain communication between local sponsors and State Partners. Steven Strichman, The City's Director of Planning will be the lead contact for the City during the DRI planning process until the coordinator takes over that role.

The Coordinator will ensure that three proposed incentive funds are properly marketed and managed with technical support from the Small Business Development Center. William Brigham, Regional Director of the Small Business Development Center (SBDC) has committed to participate in underwriting and managing the Digital Innovation District Loan Fund, Fiber Incentive Fund, and DID Rent Incentive. SBDC has directly relevant experience with the SEED Micro Loan Fund (Social Entrepreneurship and Economic Development). The UAlbany based SBDC has served the small business community in the Capital District for over 30 years, providing business assistance to over 23,000 entrepreneurs. The Albany SBDC consistently ranks among the top SBDCs in the state network based on factors such as efficiency and client satisfaction. The economic impact of the Albany SBDC since the center opened in 1984 includes \$413 million in local economic investment and 12,338 jobs created or saved.

**We're working hard to improve the City's interval administrative capacity.**

Troy's on the upswing after years of economic downturn. The enormous Municipal Assistance Corporation debt, created in July 1995 to repay the deficit financing bonds sold by the City of Troy, will be fully retired in 2022. During the past two years under Mayor Madden's administration, the City's credit rating was affirmed as 'A2' with a revised outlook from negative to stable by Moody's Investors Service.

The same lean reserves that caused the City to be aggressive in pursuing grants left multiple administrations short staffed facing frequent turn-over that delayed implementation. But the backlog has been cleared and three longest delated grants are well underway.

1. When construction of the Uncle Sam Trail extension is complete midsummer and we will close a grant dating to 2001.
2. This week, National Grid mobilized on site at the future Ingalls Avenue Boat Launch, and bid responses are due next week to fund construction of this park following the remediation. This grant will be spent down and the new park and boat launch are scheduled to open in Spring of 2019, clearing up a grant that dates back to 2008.
3. Right of way acquisition is now underway for the South Troy Industrial Access Road. This project will go out to bid in the fall, with construction planned for the summer of 2019, completing a grant that dates back two decades.

Excluding the three previously mentioned grants, the City currently has \$8.3 million of open New York State grants, mostly from the Department of State, the Department of Environmental Conservation and the Office of Parks, Recreation and Historic Preservation. These grants are being coordinated with the recently announced and long awaited renovation of our downtown seawall – a lengthy process due to the number of federal agencies involved. Three grants related to Monument Square will be jumpstarted by our four day planning session that kicks off in

on June 18th . The City's Comprehensive Plan is set to be adopted on July 12th, and the Local Waterfront Revitalization Plan will follow later in the Summer. Both of these projects were funded by the Department of State in 2014.

The Department of Planning has instituted a monthly grant coordination meeting to keep current and future grants moving forward efficiently. We are hiring a full time Planner who will add capacity. We are only submitting applications if we are confident we have the capacity to act if they are funded. Only XX of the XXX DRI projects proposed, including the Front Street municipal infrastructure improvement would be the City's direct responsibility to administer if the City is selected to participate and the project is funded by State Partners.

10

Other.

Please find on the following pages letters of support for the City of Troy and the Digital Innovation District.

LETTERS OF SUPPORT



Photo courtesy of BID



**Rensselaer County**  
**Office of County Executive Steven F. McLaughlin**

Rensselaer County Government Center  
1600 Seventh Avenue, Troy, N.Y. 12180  
Phone: (518) 270-2900 Fax: (518) 270-2961

May 31, 2018

Ruth H. Mahoney, Co-Chair  
Havidán Rodríguez, Co-Chair  
Capital Region Economic Development Council  
Hedley Park Place  
433 River Street, Suite 1003  
Troy, NY 12180

**RE: Letter of Support - Downtown Revitalization Initiative, City of Troy**

Distinguished Members of the Capital Region Economic Development Council:

I am writing to express Rensselaer County's earnest support of the Round Three Downtown Revitalization Initiative application for the Downtown Troy Digital Innovation District. The County is excited to support and help administrate the forward-reaching projects and initiatives included within the proposal.

