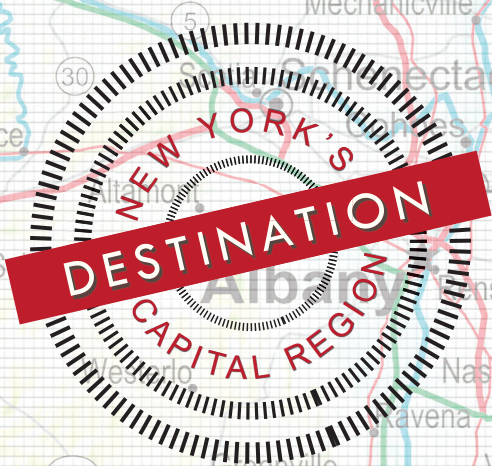


SUCCESS TODAY OPPORTUNITY TOMORROW



CAPITAL REGION
ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC PLAN
NOVEMBER 14, 2011

CAPITAL
REGION
AT A
GLANCE



POPULATION
More than 1 million



HOME OWNERSHIP
69.28% average



SCHOOL DISTRICTS
73



HIGH SCHOOL GRADUATES
89.5% average



HOUSEHOLDS
421,484



**COLLEGES AND
UNIVERSITIES**
21



UNEMPLOYMENT RATE
7.23% average



**ALBANY INTERNATIONAL
AIRPORT**
71 daily departures



**LAND AREA IN
SQUARE MILES**
4,453.5



**ALBANY-RENSSELAER
AMTRAK STATION**
Ninth busiest
in the nation



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This document represents the tireless efforts of members of our business community who spent countless hours writing and re-writing the enclosed strategic plan, of which we are proud to submit. While the Council cannot acknowledge everyone who has participated in this process, they would like to call out the writing team: Peter Andrews, Erin Crotty, John DeCelle, Kim Fine, Allison Newman, William Walker, and David Wright for their contribution to helping to make the Capital Region the First Destination in New York.

Photo Credits:: NYS DED/Darren McGee, Empire State Development, Proctors Theatre, College of Nanoscale Science and Engineering, and other tourism Websites. Photos throughout are courtesy of various Chambers of Commerce in our Region.

EXECUTIVE
SUMMARY

I. Executive Summary

The success of New York State's Capital Region was never left to chance. Starting from the confluence of the Mohawk and Hudson Rivers, the Region has prospered as a focal point for commerce, governance and education. Leading in the Industrial Revolution, our Region effectively combined the benefits of innovation, education, and geography to succeed. Since being established as the seat of New York State government in 1797, our Region has become a center for higher learning, a blend of agriculture and industry, a place of celebrated history and treasured environment. Today, the Capital Region offers unparalleled natural beauty, a diverse growing economy, world-class higher education, and easy access to major economic markets. We have all the elements of success and we are open for business.

The Region is strong, growing and poised to catalyze economic development that will reach beyond its borders, to the rest of New York State, to the nation, and to the world. Continued State investment has accelerated the momentum of the Capital Region's role as a center for the development and manufacture of next generation computer chip technology. Our Region strongly supports continued growth in advanced manufacturing and numerous promising industries that have put forward transformative initiatives that require investment, as well as others that only need encouragement for further success.

The Capital Region has approached this planning process from a position of strength, with confidence in our Region's ability to lead and compete. This plan is driven by a compelling vision of a Capital Region Economic Ecosystem, emphasizing local collaboration, global competitiveness and economic vibrancy. To grow and strengthen our economy, we will capitalize on the Region's **distinctive strengths in technological innovation; business;**

public and independent higher education; public and private schools; an educated workforce; a bountiful and productive natural environment; and a diverse population and cultural opportunities. We will create a 21st Century **infrastructure** for technology, transportation, energy and water usage, identify and provide access to new sources of **capital**, revitalize our **urban areas**, and sustain our **rural assets** and working landscapes. We will **create a workforce** with 21st Century skills, strong in science, technology, engineering and mathematics (STEM), and we will connect education and private enterprise to **create jobs**. We will capitalize on our natural environment and our strengths in **history, arts, and culture**, and we will use these as beacons to, and anchors for, our communities. Finally, we will **celebrate our distinct Regional identity** embracing the gifts and wonders of our eight counties.

Our goals, which provide the framework for the strategies the Council will implement in execution of this plan, were largely informed by input from thousands of individuals from throughout the Region. In addition to statements at public forums, Council meetings, and Web-based surveys, information was gathered through meetings with stakeholders, including business leaders, the non-profit community, economic developers, the media, representatives of the agricultural community and entrepreneurs.

Our Region, with the collaboration of key stakeholders and feedback from our combined community has established these goals to open the door for business in the Capital Region.

- **Leverage and collaborate.** Leverage existing partnerships while building new collaborations across academia, the private sector, and government to make the Capital Region a destination of choice.

- **Open new doors.** Create ready access to capital by making it easy to identify existing sources and creating new collaborative sources of funding to stimulate economic expansion.
- **Prepare for tomorrow.** Leverage the strength of the education system, from Kindergarten through post-graduate, while collaborating with the public and private sectors to create a workforce that gives employers what they need and students what they deserve.
- **Build a superhighway.** Ensure that a 21st Century infrastructure exists so the Capital Region will become the first destination for business in New York State and be accessible to build, grow, and expand business.
- **Bring cities to life.** Capitalize on our urban centers within the Capital Region that have a history rich in vibrancy and return them to centers of influence that are alive with business, residential, and cultural programs that will revitalize them as active neighborhoods.
- **Celebrate and optimize our surroundings.** Attract visitors, new residents, and businesses by sustaining and optimizing our rural assets and working landscapes that provide a backdrop for the Region.
- **Showcase our beauty.** Capitalize on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture and use them as beacons and anchors to make our communities thrive.
- **Spotlight our strengths.** Create and celebrate our distinct and comprehensive Regional identity by reaching out to other geographies to feature these assets and make the Capital Region the first destination in New York.

The New York State Capital Region proposes transformative projects based on our ability to: advance the Regional economy, capitalize on collaboration, succeed quickly, produce solid return on investment and meaningful impact,

and produce sustained, measurable results. Hallmark investments and partnerships in core technologies of nanotechnology, biotechnology, information technology, advanced manufacturing, and clean technology have revealed extraordinary potential for synergies that can produce new jobs, new businesses and an unmatched chance for this Region to head up the creation of solutions for the world's most critical challenges. Further, we are committed to ensuring representation from the entirety of our Region, recognizing and leveraging the diversity of our economy, of our resources and of our people's significant and unique assets.

Our Region will achieve the goals set by our stakeholders by implementing transformational projects utilizing our combined assets and delivering measurable results. Some of the key foci in our Region are in the research and advancement of technology that includes nanotechnology, biomedicine, bioengineering and nano-medicine. By capitalizing on the benefits of marshaling our research power in private business, higher education, healthcare and government we will create a **Capital Region Research Alliance** that will make our Region a destination for biomedical and nanomedical innovation.

We have recognized a global need for **high performance computing capability** to fuel innovation in new technologies. Our Region will further the efforts of current partnerships in high performance computing while adding strengths from our community to expand participation and utilization. By leveraging partnerships between the State, academic institutions and the private sector to further high performance computing, we will establish the Capital Region as a hub for supercomputing power to support academic and industrial innovation in the Region and across the state.

Where the path to success is not always clear, it can be better navigated with knowledge. Our Region will take the lead in path-finding by creating solutions to support the

creation of new ventures and the expansion of current enterprise within our community. We will establish a **resource center** in the Capital Region for start-up, growth, mature, and turnaround businesses, along with an alternative and non-traditional **loan fund** to support economic growth in the Region. To this end we are committed to enabling opportunities for those who will create, build and further our Region as a place that is open for business and successful.

Collaboration in our communities is vital for our Region to excel from within. Understanding that some of our greatest strength is in how we spend our money and with whom, we will **concentrate on the local supply chain** in our Region and drive more spending locally to support our neighbors and ourselves. To drive more growth internally while saving money on externally sourced items, we will implement best practices in procurement delivering consolidation savings while enabling the growth of local, small, minority and disadvantaged businesses throughout our Region from school systems and hospitals to the local agribusiness supply chain.

High-speed broadband is vital to improve the economic competitiveness of the Region. To meet the needs of our community we will extend high-speed Internet access to urban and rural communities and spur Regional economies by interconnecting to the global economy. Our charge is to aggressively fund and incentivize the implementation of high-speed broadband throughout our Region. Connecting the Region to high-speed Internet will bridge the gap and enable us to more effectively compete on a global scale, providing opportunities and information to all of our citizens and our visitors.

Development of our Region as a destination of choice aligns the interests of residents and visitors alike, enriching the quality of life with the infrastructure to support its growth. Our local leaders and planners have stated the

imminent need for **infrastructure** upgrades to support the growth of our eight counties. For example, **tourism** in our Region requires that we support anchor projects that will bring new wealth to small businesses that thrive on visitors who count our area as a destination of choice. We will pave the way for improved and revitalized infrastructure enhancing small- and medium-sized businesses in tourism by providing the building blocks for private investment with public benefit.

For these transformative initiatives to reach their full potential we recognize the Region would benefit from an improved business climate, and, throughout our extensive outreach, taxes and regulations were the most significant factor in our ability to make the Capital Region open for business. The Administration's position on, and commitment to, reform was clear when, in announcing the New York Open for Business initiative, Governor Cuomo identified a goal of enabling the State to "regain its reputation as a business-friendly location."

There are several opportunities to improve the business climate in our Region. The comments shared at public forums and stakeholder meetings, through surveys, and comments received throughout the development of this Plan, underscored the critical need for a regulatory climate that is predisposed to be helpful; predictable; consistent, non-duplicative or, at least, not contradictory; reasonable; and modern. Regulation, bureaucracy and taxation were the primary issues of concern where input from the business community indicated that improving the business climate of New York State was the highest priority goal.

The Capital Region has a unique combination of independent expertise and proximity to serve the Administration as a test-bed in exploring reforms in a carefully monitored, measured setting where foreseen and unforeseen effects are evaluated and taken into account before going to larger scale.

The transformational projects and initiatives further the strategic objectives identified for the Capital Region. Together, these projects create an economic ecosystem that is locally collaborative, globally competitive and economically vibrant. We envision an eight-county area acting as one where the private sector, academia, and government work in harmony to stimulate economic growth. This will make the Capital Region a destination of choice for business, international investment and world-class talent. As a result, the Capital Region will launch and grow new businesses, nurture existing businesses to grow and become more competitive, attract businesses from outside the Region, leverage public and private investments to expand and diversify the economic base, enriching an already excellent quality of life. By using these realistic and attainable goals we will create new wealth, attain and retain jobs and create opportunities for private enterprise large, small and diverse.

This strategic plan details the actions the Capital Region will undertake as it continues its efforts. It is the initial blueprint for achievement of even greater success for our area and its residents. But, it is only a beginning. The process established through which we solicited input and heard from people across our Region and informed development of the plan endures. In addition to statements at public sessions and Website comments, information was gathered through meetings with global business leaders and professionals who select sites for business location or expansion. Our Region has convened sector specific coalitions to address economic development needs and understanding the assets that we can bring to bear to create wealth and opportunity. Coalitions that have been formed and have been instrumental in the production of this plan include agriculture, healthcare, media, higher education, financial, real estate, labor, economic development, arts and culture, social service, K-12 education, and tourism organizations. Volumes of

documents have been prepared by Regional economic development think tanks, workforce development organizations and not-for-profits for the Council's review, and through cooperative studies of specific issues rounded out our knowledge and influenced decisions for this plan. Economic development experts from across our Region have been consulted, as were leaders of financial institutions, the non-profit sector and media to understand our Regional identity and how we can further our goals.

To ensure the effectiveness of this strategic plan and its implementation, the Council will actively monitor, evaluate, steward, and measure the progress of the strategies, outcomes, and transformative initiatives. The plan includes the Council's full implementation agenda and performance measurement strategy.

The Capital Region is well positioned to become a destination of choice, drawing in talent, investment, and businesses, as the fruits of our efforts will feed our future. We will innovate, create wealth, pursue job growth and develop opportunities for business.

We stand ready to serve as the greatest example of the success of Governor Cuomo's transformative approach to economic development in New York State. New York State's Capital Region is **open for business**.

Expected Outcomes

The Council has identified several significant strategies for accelerating economic development within the Capital Region. The charts below illustrate some of the aggressive outcomes we expect to define and measure the success of these strategies:

Goal: Leverage and Collaborate	
Strategy:	Expected Outcomes:
<p>Establish a biotechnology and nano-biomedical research consortium to explore opportunities to collaborate on joint research grants. This will enable the Region to leverage existing resources, effectively respond to changing funding opportunities, and enhance the Region’s expertise in these evolving areas.</p>	<p>Within five years, the New York Capital Research Alliance, by combining resources in research will:</p> <ul style="list-style-type: none"> • Achieve a 5% increase in NIH funding from aggregated, non-capital 2011 levels. • Jointly pursue other government funded research opportunities from Federal agencies. • Achieve a minimum of 25% increase in research funding from government entities other than NIH over 2011 aggregated levels. • Achieve a 10% increase in privately funded R&D over 2011 aggregated levels. • Attract 20 scientists conducting funded research to the region — averaging four per year.
<p>Develop regional and inter-regional partnerships within the agribusiness community to leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.</p>	<p>The locally significant project for an Agricultural Collaborative Procurement Portal will:</p> <ul style="list-style-type: none"> • The Capital Region’s farm products and local food will be sourced into 10% of the Region’s schools and health care institutions. • 300 of the Region’s farms and local food businesses (which is about 5%) to be qualified and actively using the portal to access market opportunities.

<p><i>(Leverage and Collaborate continued)</i></p> <p>Encourage partnerships among entities engaged in high technology with the intent of sharing infrastructure, ideas and resources, such as those in technology parks. Such partnerships could engender powerful new ideas by promoting collaborations among a diverse community of talented individuals, and by creating and sharing resources which no one enterprise can create or afford alone.</p>	<p>The locally significant collaborative effort of the Warren County and Washington County Open For Business project will:</p> <ul style="list-style-type: none"> • Impact 500 jobs within the Region over the five-year period of the strategic plan. • Reduce economic development costs within the two counties by 25% by leveraging shared resources, staff and technology. • Leverage consolidation efforts of \$50 million on new investment over five years
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Goal: Open New Doors	
Strategy:	Expected Outcomes:
<p>Fund start-up and early stage companies through the collective efforts of our Region’s business incubators, Chambers of Commerce, and regional economic growth organizations, encourage collaborative efforts among existing or new Angel and Venture Capital Investors/Funds to ensure capital availability along the entire risk spectrum of start-up and early-stage companies, including investing smaller amounts of seed capital on a milestone basis.</p>	<ul style="list-style-type: none"> • We will create a \$100 million revolving loan fund in the Region to assist small businesses and entrepreneurs within the first half of 2012. • We will assist 1,000 businesses and entrepreneurs when the revolving loan fund is fully utilized in 2016. • We will create jobs as part of the revolving loan fund. The number of jobs created will be dependent upon the type of businesses funded. • We will create a concierge program for small businesses and entrepreneurs to more effectively utilize existing loan funds and, while difficult to quantify initially, we will reduce the time it takes to bring a vision to market. • We will create a \$500,000 revolving loan fund in 2012 that will be dedicated to match existing sources and the new CREDC lending initiative.
<p>Increase public and private investment that supports food and farming related business; connect product purchasers with local agribusiness and incentivize the use of our Region’s resources.</p>	<ul style="list-style-type: none"> • We will finance and provide business development support to 8-12 agribusinesses via the new lending coalition.

Goal: Prepare for Tomorrow

Strategy:	Expected Outcomes:
Encourage learning opportunities in STEM	<ul style="list-style-type: none"> • Establish 15 new STEM learning programs within the elementary and secondary school system by 2020. • Grow STEM jobs by 12% by 2016. • Increase the percentage of high school graduates entering college to pursue a STEM degree by 10% by 2020. • Increase STEM degrees (Associate’s, Bachelor’s, Master’s, and Doctoral) by 10% by 2020.
Coalesce school, business, non-profit organizations and civic leaders in joint efforts to help all students realize their potential	<ul style="list-style-type: none"> • Establish 10 such efforts by 2016. • Increase internship opportunities by 20% by 2016.
Use education dollars more efficiently by modernizing and coordinating business practices in schools	<ul style="list-style-type: none"> • Achieve 15% savings through business practice efficiencies by 2016. • Link 50% of community colleges through “any campus” approach by 2020.
Better connect workforce development services	<ul style="list-style-type: none"> • Fill job openings twice as fast by 2016. • Increase the number of people certified by one-year high-tech programs by 25% by 2020.

Goal: Build a Superhighway

Strategy:	Expected Outcomes:
Build smart, 21 st Century infrastructure with a focus on preparing our community for sustainable growth.	<ul style="list-style-type: none"> • Complete comprehensive infrastructure assessment to be completed by end of 2012. • Make appropriate recommendations during first half of 2013. • Establish priorities and implementation plan by the end of 2013.
Leverage funding for public and private partnerships in power generation utilizing co-generation and renewable energy, including bio-mass, wind, fuel cells, and solar technologies in order to provide reliable, clean energy at reasonable costs.	<ul style="list-style-type: none"> • Increase the percentage of on-site co-gen and renewable facilities in the Region by 3% over five years.
Reclaim, reinvigorate, and restore our waterways and waterfronts.	<ul style="list-style-type: none"> • Restore 10% of underutilized waterfront property over five years. • Leverage Environmental Protection Fund (EPF) funding and other sources to increase public access to our waterways by 5%. • Increase tonnage moved through regional ports by 5% over five years.
Develop high-speed broadband access for the Capital Region.	<ul style="list-style-type: none"> • Regional broadband coverage will be expanded by at least 10% over the next five years in underserved areas.
Promote and enhance the Region's high performance computational resources.	<ul style="list-style-type: none"> • Create petascale computing capacity in the Region, adding 75 full-time equivalents jobs at an average of \$100,000 salary over five years • Increase the number of companies with access to HPC from 700 users and 16 companies to 2,000 users and 200 companies over five years. • Regional Federal Research Funding will double over five years to \$600 million, creating 6,000 new jobs. • Half of the additional research funding will be spent on salaries for post-doctoral students at the \$75,000 – \$100,000 level. • CCNI currently generates a 20% productivity increase for users. With increased capacity, productivity will rise to 30%.

Goal: Bring Cities To Life

Strategy:	Expected Outcomes:
<p>Make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment venues, cultural and educational institutions and shopping.</p>	<ul style="list-style-type: none"> • Projects will be supported in Albany, Glens Falls, Hudson, Saratoga, Schenectady, and Troy to convert dormant manufacturing or commercial buildings into mixed-use projects, combining residential, office, and retail activities. At least one significant project will be mounted in each of the Capital Region’s urban areas in the planning period. • Urban waterfronts in the Region will be restored to their historic role as centers of city life. The Council will advance three or more significant, mixed-use development projects for Capital Region waterfronts, combining residential, recreation, cultural activity, hospitality, entertainment and other appropriate commercial uses. • Commercial “Main Streets” will be enlivened, reflecting the Region’s culture and history. Six to ten sections will be revitalized as centers for arts and entertainment in the Region, including residential and work spaces, art business incubators, shared facilities and related support services. Fallow downtown space will be targeted for entrepreneurs to locate their growing enterprise, with assistance from experienced businesspeople in negotiated rates and terms. The vibrancy of storefront space in Capital Region urban areas will improve noticeably, targeted at a goal of reducing vacancies in such space by 50%.

<p><i>(Bring Cities to Life continued)</i></p> <p>Better use linkages among institutions in cities and between those anchors and surrounding agricultural districts to produce economic energy in Capital Region urban areas.</p>	<ul style="list-style-type: none"> • Encourage purchasing of goods and services by anchor institutions in the Region as business-to-business opportunities, particularly for small minority- and women-owned firms in Capital Region urban areas. A value-chain purchasing system will be in place within 365 days to pilot impacts from higher education and medical institutions from local suppliers. • Leverage urban assets for use in food manufacturing, distribution, and retailing that more fully employ urban assets and urban workforce skills. Connect food producers in the Region with urban residents and restaurants interested in fresh, locally-produced foods. Pilot an urban “kitchen incubator” in one or more Capital Region cities to encourage food entrepreneurs who need access to a licensed commercial kitchen and want to work with locally-produced ingredients in their start-up food retailing or catering businesses. • New and expanded sources of capital for urban businesses will be in place, from the Open New Doors goal, adding to impacts from non-traditional lending, mentoring and training, toward a goal of six to ten new business formations.
<p>Create a hub for “Smart Cities” technology development in the Capital Region</p>	<ul style="list-style-type: none"> • A test-bed for next-generation devices for use in urban transportation, energy, communications and other sectors will be created through partnerships that integrate research institutions, technology fabricators, governments and clusters of smart-device companies attracted to the Region.
<p>Generate the environment for extensive improvements in urban school districts needed to attract families with children to Capital Region cities, and better-assure that current residents and school children have a place in the future economy.</p>	<ul style="list-style-type: none"> • With support from the Council, a major cross-sector effort will work to transform urban schools throughout the Capital Region. Leaders from pre-K–12 schools, higher education, business and industry, non-profit and community organizations, foundations, cultural institutions, government leaders, parents, neighborhood residents, and other partners will be organized to strengthen evidenced-based programs and practices that improve student outcomes; align and maximize the impact of services; and address gaps. Expected outcomes will include significant improvement in rates of educational attainment, and successful skills in STEM disciplines.

<p><i>(Bring Cities to Life continued)</i></p> <p>Improve the realities and perception of public safety in Capital Region cities.</p>	<ul style="list-style-type: none"> • Successful models for improved public safety through community policing and other strategies will be expanded and implemented across cities in the Region, guided by experts from police agencies, county prosecutors' offices, business improvement districts, neighborhood crime prevention, civil rights organizations, and civic leaders.
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Goal: Celebrate and Optimize Our Surroundings

Strategy:	Expected Outcomes:
<p>Increase collaboration among farmers (food suppliers), distributors, wholesalers, retailers, restaurants, and the Region's high-tech supply chain expertise to create a more efficient distribution network and identify new markets outside the Region that could be accessed by utilizing technology.</p>	<ul style="list-style-type: none"> • The Farm & Food Coalition will query local business schools about next-generation concepts related to the business of agriculture that might enable local farms to leapfrog other agribusiness communities in its ability to deliver value.
<p>Leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of "local" food transactions.</p>	<ul style="list-style-type: none"> • A dedicated portfolio for agribusiness lending will be created. In 2012 a \$500,000 Revolving loan Fund will be dedicated to match existing sources and the new CREDC lending initiative. 10 agri-related/agri-dependent projects will be funded. • New facilities will be developed as infrastructure and services for niche products such as fiber, small-scale grain and other emerging opportunities. • Three Regional "Farm & Food Trail" programs will be created to highlight the local products and the land that provides them. • Keep approximately \$400 million in the local economy. • Circulate the local spend (an estimated) six times within the local economy. • Stimulate local job creation.

<p><i>(Celebrate and Optimize Our Surroundings continued)</i></p> <p>Foster support of existing and new programs that protect and preserve the use of arable land for agriculture and food production.</p>	<ul style="list-style-type: none"> • Bridge collaboration between the Region’s higher-ed programs and institutions to 10 ag-related business challenges in 2012. Increase this to 25 by 2015. • With the existing land preservation groups’ support, Region-wide ten farmers a year will be linked/matched with non-farmer landowners to ensure continuation of working landscapes. Increase this to 30 by 2014. • Land trusts and conservation efforts will leverage EPF funds with federal and private sources in a regional effort that will result in a 5% increase of protected working landscapes.
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Goal: Showcase Our Beauty	
Strategy:	Expected Outcomes:
<p>Form a cultural collaborative to work together on many levels.</p>	<ul style="list-style-type: none"> • Will have convened cultural organizations and identified five initial opportunities for collaboration by the end of 2012. • Will have created a catalog of existing regional assets by the end of 2012. • Will have created a vehicle for improved communication among arts/cultural organizations and tourism bureaus by the end of 2012.
<p>Explore the creation of more “linked” arts seasons, and linked arts and tourism packages, to attract more visitors to the Region.</p>	<ul style="list-style-type: none"> • Will have established one new “linked” series of arts/cultural events by end of 2012. • Will have established three new “linked” series of arts/cultural events by 2016.
<p>Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas. Support existing and new funding for programs in urban communities that revitalize properties for arts and entertainment.</p>	<ul style="list-style-type: none"> • Identify three strategic neighborhoods in which to concentrate efforts towards creating “social centers of gravity” in 2012. • Increase funding for urban revitalization within the region by 10% by 2016.
<p>Support the State fully funding the EPF.</p>	<ul style="list-style-type: none"> • Ongoing: Regionally coordinated lobbying efforts will result in maintaining EPF funding at \$134 million statewide.
<p>Identify non-profit organizations that will act as implementers of strategic plan strategies related to workforce development, education, and the promotion of arts and culture.</p>	<ul style="list-style-type: none"> • 15 non-profits will be identified and engaged as implementers of plan strategies by the end of 2012. • 30 non-profits will be identified and engaged as implementers of plan strategies by 2014.