Economic development is a cornerstone of my administration and in recognizing the strengths of Troy's technology sector; we are certain to continue generating results downtown that will expand beyond to Troy's neighborhoods and throughout Rensselaer County. It is imperative to nurture these successes by providing incentives and mentorship that also allow for their continued growth here in New York State. The time is now to expand Troy's technology sector to the critical mass required to ensure future success in the technology field.

Rensselaer County has longstanding success attracting technology companies to sites to the County, with Troy as nexus to small business. Our work with the City reaches back to decades of longstanding and successful partnerships that have assisted in the redevelopment of several anchors in Downtown Troy such as the Quackenbush Building and the Market Block. We believe the public engagement process, executed in partnership between the City and the County generated a robust and diverse discussion about projects that are lynchpins to Troy's future success.

Rensselaer County is proud to support the City of Troy's application for DRI funding; we pledge our commitment and our time to help compound the investments offered in this proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steven F. McLaughlin", is written over a faint, larger version of the same signature.

Steven F. McLaughlin  
County Executive



Arthur W. Hamlin  
Director, Economic Development & Corporate Citizenship

May 31, 2018

The Hon. Patrick Madden  
Mayor  
City of Troy  
433 River Street  
Troy, NY 12180

Dear Mayor Madden:

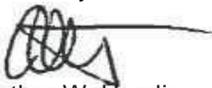
On behalf of National Grid, I am pleased to submit this letter of support for the City of Troy's 2018 proposal for funding through the Governor's Downtown Revitalization Initiative. As partners with communities, economic development organizations, and businesses across New York State, we recognize the potential impact this initiative could have on the Downtown Troy and Capital Region economy.

Based on a detailed review of Troy's priority projects, National Grid has identified a number of potential opportunities for economic development funding. We have invited applicants to apply for National Grid's economic development grant programs, including but not limited to Main Street, Cleantech Incubation, Agribusiness Productivity, and Urban Center Revitalization.

The projects proposed by the City of Troy will catalyze the creation of jobs and companies, foster innovation and STEM education, attract investment capital from outside of the region, and grow and retain talent – while creating an authentic sense of place for residents, visitors, and workers.

Troy is uniquely positioned to support the clusters proposed in this application – no other downtown in the Capital Region has the mix of amenities to attract and grow these types of businesses. National Grid is proud to support the City of Troy's efforts, and utilize its economic development programming to help leverage significant state and private investment.

Sincerely,



Arthur W. Hamlin  
Director, Economic Development & Corporate Citizenship

300 Erie Boulevard West, Syracuse, NY 13202-4250



# Rensselaer

June 1, 2018

Office of the President

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

Dear Governor Cuomo:

Rensselaer Polytechnic Institute is happy to endorse the City of Troy application for the *Downtown Revitalization Initiative* (DRI). As an educator of tomorrow's leaders, our excellence in technology and engineering are widely recognized and can anchor and support the Troy digital innovation district. Rensselaer has a longstanding partnership with the City of Troy supporting revitalization in the downtown and our neighborhoods through both direct and indirect investments. Most recently, through the *Troy Redevelopment Foundation*, Rensselaer helped to fund *Realize Troy*, the first new comprehensive plan for the City of Troy since the 1960s.

Since 1999, Rensselaer has spent over \$7 million improving the infrastructure in areas surrounding the campus and in the City of Troy while driving \$90 million in privatized investment. These strategic privatized investments have allowed Rensselaer to have a physical presence in downtown Troy and beyond. Rensselaer has located research centers such as the *Lighting Research Center*, human capital with staff located downtown in the Chasan and Gurley buildings as well as our students with the *Howard N. Blitman, P.E. '50 Residence Commons* in downtown Troy to weave the university into our community. Research conducted at Rensselaer fosters discovery to address the world's most pressing challenges – from energy security and sustainable development to biotechnology and human health. Graduates from Rensselaer have a local impact where they have gone on to found many Capital Region companies that contribute to the economy such as *MapInfo/PitneyBowes*, *Vital Vio* (which creates disinfectant lighting); *Velan Ventures* and *1st Playable Productions* (video game companies); *Apprenda* (a software company); and *CornerStone Telephone Company*.