Goal: Spotlight Our Strengths

Strategy:	Expected Outcomes:
<p>The Capital Region Media Coalition includes representatives of television, radio, outdoor and print media outlets across the Region. Its mission is to increase awareness about economic development programs in the Region, engage the general public and business community, and promote the Region to internal and external audiences. The Media Coalition will employ a variety of tactics to develop and disseminate messages to brand the Region, engage the community in ongoing economic development efforts, and raise awareness of positive changes in the Region. For example, the Media Coalition produced a thirty-second public service announcement that encouraged people to submit Consolidated Funding Applications.</p>	<ul style="list-style-type: none"> • We will develop a solid brand platform to promote the Capital Region via print, radio, outdoor, Web and TV in the first quarter of 2012. • We will customize various materials for coalitions (such as quality of life, Chambers, etc.) for use when promoting their specific sector and the Region. • We will execute two public service campaigns annually making a half a million media impressions to promote the Region as the first destination in New York.
<p>Target our vast group of alumni who have had some connection to the Region and invite them to share in our prosperity, in business, in education, and in quality of life.</p>	<ul style="list-style-type: none"> • We will work with the various colleges and universities in our Region to include information annually in alumni publications about economic development in the Region. • The Council will work with colleges and universities in the Region to promote the area in marketing materials targeting incoming students and their parents at least two times per year.
<p>Facilitate internship/employment experiences as a service both for students/graduates and employers in the area.</p>	<ul style="list-style-type: none"> • We will connect 250 students annually with employers for internships and employment experiences.

II. Vision



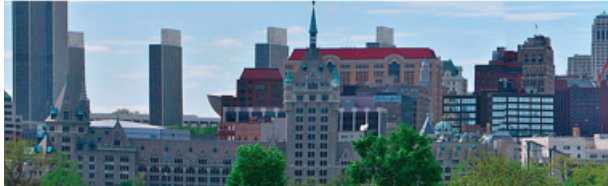
**The Capital Region Economic Ecosystem:
Locally collaborative. Globally competitive.
Economically vibrant.**



In the heartland of the Empire State, an area blessed by environmental beauty, cultural richness, and a tradition of extraordinary human endeavor, our vision is to foster an ecosystem in which the private sector, academia, and government work in harmony to stimulate economic growth, and make the Region a destination of choice for business, international investment and world-class talent.



To realize our vision we must build on our strengths and assets, tackle the barriers to our success, understand and capitalize on the opportunities before us, leverage our assets, and develop or attract the resources necessary to further grow our economy. This means supporting small business development, encouraging and assisting entrepreneurs, attracting the best and brightest students to our colleges and universities, and retaining the world-class talent in the region.



**...supporting small business development,
encouraging and assisting entrepreneurs,
attracting the best and brightest students to
our colleges and universities, and retaining the
world-class talent in the region.**

GOALS

III. Goals



Collaboration among and across all sectors within our Region and beyond is key to building and fostering an economic ecosystem and allows us to compete and succeed globally.

Under the aegis of the Council, stakeholders are coalescing around the current and emerging economic opportunities, engaging in new collaborative models, leveraging a wide variety of resources across sectors, and creating a bold plan for the future.

The Council will build on the Region's distinctive strengths in technological innovation, world-class businesses and institutions of higher education, strong schools and an educated workforce. Our overarching goal to reach our vision is to build, foster, and connect an economic ecosystem that launches and grows new businesses, nurtures existing businesses to grow and become more competitive, attracts businesses from outside the Region, and builds on and leverages existing, and creates new, public and private investments to expand and diversify the economic base.

Collaboration among and across all sectors within our Region and beyond is key to building and fostering an economic ecosystem and allows us to compete and succeed globally. Collaboration must be a central strategy embedded within each of the following goals:

- **Leverage and collaborate.** Leverage existing partnerships while building new collaborations across academia, the private sector, and government to make the Capital Region a destination of choice.
- **Open new doors.** Create ready access to capital by making it easy to identify existing sources and creating new collaborative sources of funding to stimulate economic expansion.
- **Prepare for tomorrow.** Leverage the strength of the education system, from kindergarten through post-graduate, while collaborating with the public and private sectors to create a workforce that gives employers what they need and students what they deserve.

- **Build a superhighway.** Ensure that a 21st Century infrastructure exists so the Capital Region will become the first destination for business in New York State and be accessible to build, grow, and expand business.

- **Bring cities to life.** Capitalize on our urban centers within the Capital Region that have a history rich in vibrancy and return them to centers of influence that are alive with business, residential, and cultural programs that will revitalize them as active neighborhoods.

- **Celebrate and optimize our surroundings.** Attract visitors, new residents, and businesses by sustaining and optimizing our rural assets and working landscapes that provide a backdrop for the Region.

- **Showcase our beauty.** Capitalize on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture and use them as beacons and anchors to make our communities thrive.

- **Spotlight our strengths.** Create and celebrate our distinct and comprehensive Regional identity by reaching out to other geographies to feature these assets and make the Capital Region the first destination in New York.

The Region is solidifying its position as a destination and location of choice, drawing in talent, investment, and businesses, as the fruits of our new initiatives become more visible to outsiders, and as the climate for business, in terms of policies and available infrastructure, become more appealing.

GOALS,
ASSETS,
STRATEGIES
& OUTCOMES

IV. Goals, Assets, Strategies, & Outcomes

Leverage and collaborate.

Leverage existing partnerships while building new collaborations across academia, the private sector, and government to make the Capital Region a destination of choice.

Overview

The Council has identified significant opportunities for deeper collaboration across sectors and among small, medium and large organizations: sharing of infrastructure, development of richer ideas and enhanced competitiveness. These collaborative efforts enable the Region to attract, nurture and retain businesses and encourage new ventures to join us as the Capital Region builds leadership and platforms vital to 21st Century disciplines.

Assets

The Capital Region has many assets that can be combined and leveraged to build the economic ecosystem we desire. Examples are highlighted below.

- New York State has invested in transformational and collaborative projects such as GLOBALFOUNDRIES Fab 8, the Center for Nanoscale Science and Engineering (CNSE) at the University at Albany, the Computational Center for Nanotechnology Innovations (CCNI) at Rensselaer, the Centers for Advanced Technology, GE Global Research, Healthcare, and Energy to attract new and grow existing businesses.
- The Capital Region is emerging as a national leader in green technology and clean energy. According to the Brookings Institution, no



The Saratoga Technology & Energy Park is a 280-acre site jointly developed by the New York State Energy Research and Development Authority (NYSERDA), the Saratoga Economic Development Corp., and the University at Albany, devoted to development of clean energy, energy efficient, and environmental technology. TEC-SMART (Training and Education Center for Semiconductor Manufacturing and Alternative and Renewable Technologies), a \$15 million facility opened on the campus in January 2010 as a partnership of Hudson Valley Community College (HVCC) and NYSERDA to offer new training programs and facilities needed to prepare skilled technicians for advanced manufacturing jobs in chip-fab and green technology industries coming to, and expanding in, the Region. Recently, as a result of support from GE, the GE Wind Technology Lab was opened to provide training for students enrolled in HVCC's wind technician certificate program. Through collaboration with local school districts the Center is providing opportunities for students to explore fields with future projected job growth.

metropolitan area in the country has a greater percentage of workers employed by the green economy, with 6.8% of Capital Region jobs devoted to producing environmental benefits and the fifth-fastest growing clean economy among larger metropolitan areas.

- The Capital Region had the highest growth in New York State in terms of net biotech sector jobs (+1,200), and second highest rate of growth (22.2%) between 2000 and 2005 (of biotech jobs).
- The Capital Region has ready access to college graduates with superior STEM capabilities and skills, and has strong capabilities in technology transfer, with a robust incubation network, technology parks, and education and mentoring in entrepreneurship.
- The Capital Region economy is diverse, entrepreneurial, and resilient, due to its significant composition of small- and medium-sized companies.

Strategies

- **Encourage partnerships among entities engaged in high technology with the intent of sharing infrastructure, ideas and resources, such as those in technology parks.** Such partnerships could engender powerful new ideas by promoting collaborations among a diverse community of talented individuals, and by creating and sharing resources which no one enterprise can create or afford alone.
- **Foster financial institution collaboration on funding new ventures for new and existing enterprises, utilizing the financial institutions within the Region to develop Regional investment pools, partnering to raise the awareness of available funding sources at the local, State and federal levels in cooperation with lenders.**
- **Support collaborative research alliances and connectivity between the leaders in our core strength areas.** This will enhance our abilities to compete and to pursue interdisciplinary research opportunities to attract additional public and private funding to our Region.



Our region has convened sector-specific coalitions to address economic development needs and understand the assets that we can bring to bear to create wealth and opportunity. The following coalitions have been created in the Capital Region to further the vision and goals of the Regional Economic Development Council:

COALITIONS

- | | |
|--------------------------------------|-------------------------------|
| Media Coalition | Tourism Coalition |
| Financial Services Coalition | Not-for-Profit Coalition |
| K-12 Education Coalition | Arts and Culture Coalition |
| Agribusiness Farm to table Coalition | Healthcare Services Coalition |
| Economic Developers Coalition | Labor Organizations Coalition |

Under the auspices of the Council of Independent Colleges and Universities (CICU), several of the independent colleges and universities have begun planning a collaboration focused on joint research, training, and community development.

- **Launch a collaborative initiative to bring together representatives of health care related industries with business leaders to identify opportunities for cost savings and improved patient outcomes.** The goal of the group is to complement existing health care assets with a controlled cost environment to create a further competitive advantage for the Region.
- **Establish a biotechnology and nano-biomedical research consortium to explore opportunities to collaborate on joint research grants.** This will enable the Region to leverage existing resources, effectively respond to changing funding opportunities and enhance the Region's expertise in these evolving areas.
- **Establish a coalition of employers, health plans and other insurers, medical suppliers and providers – from sole practitioners to hospital systems and representatives of all parts of the continuum of care – to assess the comparative strengths and weaknesses of the Capital Region health care system.** The group would consider cost and quality and identify opportunities for improvement, including government initiatives to enhance access and delivery, which could give the Capital Region economy a competitive edge.

Involvement of the School of Public Health and other academic institutions, located within the Region, would assist in the identification of innovative ways to improve population health and enhance worker productivity.

- **Develop Regional and inter-Regional partnerships within the agribusiness community to leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.**
- **Develop partnerships within the arts, culture, entertainment, and hospitality industries to leverage investment in infrastructure, marketing, aggregation, and brand development.**

- **Preserve cultural resources by funding appropriate tourism and providing credit access to local businesses that service our tourism trade in environmentally responsible ways.**
- **Expand industry-focused networking programs to encourage co-development, connect local enabling technologies to diverse applications, align technology push with demand pull, and strengthen companies' ability to capitalize on their intellectual property (IP) portfolios.** Develop a comprehensive suite of assistance to entrepreneurs, start-up companies, and small businesses by building on the venture, growth, and innovation services available through Regional venture forums, university-based incubators and accelerators, and the Region's Manufacturing Extension Partnership Center.

Outcomes

Collaboration will enable the Capital Region to become a hub for research and industry based on discovery and innovation in key strategic high-tech sectors, increasing employment and prosperity. The resources and talent drawn to major collaborative projects will lead to new, related economic activities. During the five-year period of this plan, collaborative efforts will help entrepreneurs commercialize their ideas to create new industries.

Improved integration between resource-based industries and the Region's world-class research and development infrastructure will be achieved. As the epicenter of New York's Tech Valley, the Capital Region will be recognized nationally and globally as the place to generate growth in industries of the future.

Open new doors.

Create ready access to capital by making it easy to identify existing sources and creating new collaborative sources of funding to stimulate economic expansion.

Overview

A key component of a healthy and vibrant economic ecosystem is the financial capital to attract, sustain, and grow new and existing businesses. All sectors must collaborate to provide access to capital along the entire lifecycle of a business: from inspiring the idea, to developing the concept, to testing the efficacy of the prototype, to demonstrating that a product works, to moving into the marketplace, to full-scale implementation, and to maintaining competitive advantage in the marketplace.



Our Region has nearly 27,000 companies that employ nearly 390,000 people are paid over \$15 billion annually. Nearly 25,500 of these companies are small businesses with 1 to 49 employees and over 1,000 are medium businesses with 50 to 249 employees – providing the backbone of our Region's economy. Small- and medium-sized businesses can react quickly to changing market conditions and opportunities. The ownership structure also lends itself to a loyalty quotient to the Region, making this sector a prime candidate for collaborative strategies.

Assets

- The Region has unique public-private partnerships that have provided the financial capital to lay the foundation, build, and grow our economy across sectors.
- The Capital Region's location and relatively low cost of development are key success factors for the small- and medium-sized business sector to thrive.
- Products manufactured in the Region are within one day's delivery time to 52% of the U.S. and Canadian populations, which makes the area an attractive location to start or expand a business with the appropriate capital funding.
- Our colleges, universities, and businesses have a proven track record of securing and leveraging State and federal research funding, and are committed to working collaboratively to increase the amount of funds drawn from those sources. This research often results in the formation of start-up companies.
- In the Capital Region, there are 17 business incubators, including 10 college or university-based incubators, which support the strong culture of entrepreneurship.
- The Capital Region is home to over 30 locally- or Regionally-based financial institutions with assets of over \$26 billion that have worked innovatively and collectively to support the Region's businesses.
- The Region is home to more than a dozen Angel investors and multiple Venture Capital Funds – but these resources are limited.
- The low cost of development makes this Region a prime candidate for location decisions for attracting new small- and medium-sized businesses that are typically faced with tough financing decisions.

Strategies

Identify sources and create access to capital to invest and attract new businesses and ideas, to grow existing businesses, and to make existing businesses more productive and competitive.

Fund Research – Inspire Ideas

- Leverage academic and private sector research capability and support connectivity in core strength areas to secure additional State and federal research funding, and share information about the existing State and federally funded research centers that focus on our core and emerging technological strengths.
- Build new university-industry partnerships to promote business sponsored research at research universities in the Region.

Fund Start-Up and Early Stage Companies

- Through the collective efforts of our Region’s business incubators, Chambers of Commerce, and Regional economic growth organizations, encourage collaborative efforts among existing or new Angel and Venture Capital Investors/Funds to ensure capital availability along the entire risk spectrum of start-up and early-stage companies, including investing smaller amounts of seed capital on a milestone basis.

- Create a high-value, high-profile Capital Region Tech Valley Innovation Prize in a key technology sector to be awarded annually. An incentivized prize competition will stimulate investment in the sector, and will motivate and inspire talent from all disciplines to leverage intellectual and financial capital.

Fund Growth to Achieve Competitive Advantage

- Foster financial institution collaboration to provide access to capital through Regional investment pools, including a revolving loan fund.
- Utilize the State and federally funded platforms at colleges and universities to assist businesses in becoming more competitive and productive, e.g. assistance with product design modifications, manufacturing efficiency improvements, setting up pilot manufacturing lines.
- Increase public and private investment that supports food and farming related businesses.
- Connect produce purchasers with local agribusinesses and incentivize the use of our Region’s resources.
- Tailor economic development strategies to suit the small and medium enterprise (SME) business model. The speed of change and business



Accelerate518, a collaboration of some of the college- and university-based business incubators in our Region and the Center for Economic Growth, serves the Region’s entrepreneurship ecosystem by providing critical support to emerging start-up and early-stage companies. Accelerate518 enhances access to resources and infrastructure, and enables the successful growth of new ventures and fosters job creation in the 518 area code by leveraging our existing assets beyond the currently-served clients, and by identifying services or resources gaps necessary that dramatically increase the successes of the region’s start-ups and early-stage companies.

decisions for SMEs do not match traditional economic development process decision-making. There is the need to develop an automated model of economic development that rewards achievements of job creation and investment.

Providing One Portal to All Capital Resources

- Create and support collaborative efforts and mechanisms, such as Regional innovation centers, to provide a single point of access for new and existing businesses to the myriad of public and private sources of funds. Emphasis should be placed on creating clearer information to small- and medium-sized businesses. Such collaborative efforts should provide the essential connections between inventors and entrepreneurs, between entrepreneurs and research facilities, between established companies and research facilities, and between established companies and the markets.

- Support the coordination and collaboration of private and public economic development organizations and activities throughout our Region, and improve the awareness and

accessibility of collaborative efforts by leveraging centers of information such as the Center for Economic Growth.

Outcomes

When success is achieved, the Capital Region will offer the financial capital necessary to stimulate economic growth and job creation by matching businesses with the financial resources that best meet their needs. Existing businesses will grow and become more competitive through coordination among economic development organizations and enabled by the Region's financial institutions. Agribusiness and resource-based industries will have improved access to existing economic development funding entities, and access to financial capital will be quicker and more predictable, enabling businesses to grow. The Capital Region will be positioned to generate growth in industries of the future.



GE, the sixth largest company in the United States, has invested heavily in the Region. A \$100 million investment in the Global Research Center in Niskayuna, a \$160 million investment in the battery plant in Schenectady, a \$165 million GE Healthcare manufacturing facility in the Rensselaer Tech Park in North Greenbush, and \$45 million to renovate a building in Schenectady for GE Energy. These investments have created more than 1,400 new jobs in the Region, bringing GE's employment in the Region to more than 7,000 people. GE's research enterprise is one of the world's most heavily funded private research centers and most diversified research labs. GE Global Research is a cornerstone for GE's business growth, developing breakthrough innovations in areas such as medical imaging, energy generation technology, jet engines and lighting – in our Region.



Collaboration among leaders of financial institutions with a vested interest in the long-term economic success of the Capital Region can create new funding opportunities. A local financial institution has partnered with the University at Albany in a pilot project for the purpose of promoting economic development through social entrepreneurship in upstate New York. The project includes a \$2.5 million targeted micro-enterprise loan program to serve as a financing mechanism for development and expansion of small businesses. Unlike traditional small business loans, credit will be extended based on the applicant's character, the soundness of its business plan, the viability of its business model, and the successful completion of a formalized mentoring program designed to educate entrepreneurs on business management factors.

Prepare for tomorrow.

Leverage the strength of the education system, from kindergarten through post-graduate, while collaborating with the public and private sectors to create a workforce that gives employers what they need and students what they deserve.

Overview

The Capital Region has been home to industry and innovation throughout its history. But for the Region to reach even greater heights as a global center for research, development, and advanced manufacturing, new approaches are required to better prepare students, existing and emerging workers in the skills needed to secure future jobs. This works in favor of two of the Capital Region's greatest strengths: our educational institutions and highly educated workforce.

STEM occupations are critical in achieving economic competitiveness because of their direct ties to innovation, economic growth and productivity. By 2016, the 10 fastest growing

occupations in New York will require STEM competencies, according to forecasts. And the demand for STEM jobs in New York is projected to grow by 9.9% from 2008 to 2018, with 93% of those jobs requiring postsecondary education. To meet these needs, our education and workforce development systems require the technological infrastructure, ability to innovate and organizational capacity required to drive teaching and learning for the knowledge economy.

Strengthening and reinforcing connections between education and workforce development is critically important to securing the Region's position as a destination of choice for entrepreneurs, growing companies and great young minds. Strategic connections across all sectors — education, business, government, labor and the non-profit sector — will advance interest in scientific and technical careers and develop career ladders and better training opportunities to meet the needs of tech-cluster industries. These collaborations will also fuel improvements in educational attainment in

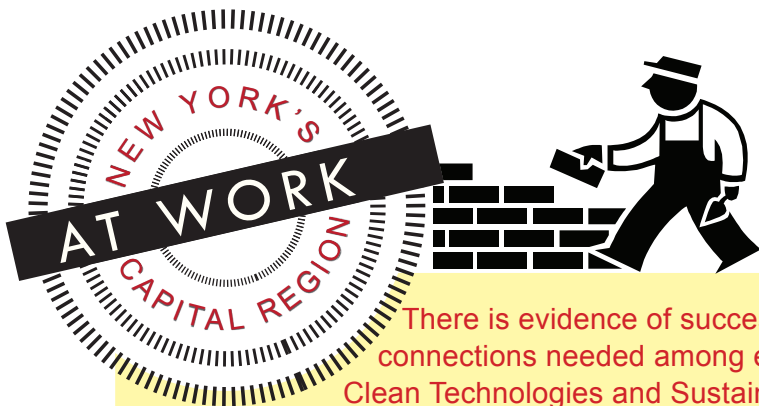
school districts, particularly those in urban and rural areas in the Region, where additional progress is needed.

Assets

- The Capital Region’s higher education sector boasts more than 20 institutions of higher learning – public and private – including several professional and graduate-level programs. Together, these entities educate over 77,000 students annually and make the Capital Region the “11th smartest Region in the country,” according to a recent BizJournals study. They also represent pivotal assets for expanded educational partnerships to foster excellent primary and secondary school systems, provide internship and assistantship opportunities, and offer job-specific training programs to meet the needs of employers.
- Solid, cross-sector partnerships involving business organizations and educational institutions have led to worthy pilot programs in the technology sector. Key agencies with responsibilities for planning and funding workforce training programs in their own portions of the Region have joined to call for reforms and common efforts. Connections between education and workforce system

reforms will extend the reach and positive impact of these changes, and are ready for implementation.

- The Capital Region’s highly-educated human capital is among its most significant assets. At 89.5%, the portion of area residents 25 or older who have graduated high school or had some higher education is greater than that for the state (84.2%) or the nation (84.6%).
- The Capital Region outperformed all other upstate Regions in workforce growth (+.81%). The Region also out-ranked all New York areas besides New York City in retention of educated 18-34 year olds—a key demographic group in supplying workers for, and attracting, industry.
- The Empire State STEM Learning Network fosters innovative and sustainable STEM curriculum, policies, programs, platforms, and partnerships to improve the college- and career-readiness of all students.
- Educational attainment in primary and secondary school is trending positive for the Region overall, and a number of school districts have model programs that can be deployed to improve performance in certain districts where progress has lagged.



There is evidence of successful practice in building stronger, earlier connections needed among educators and business in the Region. Clean Technologies and Sustainable Industries Early College High School, located at the TEC-SMART campus in NYSERDA’s Saratoga Technology & Energy Park in Malta, provides students with a blended form of instruction that infuses direct instruction with authentic experiences, research and foundational knowledge in the emerging fields of nanotechnology and renewable energy technologies. Students are dually enrolled in high school and college coursework with the potential of earning more than 20 college credits through Hudson Valley Community College.

Strategies

- **Encourage learning opportunities in STEM:**

- Create the Clean Technologies and Sustainable Industries Early College High School, expanding from the successful pilot project operated by the Ballston Spa school district at the NYSEERDA's Saratoga Technology and Energy Park. Clean Tech represents a collaborative learning environment connected to industry and focusing on STEM instruction for college and career. The project will create a Regional Early College High School that is a replicable and scalable asset for the other economic Regions of New York State, transforming the current models for education and serving as a beacon for innovation.

- Build broad community support for and student participation in interdisciplinary STEM courses through events, activities, and technical career awareness campaigns throughout the Region for students, parents, educators, businesses, and the broader community, utilizing the Region's business and educational assets like the College of Nanoscale Science and Engineering and model programs such as those at TEC-SMART, Tech Valley High, NYSTEM and New Visions to expose learners to 21st Century careers and education paths.

- Enhance the capacity of administrators and teachers to deliver high quality interdisciplinary STEM instruction and project- and inquiry-based learning through cataloguing and moving to expand STEM-related professional development opportunities in the Region.

- **Coalesce school, business, non-profit organizations, and civic leaders in joint efforts to help all students realize their potential.**

- Build understanding that education is everyone's business by creating the Capital Region Cradle-to-Career Collaborative initiated by SUNY Chancellor Nancy Zimpher — a

structured approach to energize, guide and support comprehensive educational reform efforts brought to scale across the Region's eight counties, and tailored to opportunities and needs in under-performing districts.

- Develop mechanisms to achieve alignment in how all sectors (school districts, colleges and universities, technical and vocational training institutions, job placement services, business enterprises) network with each other to understand and respond to current and emerging needs, and to develop a comprehensive plan to prepare, attract and retain the 21st Century talent pipeline.