Undergraduate and graduate students, faculty, and alumni are behind the success of innovation districts and the growth in Troy's technology sector to date. We are committed to engaging our students and to providing the support and research talent required to make the digital innovation district thrive. With the City, the district, and our partners at all levels of government, we will measure success by the "brain gain" we can achieve together - the number of students starting and growing businesses locally and making their future in Troy.

Sincerely,

A handwritten signature in cursive script that reads "Shirley Ann Jackson".

Shirley Ann Jackson, Ph.D.  
President  
Rensselaer Polytechnic Institute

Rensselaer Polytechnic Institute • 110 8th Street • Troy, New York 12180-3590



## CHILDREN'S MUSEUM OF SCIENCE + TECHNOLOGY

May 29, 2018

Ruth H. Mahoney, Co-Chair  
 Havidán Rodríguez, Co-Chair  
 Capital Region Economic Development Council  
 Hedley Park Place  
 433 River Street, Suite 1003  
 Troy, NY 12180

**RE: Letter of Support - Downtown Revitalization Initiative, City of Troy**

Distinguished Members of the Capital Region Economic Development Council:

I am writing this letter to confirm the Children's Museum of Science and Technology's (CMOST) interest in returning to Downtown Troy and in full support of the City of Troy's Downtown Revitalization Initiative proposal.

The proposed site at 500 River Street, CMOST, working with First Columbia Development, will take an underutilized building and turn it into a cornerstone of the community; joining partner agencies like Center for Economic Opportunity, Unity House, and Collar Works Gallery in serving a greater mission for Troy and the Capital Region.

CMOST on River Street will be at the forefront of transforming how generations of children engage with science and technology, ensuring that our children will become the inventors and leaders of tomorrow. Fostering active engagement with Science, Technology, Engineering and Mathematics, CMOST will serve as a conduit to the region's leading STEM industries, research institutions and schools. An integral contributor to Tech Valley's educational ecosystem CMOST is a leader in informal science using state-of-the-art, innovative and multi-sensory exhibitions, educator facilitated STEM experiences and outreach programs.

With your support, more than 200,000 children each year will discover more about *how to learn* by gaining new insight, perspective, experience, knowledge and increased skills. Please help us ensure that this urgent mission continues to be fulfilled. Thank you for your kind attention to this application.

Sincerely,

Catherine Gilbert  
 Vice President

Children's Museum of Science + Technology  
 250 Jordan Road, Troy, NY 12180  
 518.235.2120 ★ [www.cmost.org](http://www.cmost.org)



**DOWNTOWN BUSINESS IMPROVEMENT DISTRICT**

May 28, 2018

Ruth H. Mahoney, Co-Chair  
Havidán Rodríguez, Co-Chair  
Capital Region Economic Development Council  
Hedley Park Place  
433 River Street, Suite 1003  
Troy, NY 12180

**RE: Letter of Support - Downtown Revitalization Initiative, City of Troy**

Distinguished Members of the Capital Region Economic Development Council:

I am writing to express my support for the proposal presented by the City of Troy for the Round Three Downtown Revitalization Initiative for the Downtown Troy Digital Innovation District. We are excited by this prospect and are ready and eager to work toward its future.

Our role in the downtown is to cultivate and advocate the economic growth of downtown Troy by creating an inviting, dynamic, and sustainable community that celebrates the city's history while building toward its future. Since our incorporation in 2010, the Downtown Troy Business Improvement District has supported this mission through four main areas of focus including business development and retention, beautification, marketing and special events. We are dedicated to improving the quality of life within the district to further enhance and make our community a vibrant, attractive destination for visitors, businesses, residents, property owners, the daily workforce, and students. We provide a variety of career development programs, real estate and networking events which directly support the growth and retention of tech and creative sectors in Troy.