- Leverage the Region's higher education and private sector expertise in core and emerging technologies to implement breakthrough pedagogical innovations in K-12 programs. Instill college and career readiness by connecting high schools and higher education with support from local and state government.

- Establish internships at area businesses using Chambers of Commerce as hubs to encourage their members to create opportunities and for schools to share information about student interests. Such efforts can extend from existing programs intended to help keep young people in the Region.

- **Use education dollars more efficiently by modernizing and coordinating business practices in schools.**

- Update business practices for schools in the areas of joint-purchasing, design and construction, external partnerships and sponsorships, enabling resources to go further for education.

- Demonstrate the value of granting selected schools discretion in the timing of State-required tests, and granting course credits based on subject mastery rather than seat-time requirements.

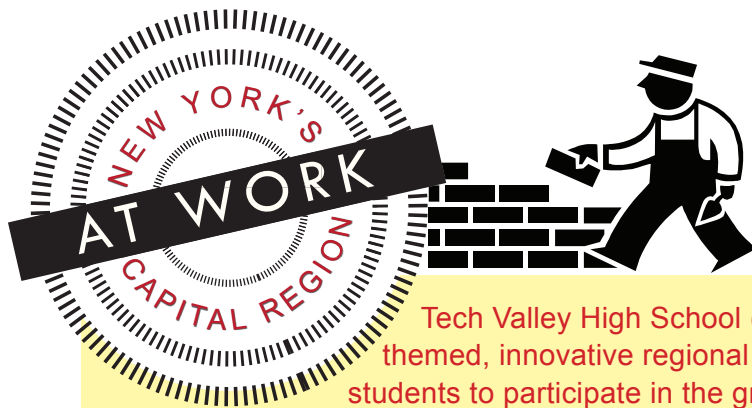
– Reform the funding and marketing of SUNY Community Colleges, incorporating the concept of equitable charge-backs within our Capital Region.

– Establish an “any campus” approach coordinating and linking course offerings among community colleges in the Region, enabling colleges to invite other schools to offer programs on their campuses, empowering enrolled students to attend other campus for labs or courses, or engage using conferencing and streaming media technology.

• **Better connect workforce development services**

– Encourage small, medium and large businesses to drive workforce development by sharing workforce needs with local and state agencies. Collaboration strategies with higher education, organized labor and other career development solutions can help to retain existing businesses by making them more competitive, and provide a valuable service that can attract new industry to the Region.

– Organize industry-wide training initiatives with private and public cooperation, utilizing organized labor and educational facilities



Tech Valley High School (TVHS) is a math-science-technology themed, innovative regional public high school that prepares students to participate in the growing high-tech and global economy – in the Capital Region and beyond. A joint venture of Questar III and Capital Region BOCES, students develop 21st Century skills, meet New York State learning standards in all subjects, and apply their learning in real-world projects.

The school was developed in an unprecedented partnership of stakeholders from K-12 and higher education, business, organized labor, and government and is designed to provide a model for instruction innovation for schools in the greater Capital Region. TVHS has been shaped—and will be sustained—through robust and dynamic partnerships with scientific, business and community enterprises. Students learn and are assessed on the acquisition of such skills as collaboration, communication, critical thinking and technology literacy – the skills that employers are seeking.

The first graduating class of TVHS reflects the success of the school’s innovative approach.

- 93% of graduates are heading to college and 7% will join the military.
- 48% of students going to college are focusing on STEM-related fields.
- During the first four years students outperformed in national and state tests and measures.

to train existing and emerging workforce in new technologies, and with apprenticeships and accelerated, customized retraining programs for dislocated workers who possess substantial experience in related industries.

- Establish an accelerated one-year technology-based certificate program to meet the needs of small, mid-size and larger employers, focusing on key skills and knowledge and counting toward a two-year degree at an accredited college.
- Develop a Regional technology-based learning community that links community colleges and BOCES across the Region to offer expanded training programs that can meet industry needs; provide college credit and articulation agreements to facilitate associate’s degrees with one year of community college; and help adult learners take advantage of the new training programs.
- Implement the Capital Region Workforce Pipeline — a Web portal to help educators and workforce development professionals interact more productively with employers through an online library that benchmarks successful practices; links to all workforce agencies, employer organizations, and job-specific training providers in the Region; helps identify workforce development needs of local employers and feeds this information to educators across the Region; and provides educators increased access to employers and current career information in the emerging sectors.

Outcomes

We will build a skilled workforce pipeline to provide Capital Region industries and their suppliers with the human capital needed to sustain their growth, and will ensure that the Region’s residents and existing companies benefit from that growth. A modern, quality education system is needed to supply the pipeline with globally competitive workers. Strengthening the workforce pipeline is

critically important to securing the Region’s position as a destination of choice for technology companies. The challenge is to implement a series of interconnected changes widely accepted as necessary, in order to better share resources and consolidate efforts to insure our area has a well trained, accessible and highly motivated workforce able to meet future demands.

The solution lies in collaboration among business, educational institutions, government, labor and the non-profit sector throughout the Region to implement interdisciplinary STEM education; to promote career ladder program development and interest in technical careers among students, parents, educators and current workers; and to provide better training opportunities to meet the needs of tech-cluster industries.

Increased cooperation between the area’s colleges, industries and industry clusters in job training and workforce development will close gaps and create a 21st Century talent pipeline that will provide Capital Region students the education they deserve, and furnish present and future employers with workers possessing the knowledge and skills needed to succeed in the innovation economy.

Build a superhighway.

Ensure that a 21st Century infrastructure exists so the Capital Region will become the first destination for business in New York State and be accessible to build, grow, and expand business.

Overview

To accommodate and drive the Capital Region’s continued growth, we must consider the traditional infrastructure needs of transportation, power, and water, and communications, including broadband. We will look beyond to smart infrastructure that

predicts and intelligently responds to the behavior and actions of users. We will focus on access to funding, service availability and the sustainability of the proposed solutions. The information technologies that will power our 21st Century economy depend on key components in processing, storage, and dissemination of this information. We have recognized the need for high performance computing power to fuel innovation in new technologies. We are at the start of a new age of computation. The power, penetration and impact – led by leaps in availability, usability, and technological progress – of high performance computing will begin to touch every aspect of our lives. Modeling, simulation, handling bit data, real-time processing and analysis, and new storage capabilities will provide new ways to coordinate, develop new products, handle logistics, avert and mitigate disasters, manage transportation, deliver education in new ways, and enhance healthcare.

In addition, following successful models proven in other areas of the country; and in partnership with federal and state officials, the power of our abundant waterways and waterfronts should also be unleashed. Waterways and waterfronts are vital centers of social gravity, critical supply chain nodes, and catalysts for positive change in our urban, suburban and rural communities.

We will make certain our infrastructure goals are in alignment with the initiatives already underway by New York State, such as smart grid technology for electricity and gas, sustainable water supplies, smart transportation systems, the State's Broadband Initiative.

Basic Infrastructure

The Capital Region must be committed to invest in key infrastructure to support growing needs in power, transportation, communications, and water. Fostering new, smart and clean technologies while lowering the cost of energy can and will be achieved.

Assets

Transportation Infrastructure

- The location of the Region, along the New York State Thruway and other interstate roadways, ensures that the Region is a hub for the movement of products. Products manufactured here are within one day delivery to 52% of the United States and Canadian populations, including the major metropolitan areas of New York City, Boston, Toronto, Montreal and a gateway to the West. The Region's strategic location insures our position as a transportation hub, and makes the Region an attractive location to draw additional producers.

- As the major air center for the Capital Region, Northeastern New York and Western New England, the Albany International Airport offers a wide-range of facilities and services. The airport has 2.3 million passengers annually, and recent capital investments are intended to grow the number of travelers.

- In fiscal year 2010, the Albany-Rensselaer Amtrak station was the ninth busiest Amtrak station in the nation. The presence of several interstate arteries coupled with ready access to rail positions the Region as an intermodal hub.

- The deep water Port of Albany on the Hudson River provides a connection with New York City and the Atlantic Ocean, and is adjacent to Kenwood Yard (CP Rail) and Selkirk Yard (CSX), and I-787 and I-87. In 2010, the Port reconstructed its wharf and pier system with \$12 million in State and federal funding, including an on-dock rail system allowing trains to pull right up to the ship for cargo. The Port is an important component of the Region's role in international commerce. In 2010, shipments of heavy lift cargo, grain, scrap iron and steel, wood pulp and molasses kept the longshore labor busy throughout the year. These investments have made the Port a distribution point for intermodal containers from the Port of New York and New Jersey.

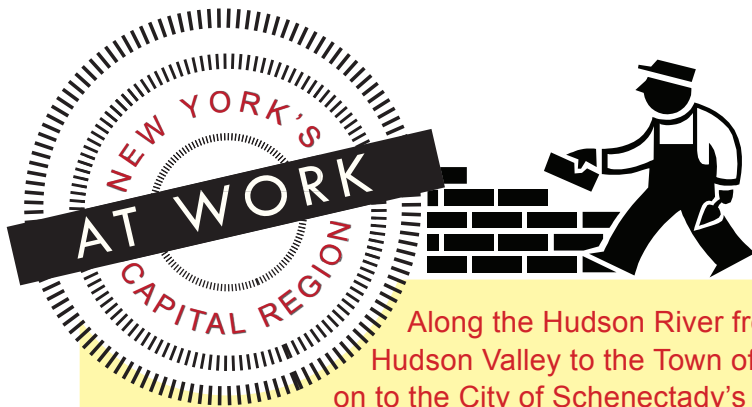
- The Port of Coeymans, located on the Hudson River, is a 125-acre marine terminal, offers dock capability for ships up to 750 feet with a draft of 32 feet, and is a secure MARSAC level facility and has full Coast Guard and Homeland Security approvals as well as Foreign Trade Zone availability.
- The Champlain and Erie canals provide 524-mile connections to the St. Lawrence Seaway and Buffalo. The tradition of navigation on New York's canals continues uninterrupted, and the resurgence of development in the historic communities begins again, as it did in the mid-1800s.

Technology Infrastructure

Beyond our basic infrastructure, our 21st Century economy is powered by information -- vital to the success of organizations focused on innovation and progress across the economic

spectrum... business, government, academia.

- Most areas of the Region have high speed broadband access, however, many of our rural areas lack adequate and reliable coverage.
- The Computational Center for Nanotechnology Innovations (CCNI) at Rensselaer is a partnership between RPI, IBM, and New York State. Together, the three partners have created one of the world's most powerful university-based supercomputers. The CCNI is designed both to help continue the impressive advances in shrinking device dimensions seen by electronics manufacturers, and to extend this model to a wide array of industries that could benefit from nanotechnology.



Along the Hudson River from the City of Hudson in the Upper Hudson Valley to the Town of Johnsbury in the Adirondacks, and on to the City of Schenectady's seat along the Mohawk River, the region is ripe with possibility for waterfront development. Convened by Congressman Paul Tonko, the Mighty Waters Task Force has fostered a climate of increased investment, recovery, and public awareness for the waterways and communities of the upper Hudson and Mohawk Rivers, Erie Canal, and related waterways, mobilizing federal and local resources that encourage policy reform, economic development, public access and enjoyment, and effective environmental and cultural resource management. Government officials, community planners, and business leaders from across the Capital Region have identified a series of priority recommendations for action. There are projects ready to go; existing and potential resources need to be identified to move the next generation of projects forward toward implementation. We envision a revitalization of urban waterfront focusing on residential uses supported by significant public access, recreation, cultural activity, hospitality, entertainment and other appropriate commercial uses. The potential for significant, impactful economic development is nearly limitless.

Strategies

- **Build smart, 21st Century infrastructure with a focus on preparing our community for sustainable growth.** We will conduct a comprehensive infrastructure assessment. Appropriate recommendations will be made to ensure that the needs of current and prospective businesses are being met, and to identify potential public/private partnerships to build smart, sustainable infrastructure.
- **Renew and expand infrastructure, consistent with smart growth principles, to support economic development and encourage a vibrant business climate.**
- **In determining project and funding prioritization, preference should be given to projects that augment and modernize existing manufacturing operations, assist existing businesses to become more competitive, attract new businesses, and support workforce training.**
- **Leverage funding for public and private partnerships in power generation utilizing co-generation and renewable energy, including bio-mass, wind, fuel cells, and solar technologies in order to provide reliable, clean energy at reasonable costs.**
- **Foster the engagement of private entities and utilities leveraging incentives to provide service to redeveloped downtown communities, as well as emerging office and technology parks in our Region.**
- **Highlight the successes of existing programs, such as those offered by NYSERDA and others, in order to encourage broader participation, as well as the development of even more innovative and transformative energy programs.**
- **Leverage transportation infrastructure in the Capital Region with a focus on increasing capacity and capability.**
- **Leverage continued improvements and investments in the I-90, I-87, I-88 corridors and connecting interstates to ensure that these assets remain major arteries for commercial and vehicular passengers.**
- **Promote new economic opportunities that leverage existing highway infrastructure, such as transportation hubs, distribution centers, and other relevant supporting commercial activities, that helps us capitalize on the traffic and commerce that is already generated because of our physical points of connectivity to other areas.**
- **Reclaim, reinvigorate, and restore our waterways and waterfronts, in order to capitalize on their increasing value from a social and economic perspective.**
- **Continue to support and utilize the existing rail infrastructure as a reliable and efficient means of transport for products and people.** Maintain and grow the demand for rail to support the business case for a high-speed rail system between Albany and New York City.
- **Build on recent federal and local funding to Albany International Airport, needed to increase the number of carriers and routes available.**
- **Establish Albany International Airport as a central hub, connecting the major centers of business within our state.** Promote municipal and county airports as Regional travel centers for small air travel and private transportation.
- **Develop high-speed broadband access for the Capital Region**
 - Ensure reliable, cost-effective, best-in-class broadband access throughout the Capital Region as a priority. Provide access where there is currently none, improve the performance where it exists today, and make certain the broadband capabilities are sized correctly to power growth.

– Promote the development of public/private partnerships to enable both wired and wireless solutions for broadband access in the Adirondack Park and the Region’s other areas without service. Access will require investment and a thoughtful, collaborative approach in order to ensure the protection of our natural resources.

– Focus on the “last mile of fiber” to help connect businesses with new opportunities by leveraging the existing high-speed broadband capabilities that are already in place to support our hi-tech industries.

– Identify opportunities to provide affordable broadband access across the socio-economic spectrum.

• **Promote and enhance the Region’s high performance computational resources**

– Leverage and support the high performance computing capabilities at our research universities, including the joint IBM, State, and Rensselaer Computational Center for Nanotechnology Innovations.

– Harness our high performance computing capabilities to assist in the creation of new and improved products for existing and new business enterprises.

– Invest in next generation high performance computation power in order to have the ability to study and find solutions to society’s most complex challenges, and to find research and innovation in new technologies.

• **Build information technology hosting and storage capabilities within the Region**

– Create a world-class data center to serve the Region, creating data management scale, vital local service in an under-served technology area, and overall resilience for our public and private sector organizations throughout the Capital Region and beyond.

– Repurpose and retrofit existing facilities with the appropriate footprint in order to provide this critical capability, while also revitalizing urban assets, enabling the creation of solutions in a cost-effective and sustainable fashion.

Outcomes

Investing in our basic and technology infrastructure and collaboratively planning for our future infrastructure needs will fuel our economy, help our companies become more competitive, and position our Region for economic expansion opportunities.

Increased access to broadband connectivity will bring sustainable economic growth to our Region’s rural areas, and continue to power the innovation needed to grow our economy through all business classes.

Expanded high performance computation capability will position the Region to become a center of exascale computing, make it a major center in the world for enterprises and activities that derive benefit from this core powerful technology.

Bring cities to life.

Capitalize on our urban centers within the Capital Region that have a history rich in vibrancy and return them to centers of influence that are alive with business, residential, and cultural programs that will revitalize them as active neighborhoods.

Overview

Renowned for their history, the cities of the Capital Region offer their residents and visitors all the modern elements of a bustling urban lifestyle. Home to culture and commerce, the Region’s urban areas also attract individuals interested in living in more environmentally friendly ways. The Capital Region has four moderate-size cities, in Albany, Saratoga Springs, Schenectady and Troy, each with its own character, strengths and challenges. It also

has smaller population centers, like the City of Glens Falls in the North and Hudson in the South that offer their own assets and appeal. Most of the Region's urban areas are located along the spine of our waterways. Each of the Capital Region's urban centers have opportunities to become more attractive places to work and live. Because of past investments, extensive infrastructure is in place for transportation, water, power, and sewer. Yet, more reliable, modern infrastructure is much in need, as are more housing options for people of all income levels, and increased safety. The performance and costs of urban school districts present special challenges. For those residing in urban centers, more opportunities for employment and economic advancement must be created. In particular, stronger and more strategic ties must be built from our urban communities to the driving forces of the

Region's economy in technology and advanced manufacturing.

The Capital Region's urban centers are home to an array of social service providers, with non-profit entities helping meet the needs of diverse populations. In many cases, anchor institutions in urban centers – colleges and universities, hospitals and others – are showing the way forward in meeting needs more effectively.

A number of the finest arts and cultural institutions in the area make their home in Capital Region cities. While other sections of this strategic plan address strengths and opportunities surrounding cultural assets as topics for the Region, they -- like access to capital, workforce development, and 21st Century infrastructure, among others -- are of particular importance in the Region's urban areas. Likewise, this section is meant



Saratoga Springs has a different story than any of the other three urban areas within the Capital Region. It has been known as a recreation center for centuries and has a long history of drawing people to its healing mineral springs and the oldest thoroughbred racetrack in the country. "Saratoga Springs: Transformation by the Passion of a Community," published in *The Saratogian* in 2010, documents the revitalization of the City's downtown over more than two decades. The old and tired City that always appealed to equestrians and hosts Skidmore and Empire State Colleges was transformed into a magnet for tourists, young people, strollers, shoppers, diners and, increasingly, wealthy people purchasing a second home or seeking to retire to a city of manageable size. The transformation started with a plan put together by the Chamber of Commerce in the early 1970s and focused first on replacing decaying storefronts on Broadway. The collection of essays describing the transformation and comprising the publications illustrate that the effort involved not just government and economic development entities, but organizations of all types and people from all walks of life who shared the same goal: to breathe new life into an urban center. Any visitor to Saratoga Springs today can see that, together, they succeeded.

to spotlight certain aspects of the plan but not separate portions of the Region-- recognizing that the close connectivity of urban, rural and working landscapes helps shape the Capital Region's distinctive character.

Assets

- Four of the Region's eight counties (Albany, Rensselaer, Saratoga, and Schenectady) host urban centers and a generally more dense level of development, with mature levels of infrastructure for transportation, water and wastewater, energy, telecommunications and higher education.
- A hub of employment in urban centers draw people daily, sprouting businesses to support the daily workforce with services.
- Many of the cultural and entertainment assets of the Region are based in urban areas, and each of the Region's urban centers host higher education institutions.
- They also have the benefit of cultural diversity, increasingly important in a global economy.
- Diverse projects underway in each of the four urban centers illustrate the capacity for investment in and by different sectors:
 - Production has begun on GE's new, \$100 million state-of-the-art battery manufacturing plant in Schenectady. Described as the backbone of GE's newly formed battery business, the project will create 350 new "green collar" manufacturing jobs.
 - A \$14 million renovation project involving the Proctor's and Chasan buildings and the stabilization and remediation of the historic Proctor's Theater in Downtown Troy is underway. The Proctor's Theater facade will be restored, over 63,000 square feet of high-end commercial and retail space will be created, and the 60,000 square foot theater will be stabilized to allow exploration of future potential.

– Albany Medical Center, the Region's only academic medical center and one of the busiest trauma centers in the State, has initiated a \$360 million hospital expansion project that will add nearly 100 beds. According to HUD, which offered loan guarantees in support of the project, the project will support 2,439 full-time jobs – including 1,000 new permanent positions at the Medical Center. The economic stimulus to the community is estimated to be \$835 million. The project already has spurred private development of office and retail space along New Scotland Avenue and Albany Medical Center is soliciting ideas for residential development on adjacent blocks it owns in the "Park South" neighborhood.

– Fueled by a \$4.98 million federal grant to the Albany Housing Authority, the Capital South Campus Center is a collaborative effort among over a dozen government, higher education, non-profit and private business interests providing an education and training campus in Albany's South End, complete with classrooms, computer labs, and related services.

– In Saratoga, a private developer has initiated construction on a six-story mixed-use building downtown. The "Market Center" will include 124 rental apartments and house a Price Chopper supermarket, 31,175 square feet of commercial real estate and parking for 151 cars.

– On the heels of the successful Glen Street redevelopment, the City of Glens Falls has initiated new projects on South and Warren Streets. Utilizing private and public funds, these projects are establishing downtown Glens Falls as a new center of social gravity midway between Lake George and Saratoga.

Strategies

An overarching strategy is to make the cities of the Capital Region 24-hour communities: exciting, attractive places not only to work, but to live, with homes, offices, entertainment

venues, cultural and educational institutions and shopping. The Council will support innovative programs in all sectors to revitalize our urban centers to preserve and enhance business areas, improve the urban living environment, and attract people back to the cities:

- **Capitalize on past investments, established strengths in advanced technology, and advantages of location to create a hub for “Smart Cities” technology development in the Capital Region, creating a test-bed for next-generation devices for use in urban transportation, energy, communications and other sectors through partnerships that integrate research institutions, technology fabricators, governments and clusters of smart-device companies attracted to the Region.**
- **Convert dormant manufacturing or commercial buildings into mixed-use projects, combining residential, office and retail activities.** Projects catering to empty nesters, retirees or to young people without children may be especially fruitful.
- **Enliven urban commercial areas as Main Streets that reflect the community’s culture and history.**
- **Revitalize properties for arts and entertainment, especially for “creative communities” combining residential and work spaces, art business incubators, shared facilities and related support services.**
- **Breathe new life into fallow downtown space by helping entrepreneurs to locate their growing enterprise.** Engage experienced businesspeople to help them negotiate reasonable rates and terms.
- **Restore urban waterfronts in the Region to their historic role as centers of city life.** These waterfronts served the Region as hubs for commerce, transportation and manufacturing,

and can once again lead the way through mixed-use development combining residential, recreation, cultural activity, hospitality, entertainment and other appropriate commercial uses.

- **Create and expand sources of capital for urban businesses per efforts outlined under an earlier goal, taking off from the Small Enterprise Economic Development (SEED) program, a micro-lending program launched in the summer of 2011 that marries a revolving loan fund provided by a local financial institution with mentoring and training provided by the Empire State Small Business Center and University at Albany faculty.**
- **Encourage purchasing of goods and services by anchor institutions in the Region as business-to-business opportunities, particularly for small, minority- and women-owned firms in Capital Region urban areas.**
- **Leverage urban assets for use in food manufacturing, distribution, and retailing that more fully employ urban assets and urban workforce skills.** Connect food producers in the Region with urban residents and restaurants interested in fresh, locally-produced foods. Pilot an urban “kitchen incubator” in one or more Capital Region cities to encourage food entrepreneurs who need access to a licensed commercial kitchen and want to work with locally-produced ingredients in their start-up food retailing or catering businesses.
- **Fix urban schools.** Extensive improvements in urban school districts are needed to attract families with children to Capital Region cities, and better assure that current residents and school children have a place in the future economy. The Council will mount a major cross-sector effort to transform urban schools throughout the Capital Region, bringing together leaders from pre-K–12 schools, higher education, business and industry, non-profit and community organizations,

foundations, cultural institutions, government leaders, parents, neighborhood residents, and other partners to align systems and services; maximize available resources; strengthen evidence-based programs and practices that improve student outcomes; connect currently disparate efforts; eliminate service delivery redundancies; and address gaps where there are not, at present, high-quality services for students.

- **Improve safety.** For urban initiatives to gain traction, Capital Region cities must reverse the realities and perception of inner-city crime. The Council will support model programs of success in improved public safety through community policing and other strategies, guided by an expert task force comprised of leaders from police agencies, county prosecutors' offices, business improvement districts, neighborhood crime prevention, civil rights organizations, and civic leaders.

Outcomes

Our successful urban revitalization will direct and encourage infill development back into city centers, and is at the core of smart growth principles in effect for New York State. Encouraging intelligent adaptive reuse rather than sprawl has the potential to improve environmental quality by preventing traffic congestion and environmental degradation, and preserve efficiencies by making greater use of investments already made in infrastructure and institutions.