Through longstanding, successful partnerships, the BID and its predecessor, the Troy Downtown Collaborative, have worked closely with the City of Troy, Rensselaer County, Rensselaer County Regional Chamber of Commerce, as well as local business development service organizations in our efforts to encourage revitalization within the district. This includes the growth and expansion of businesses within the district, but also the landmark buildings, flexible new spaces, and public amenities which allow these businesses to operate downtown. Many of our board members are property owners and developers which have invested their time, money and energy into the transformation of neglected buildings into innovative spaces for businesses to thrive. In 2017 alone, we facilitated 19 ribbon cuttings for new and expanding businesses and estimate another 20+ businesses which opened in downtown Troy throughout the year. Many of these businesses work in the tech and creative sectors and have filled new and previously vacant office spaces downtown. These numbers do not include the countless individuals which have taken advantage of the collaborative work spaces and incubators in the city.

As the current home of innovative tech and creative sector businesses, now is the time to build upon on this investment. It is important to brand downtown Troy as a digital innovation district as we hold all the necessary components within our vibrant community, where people already live, work and play. Downtown Troy can build upon the existing enthusiasm and support this continued growth through the research power of RPI, mentors through co-working and maker spaces, incubators and accelerators, though continued investment is necessary to not only sustain what currently exists in Troy, but to expand on these programs and fill vacant office space looking for new uses.

251 River Street, Troy, NY 12180 | DowntownTroy.Org | info@troybid.org | 518.279.7997

Using the Downtown Troy BID boundary as the starting point for the innovation district is an extremely strategic decision. As shown in the DRI proposal, much of the investment in Troy is currently taking place within the BID district, and this has been consistent throughout the BID's existence. Additional investment has expanded beyond the BID district in more recent years, however the heart of investment and creative tech sector businesses stem from the historic, walkable downtown.

We believe that this year's application brings together all of the best and brightest that Troy has to offer. The Downtown Troy BID has been actively engaged with public outreach generating ideas for this proposal throughout the public engagement process, which included an in-depth CFA Review at the BID Annual meeting, a robust community meeting at the Troy Innovation Garage, and the series of public forums focusing on understanding the needs to make Troy the best city to "Live, Work, and Play."

We have continued to strengthen our collaboration with the City of Troy, partnering on programs and initiatives to support the growth of downtown Troy, to make operating a business, living, working and playing, as simple as possible. Some of these initiatives include a downtown playground, upgrades to parking and wayfinding, and expanding an existing ambassador program. Through our strong roots in the city of Troy, we would be excited to serve on a Local Planning Committee for the DRI if asked by the Governor and will continue to serve as a liaison to our members through the process. We would also appoint a liaison to the Troy Downtown Innovation District as it forms and grows.

The Troy BID is proud to support the City of Troy's application for DRI funding; we will be earnestly engaged to provide support and administrative capacity for this important grant funding.

Sincerely,



Katie Hammon  
Executive Director



TAP, Inc.  
THE COMMUNITY DESIGN CENTER OF NEW YORK'S CAPITAL REGION

May 29, 2018

Ruth H. Mahoney, Co-Chair  
Havidán Rodríguez, Co-Chair  
Capital Region Economic Development Council  
Hedley Park Place  
433 River Street, Suite 1003  
Troy, NY 12180

**RE: Letter of Support - Downtown Revitalization Initiative, City of Troy**

Distinguished Members of the Capital Region Economic Development Council:

Troy's 2018 DRI application is spot on! Troy has assembled a compliment of projects that will reinforce the many and various public and private efforts that are taking place now in the City, and it will kickstart new efforts that are on the drawing boards.

About to celebrate its 50<sup>th</sup> year, TAP has been a pioneer in the preservation and re-use of downtown buildings for decades before the current economic renewal. One of TAP's crowning achievements is the 1998 rescue and re-use of the iconic Rice Building, a monumental landmark structure in the heart of downtown. Slated to be demolished in favor of 11 parking spaces, TAP proactively lobbied for it to remain, saving a deteriorated building and rehabilitating it to be re-used as business incubator and commercial space.