Revitalized cities that offer mixed-use redevelopment will provide better places to live, work, and play. Urban living promotes healthier lifestyles with more walking and biking, more opportunities to build community, and decreased traffic congestion. Revitalized cities offer an attractive, active setting for retirees and young people; with more freedom and independence to get to jobs, recreation, and services.

Retail businesses will increase sales. There will be a greater diversity of locally-owned, unique shops and businesses. Capital Region cities will see an increased tax base due to economic growth.

A successful Smart Cities Technology Investment program would position the Capital Region as a global leader in developing smart systems technologies for an array of applications that will be of critical importance to national economic competitiveness and in high demand — technology solutions with the potential to greatly reduce governmental costs and transform the economic prospects of cities in our Region.

Celebrate and optimize our surroundings.

Attract visitors, new residents, and businesses by sustaining and optimizing our rural assets and working landscapes that provide a backdrop for the Region.

Overview

The Capital Region's rural assets and working landscapes are rooted in a highly diversified value chain that includes the production of agricultural, forest, and aquaculture products as well as significant upstream and downstream activities such as crop and livestock services, processing, aggregation, distribution, and research and development. Collectively, this value chain is one of the largest economic clusters in both the Capital Region and the State. A strong rural assets sector is not only an important economic driver in its own right, but provides the scenic, working landscapes and fresh, local food that attracts new employers and employees seeking to locate in the Region. Farming in today's marketplace requires strong entrepreneurial skills and Regional support to develop sources of process, product, and service innovation to remain competitive. These elements are crucial to success in farming in this environment.

By virtue of its existing transportation and rural assets, the Capital Region is well placed to develop additional programs, services and infrastructure to meet the demand of Capital Region residents and institutions interested in local food and agricultural products while expanding export driven agribusiness sector development.

The Region boasts a vibrant agricultural cluster that offers many new and unexplored opportunities for growth at both the individual farm, sector and industry levels.

Assets

- Tremendous diversity exists in this industry cluster ranging from: firms providing goods and services to farmers — such as fertilizer, feed and seed dealers, bankers and others; 3,600 farms producing fruit, vegetables, dairy, livestock and other types of farm products; food processors; trucking companies and other companies involved in the processing, distribution and marketing of farm and food products.
- More than one-fifth of the Capital Region's lands are designated as agricultural districts, with about 18% active in farming.
- The Capital Region's agricultural cluster is large and vibrant with nearly 3,300 businesses generating just over \$9.9 billion in revenue.
- The cluster employs more than 34,400 employees with the average firm generating \$3.5 million in sales and employing eleven individuals. Jobs require various skill levels to support primary and secondary industry activities such as processing, transportation, warehousing, distribution, and harvest.
- The industry is a solid platform for economic growth and job creation over the last five years posting a 20% growth in firm numbers and nearly 1% growth in employment base over a period when the balance of the economy contracted.

- There are many privately and publicly supported “Buy Local” programs throughout the Capital Region. The Region has favorable demographic conditions and a high concentration of public and private institutions with significant potential for growth in local product purchasing.

- There is a network of wholesale and retail outlets for agricultural products focused on delivering food, fiber, entertainment, and horticultural products to the nearly 31 million residents who live within a 200-mile radius of the geographic center of the Region, including local urban centers, and the New York City and Boston metropolitan areas.

- Capital Region growers and producers have a significant presence in the New York City Greenmarkets, which represents a majority of the Greenmarkets sales annually.

Strategies

- Increase collaboration among farmers, distributors, restaurants, and stores to promote “Grown in the Region,” and farm-to-table projects, and develop appropriate marketing strategies.
- Increase collaboration among farmers (food suppliers), distributors, wholesalers, retailers, restaurants, and the Region's high-tech supply chain expertise to create a more efficient distribution network and identify new markets outside the Region that could be accessed by utilizing technology.
- Increase public and private investment that supports food and farming related businesses.
- Connect produce purchasers with local agribusinesses and incentivize the use of the Region's resources.
- Encourage the funding of existing and new programs to support research and development in advanced technologies for use in resource based industries such as catalysts for cellulosic bio-fuel production and membrane technology for bio-solid filtration in food processing.

- **Leverage the necessary investment in infrastructure, marketing, aggregation, and brand development to see a significant increase in the value of “local” food transactions.**
- **Expand niche markets by building Regional infrastructure (capacity, business development and investment) to support pasture raised, all natural livestock and poultry, dairy products (e.g. farmer labeled bottling), and artisanal value-add products (e.g. yogurt, cheese and ice cream).** Explore other niche market opportunities in specialty grains for the distilling/brewing industries production of essential oils, and development of an aromatics industry.
- **Link the importance of working landscapes to the tourism sector of the Region, and raise the awareness of the role agriculture plays in supporting the Region’s high quality of life.**
- **Foster support of existing and new programs that protect and preserve the use of arable land for agriculture and food production.**

Outcomes

We will successfully support and enhance our rural assets and working landscapes to provide residents and visitors the benefit from locally grown food and agricultural products. “Buy Local” campaigns successfully promote food and agricultural products and have demonstrated a clear benefit to local farmers and food businesses.

Investments will be made in the development of on-farm and Regional dairy processing capacity to expand market opportunities within the Capital Region and for dairy exports outside the Region.

Apple orchards, farm wineries, farm distilleries, breweries, and other Capital Region farms will be integrated into Regional tourism efforts and investments will be made to expand tourism facilities to support these efforts.

We will better integrate the available workforce within the Region’s urban centers with the low- and moderately-skilled job demands of many rural, resource-based industries – creating jobs.

We will develop year-round farmer’s market facilities capable of attracting larger populations to the area, as well as wholesale market facilities that can provide food to area colleges, hospitals, and other institutions will be expanded to make them more accessible and attractive.

We will increase all-natural, pasture raised livestock and poultry production by developing additional scale appropriate and livestock processing facilities with the necessary cut/wrap and value-add components. Investment in local fish farms will continue so that a local source of healthy fish is available for consumption without negative environmental impact.

Development of infrastructure and services for niche products such as fiber will be introduced as well as specialty business support services for agribusiness and agritourism, including financing, marketing, strategic planning, technical assistance, and feasibility studies.

Showcase our beauty.

Capitalize on our inherited and created assets, leveraging the beautiful, natural environment, deeply rooted in history, arts, and culture and use them as beacons and anchors to make our communities thrive.

Overview

Across the Capital Region, cultural, historical and recreational opportunities abound. From museums and theaters to parks and waterways, the Region offers days and nights filled with a wide variety of activities for people of all ages to experience and enjoy year-round. Whether interests lie in art history or experimental media, professional baseball or internationally acclaimed ballet, local farming or world-class horse racing, skiing and family resorts in the

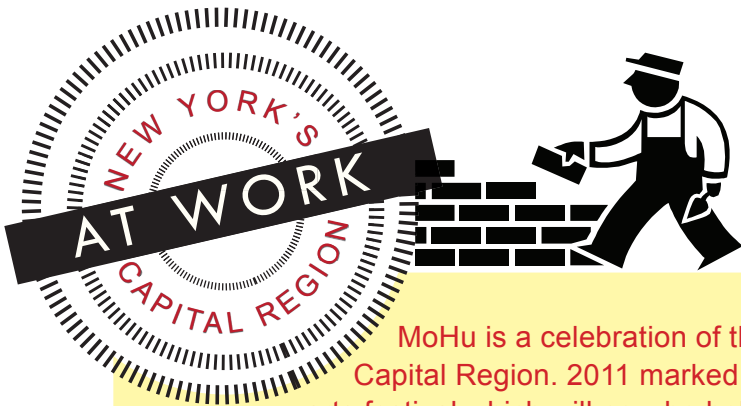
Great Northern Catskills or apple picking in the Heldebergs, rock concerts or rock climbing, there is something for everyone within the Capital Region.

This rich and diverse recreational foundation has provided the Capital Region with a strong tradition of attracting tourists and visitors. This is a significant aspect of our local economy, often the first introduction to our Region and a magnet for economic activity.

The Capital Region is further enriched by non-profits, rooted in the communities they serve, and flexible in responding to changing needs. Non-profits promote human dignity and compassion and offer opportunities for participation and service.

Assets

- The Capital Region's natural environment, including mountains to the north and south and abundant waterways, is a tourism magnet.
- Tourism pumps \$2.1 billion annually into the Regional economy and supports 3,500 companies and employs over 15,000 people.
- The Region is the national epicenter for heritage areas, with 21 state and three national heritage areas, serving as a pillar of our quality of life and a linchpin for heritage tourism. Four million people annually visit these sites.
- The Saratoga Race Course and Lake George, "The Queen of American Lakes," are two of the Region's premier tourism anchors that bring visitors from around the world.
- The Great Northern Catskills, originally



MoHu is a celebration of the vitality of the arts and culture in the Capital Region. 2011 marked the inaugural season of a nine-day-long arts festival which will now be held every October in Albany, Schenectady, Rensselaer and Saratoga counties. MoHu features theatre, dance, music, visual and random acts of art throughout the Region.

The MoHu festival raises awareness of the diversity and quality of the arts within the Region; the areas bordering the Mohawk and Hudson Rivers, and the Region within 50+ kilometers of their convergence. MoHu is helping to foster collaboration and cooperation between the area's thriving arts communities. Nearly 150 Regional arts and cultural organizations coordinated several hundred events.

The contribution of the arts to the local economy goes beyond the rarely measured financial and economic contribution to communities. Arts and culture activities are economic drivers and are critical to the quality of life in our communities, high on the list for potential businesses and others who may be contemplating relocation. These nine days bring expanded audiences into our Region and celebrate the vibrancy and diversity that makes our area so great.

branded as America's First Vacation Land, is the inspiration for Washington Irving's literary legend, Rip Van Winkle, and internationally known as the birthplace of the American Landscape Movement – Hudson River School of Painting with the National Historic Sites of Thomas Cole's Cedar Grove, and Frederic Church's Olana; with five of the 10 highest peaks in the state, world-class skiing at Hunter and Windham Mountains are premier tourism anchors.

- The Region boasts numerous performing arts venues, such as the Music Halls in Troy and Cohoes, Mac-Hayden Theatre, Hudson Opera House, Saratoga Performing Arts Center, The Egg, Proctors Theatre, EMPAC, Orpheum Theater and the Lake George Opera.
- The history of the Region is woven into the fabric of American History, from early settlements to the Revolutionary War to the leadership of both Teddy and Franklin Roosevelt.
- The non-profit sector in the Capital Region is estimated to employ 20% of the private sector employees and have a total economic impact of \$7.8 billion. In short, the not-for-profit sector is critical to the well being of our communities.

Strategies

- **Form a cultural collaborative that will:**
 - Catalogue existing Regional assets.
 - Encourage sharing of infrastructure, back office activities, scheduling, promotional activities and fundraising efforts.
 - Facilitate financial collaboration of Regional enterprises.
 - Provide a starting point for Regional celebrations and festivals, coordinating themes across a broad spectrum of entities, including those that reach beyond the culture and arts communities (such as apple season).
 - Increase collaboration and coordination among Regional tourist bureaus in promotion and information exchange

- **Promote the use of information technology to better market arts and culture in the Region, improve efficiencies, and provide collaborative linkages.**
- **Explore the creation of more “linked” arts seasons, and linked arts and tourism packages, to attract more visitors to the Region.**
- **Develop “social centers of gravity,” rich in entertaining, dining and cultural activities, within our urban areas. Support existing and new funding for programs in urban communities that revitalize properties for arts and entertainment.**
- **Support the State fully funding the Environmental Protection Fund (EPF).** The EPF funds land for municipal parks, open space conservation, farmland protection, recycling facilities, waterfront revitalization projects, and historic preservation projects.
- **Identify nonprofit organizations that will act as implementers of strategic plan strategies related to workforce development, education and the promotion of arts and culture.**

Outcomes

When we succeed in showcasing the arts and the inherent beauty of our surroundings we will increase growth opportunities for cultural entities and environmental tourism in the Region. Promotional programs that cross-market complementary arts, culture, and tourism, will bring more tourists, revenue and jobs into the Region and improve the quality of life for its citizens. These programs will further serve to increase awareness within the Region and the State among consumers and businesses about the natural beauty and recreational opportunities that are available.

The arts, cultural and heritage organizations will flourish as they work with greater efficiency, partner with each other and local employers, and celebrate the themes that make this Region so attractive. Restaurants, entertainment venues,

and other businesses that enhance quality of life will emerge across the Capital Region, but especially in our revitalized urban centers. All told, greater awareness of the qualities of our Region will make it a destination of choice for talented people, dynamic businesses, and tourists from across the globe.