TAP took risky ownership positions when necessary to save highly imperiled buildings which are now home to successful restaurants, stores and upper-floor apartments. In partnership with the Preservation League of New York State, TAP produced *the Upper Floors*, and *Artists Llive/Work Market*, studies to encourage redevelopment of underutilized spaces.

Downtown is the beneficiary of many projects made possible with state and federal historic tax credits. Since 2016, TAP has overseen tax-credit applications for the two remaining Market Block buildings, whose grand upper floor spaces have been vacant since a massive fire in 1922. The spacious, lofty commercial offices will be on the market soon. The Conservatory, the Illium Building, the Quackenbush Building, The Arts Center, the Troy Savings Bank Music Hall, Troy Innovation Garage, Franklin Plaza and even the 1970's Uncle Sam Atrium are or have been TAP projects, as well as dozens of homes, churches, businesses and storefronts.

TAP has partnered with the BID, the Troy Downtown Collaborative, the City of Troy, Rensselaer County, Rensselaer County Regional Chamber of Commerce, Troy 20/20, and the Troy Cultural Association as well as local business development service organizations in our efforts to encourage revitalization within the district. We are currently busy developing design guidelines for our Downtown Historic District, and a master plan for rooting the Farmers Market in a permanent downtown location.

210 RIVER ST, TROY, NY 12180 / WWW.TAPINC.ORG / OFFICE: 518.274.3050 / FAX: 518.274.3165

In addition to architectural and planning services, TAP utilizes participatory public art projects to build community and stewardship for our public spaces, alleys and parks. TAP was a core partner in *Breathing Lights*, a temporary public art installation which emphasized the viability of underutilized and blighted buildings throughout the Capital District. As a non profit design center we are able take on issues and problem areas of town in a proactive manner, developing concepts and stirring interest in creative resolution.

The City of Troy has evolved as an Innovation District because it embraces this level of creative problem solving. The administration knows how important it is to welcome the creative energy of engaged citizens, from young residents and entrepreneurs to established business leaders, as together we set course for Troy's future.

TAP enthusiastically supports the City of Troy's application for DRI funding. We stand ready to assist with the implementation of the essential projects assembled in this request.

Sincerely,



Barb Nelson  
Executive Director

# deFacto Global

Bob Bedard  
deFacto Global, Inc./Inteligize.AI  
333 Broadway, Suite 380  
Troy, NY 12180

Mayor Patrick Madden  
433 River Street  
City of Troy  
Troy, NY 12180

May 31, 2018

Dear Mayor Madden,

I'm writing to thank you for including the AI Center of Excellence in the City's DRI proposal and to share the exciting news that the project is ready to go. This important idea, and now project, has been discussed for some time. We now have all of the parts in place. We are partnered with Rensselaer County who controls the site. We have pledged our own private capital totaling \$500,000. Board members have been recruited and four partners have committed to maintain a presence in the center. If DRI funding for the final phase of rehabilitation is approved next spring, I'm fully committed to have the entire program operational by the end of 2018.

You may also be interested in knowing that we have partnerships with Microsoft AI and IBM Watson. We are one of 20 companies worldwide that are part of Microsoft's partner program (we are an Inner Circle partner) and we are the first IBM Watson partner for their newly formed AI program geared for 2<sup>nd</sup> tier partners, with 1<sup>st</sup> tier comprised of global consulting firms.

In addition, we've begun to leverage deFacto Global, Inc.'s customers that include ATT, PBS, Focus Brands (Annie's Pretzels, Cinnabon, etc.), Goodwill, Virgin Mobile, and many more. We are already engaged with AI projects with some of these customers.

We can't wait to add another anchor in the Digital Innovation District – one that can help companies – in downtown and across the region – use AI as a tool to create collaboration and speed commercialization of ideas across clusters.

Sincerely,



Bob Bedard  
President/CEO  
deFacto Global, Inc.

333 Broadway, Suite 380  
Troy, NY 12180

*(Photo courtesy of TAP)*