Spotlight our strengths.

Create and celebrate our distinct and comprehensive Regional identity by reaching out to other geographies to feature these assets and make the Capital Region the first destination in New York.

Overview

Throughout the Capital Region, there are myriad opportunities for cultural experiences and natural beauty to appreciate year round. From museums and theaters to parks and waterways, the Capital Region offers days and nights filled with a wide variety of activities for people of all ages to experience and enjoy. And there is a unique proximity of urban, suburban, village, and rural living in the Region, all within easy reach of population centers in Boston, New York, and Montreal.

As such, the Capital Region exists today as a destination, and with the concerted efforts of this strategic plan, the Capital Region will become the first destination for businesses and their employees. New York has always welcomed business, but now, it is loudly proclaiming that it is open for business, proactively seeking long-term, transformative partnerships from businesses that reside in other states ... or across the globe. The Capital Region is poised to become the state's capital of commerce.

Assets

- Quality of life is one of the Capital Region's greatest assets. This is a great place to work and play.
- The Capital Region offers a unique balance of urban enterprise and rural beauty, emerging centers for culture, alongside farms and forests.

World-class entertainment is neighbors with cutting-edge computer gamers, and acres of the best-eating apples on the planet.

- The Region's unique physical features include many miles of riverfront access, the beauty of Lake George, the Catskills, and the Adirondacks, which have for centuries charmed many into visiting and staying. Tourists are attracted to trails, parklands, and other open spaces within the Capital Region and they provide enjoyment for our residents, as well.
- Housing costs are comparatively low and the Region offers a wide variety of residential options in many different styles and architectural designs. It is easy to find a place to call home whether the preference is urban brownstones or suburban colonials, country estates and farms, or waterfront condos.
- Capital Region neighborhoods are safe and well connected to high-quality services. Crime rates are low and have improved in every county within the Capital Region, with notably large improvement in the counties hosting urban centers.
- Capital Region communities boast some of the top-performing schools in the State and nation, as well as world-class higher education.
- Access to a full range of health care services is considered a given within the Region which offers the full continuum of care from preventive to long-term care.

Strategies

- **The Capital Region Quality of Life Collaborative will celebrate and promote the quality of life in the Capital Region.** Membership will include organizations interested in attracting and retaining residents, such as colleges and universities and employers as well as organizations interested in promoting tourism. The Collaborative will employ a variety of tactics to provide access to information about the Region and offer centralized branding and marketing support.
- **Part of that marketing platform will be the establishment of value propositions for the**

diverse stakeholders in our Region. For high-tech businesses choosing our destination we must become the Region where doing business is efficient, cost-effective, and timely. Where a talented and eager workforce is ready to make history and where employees can have a rich and full quality of life. College students should look no farther than the Capital Region because not only will we train them in the fields of tomorrow but the jobs of tomorrow will be here, too. And, for the small business person, the non-profit organization, and the stay-at-home parent, the Capital Region will be the place to reap the economic benefits of a thriving economy, a collaborative atmosphere focused on change for the better, and a Region steeped in the beauty of nature and the arts.

- **The Capital Region Media Coalition includes representatives of television, radio, outdoor and print media outlets across the Region.** Its mission is to increase awareness about economic development programs in the Region, engage the general public and business community, and promote the Region to internal and external audiences. The Media Coalition will employ a variety of tactics to develop and disseminate messages to brand the Region, engage the community in ongoing economic development efforts, and raise awareness of positive changes in the Region. For example, the Media Coalition produced a thirty-second public service announcement that encouraged people to submit Consolidated Funding Applications.

- **Invest in marketing programs as a Region and combine the funding streams of local entities into larger campaigns that highlight the Region as a destination.**

- **Market the resources we have to our local residents.**

- **Identify features to promote to external markets.**

- **Unite to promote employment opportunities and careers in the Region with one cohesive, powerful message.**

- **Target our vast group of alumni who have had some connection to the Region and invite them to share in our prosperity, in business, in education, and in quality of life.**

- **Establish activities/events/neighborhood information of interest to college students and young professionals in the Region.**

- **Create shared activities across individual institutional lines, such as development of a student and young professionals “passport” providing discounted access to cultural institutions, restaurants, special events, and other services in the Region.**

- **Facilitate internship/employment experiences as a service both for students/graduates and employers in the area.**

- **Serve as a resource for young families in the Region, connecting them to information about affordable housing, neighborhood attributes, childcare resources, pediatric and family medicine practitioners, schools, and other quality of life attributes of interest.**

Outcomes

A successful Capital Region Quality of Life Collaborative will clarify and promote a Regional identity, raise the positive profile of the area, and increase awareness of our assets among residents and among potential employers, inside and outside the Region.

Opportunities will multiply as local employers adopt leading-edge business processes to meet the needs of the Region and beyond.

The arts and non-profits will flourish as they work with greater efficiency, partner with each other and local employers, and celebrate the themes that make this Region so attractive.

Awareness of the quality of our Region will make it a destination of choice for talented people, dynamic businesses, and tourists from across the globe.

TRANSFORMATIVE
INITIATIVES

V. Transformative Initiatives

The Region proposes transformative projects based on our ability to: advance the Regional economy, capitalize on collaboration, succeed quickly, produce solid return on investment and meaningful impact, and to produce sustained, measurable results. Further, we are committed to ensuring representation from the entirety of our Region, recognizing and leveraging the diversity of our economy, of our resources and of our people's significant and unique assets.

Our Region's transformative projects in this five-year plan:

New York Capital Research Alliance

The New York Capital Research Alliance (Alliance) is a transformational initiative aimed at leveraging world-class intellectual capital and an unparalleled research and development infrastructure to attract both private sector investment and external federal sponsored funding. The Alliance will build the innovation, knowledge-based economy with a focus on biomedical science and technology throughout the greater Capital Region, which will result in significant new job creation. The Alliance will provide a formal structure for the Capital Region's businesses, colleges and universities, and local and state governments to collaborate in areas of advanced technology that includes biomedical and life sciences, biomedical engineering, informatics, and nano-medicine.

The Alliance will be realized through the synergistic combination of each institution's unique strengths to implement this transformational vision for the Capital Region. In addition to Albany Medical Center, Rensselaer Polytechnic Institute, and the University at Albany, other potential institutions with national and/or international prominence could include, but are not limited to, Albany Molecular Research Inc. (AMRI), Albany College of Pharmacy and Health Sciences,

College of Nanoscale Science and Engineering, General Electric Global Health, Hudson Valley Community College, Pharmaceutical Research Institute, Regenerative Research Foundation, Reentering, Taconic Farms, Inc., Wadsworth Center/New York State Department of Health.

Positioning for Leadership in High Performance Computing

Exascale computing (computing at a speed of 10^{18} calculations per second, or more than 10,000 times as fast as the largest current supercomputer in Rensselaer's CCNI) is a disruptive technology. 2020 will mark the beginning of the era of exascale, and in this era, we will see a radical new way of thinking about scientific research, commerce, infrastructure, and life.

This project proposes a public/private partnership between the State and its academic institutions and businesses to place the State at the front of the exascale revolution. The project will bring one of the world's first petascale computers to New York State. It will also establish the Capital Region as a hub for a New York-wide high performance computing network dedicated to exascale research and the use of petascale supercomputing to support academic and industrial innovation in the Region and across the state. The machine will be housed in the CCNI facility at the Rensselaer Technology Park.

High Performance Computation Consortium

In 1998, NYSTAR funded the New York State High Performance Computation Consortium (HPC2) to work with New York State industries to increase their competitive advantage through the use of high performance computing simulations. The original consortium members included Rensselaer Polytechnic Institute, Stony Brook University/Brookhaven National Labs, University at Buffalo and NYSERNet.

The purpose of this proposal is to build on the success of the HPC2 to expand the consortium to ensure New York industries are among the first in the world to take advantage of this nation's move to exascale simulation technologies in the development of innovative new products and processes. The first year of the project will continue the efforts of the current HPC2 partners, while bringing the four new core universities up to full speed. The second year will be focused on dramatically expanding the number of industrial projects and interactions supported, while the third year will continue to increase those activities as well as the penetration of industrial applications.

Improving the Region's Business Climate

The Council identified several transformative projects that, when implemented, will improve the business climate of our Region.

Capital Region Access to Solutions Program Center/Foundation for Success Loan Fund

Capital Region Access to Solutions will establish a not-for-profit "business concierge" resource center in the Capital Region for start-up, growth, mature, and turnaround businesses, along with an alternative and a \$100 million non-traditional revolving loan fund (The Foundation for Success Loan Fund) to support economic growth in the Region. The center will address businesses' need for appropriate financing and the coordination of public and private service professionals by an assigned Business Concierge that will identify needs and match the best service providers with the business owner or entrepreneur.

Public and private service professionals who will assist with guidance will include, but are not limited to, business planning, idea formation, legal services, accounting services, tax consulting, payroll, insurance, and other support elements. Partners for this program include CEG, Capital District Community Loan

Fund, Small Business Development Center/ SEED, and Tech Valley Chamber Coalition.

"Open for Business" Consolidation Initiative

The Warren County Economic Development Council, Washington County Local Development Corporation, and the Adirondack Regional Chamber of Commerce will consolidate the economic development "Open for Business" initiatives under one roof to streamline activities that support business retention, expansion and new business investment to the two-county area.

Foreign Investment

The Center for Economic Growth will collaborate on an eight-county Regional center under the Department of Homeland Security's EB-5 Immigrant Investor Program, a key opportunity to attract foreign investment to further the Region's growth objectives.

Capital Region Collaborative Procurement Portal — Agribusiness

Local buyers are limited in their access to best practices in procurement which leaves potential savings on the negotiation table, prohibits growth of local, small, minority and disadvantaged businesses and misses opportunities to work collaboratively across multiple entities. This is particularly true for agriculture and food products which often miss the opportunity for inclusion in public bid systems.

A pilot program for school districts and health care institutions will help to develop the systems necessary to deliver a multi-county and institution procurement portal for Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington County. We stand ready to support this initiative and its requirements within a pilot scale test, initially targeting food and agricultural product procurement with the intent to expand.

Capital Region Access to the World

Availability and affordability of high-speed Internet access is vital to the Region. Projects include a broadband feasibility study to determine the extent of the need and the most practical broadband solution for Columbia County.

Providing broadband Internet access Region-wide, including many rural areas with limited Internet access, will allow all areas to attract businesses that require fast Internet access for their needs. A 2010 study for Warren and Washington Counties identified lack of open access fiber network and need for improved and expanded broadband connectivity for increased economic development activity. The study recommended improving broadband connectivity in clusters around specific town centers. In these two counties alone, nearly 4,000 businesses and more than 59,000 employees will be impacted.

Broadband is essential to economic development and recruitment efforts across the Capital Region. Based on a needs analysis for Warren and Washington Counties, broadband access is expected to cost \$20 million to be matched by \$13 million in local funds. Additional funding is required to close the gap in these areas. In Rensselaer County, broadband access in unserved areas is expected to cost \$12.5 million.

Enhancing Tourism

Paving the way for improved and revitalized infrastructure enhances tourism by providing the building blocks for private investment with public benefit. Development of our Region as a destination of choice for tourism aligns the interests of visitors and residents alike, enriching the quality of life. Specific projects include Windham Mountain “Destination Windham,” Catamount Ski Area, and a Destination Hotel and Water Park.

The \$33.5 million “Destination Windham” project includes a \$2 million state-of-the-

art indoor ice skating facility appropriate for recreational and professional use; a new day care center for the community at large; enhanced base lodge facilities for the provision of additional guest services; expansion of the beginner level ski trails; a new ski learning center; improved parking, traffic management and storm water management systems; a 41 unit condominium complex at the base lodge; “green” shuttles to connect the resort to the town’s business district; and retail space located within the town of Windham business district that will be used for marketing and sales of mountain properties and services.

The Catamount Ski Area and Adventure Park will transform the facility into a full-service, four-season resort. The project will create 200 new jobs and include a new hotel, lodge, restaurant, and retail space.

“Destination Hotel & Waterpark” — Located at Exit 21B of the Thruway, the proposed hotel will include a 400-room hotel and associated 80,000 square foot indoor water park. The project will create 513 jobs and generate in excess of \$9 million annually in direct economic benefits.

Existing Transformative Projects

Work has already begun in our Region on a number of transformative projects, for which we encourage continued support. In all cases, solid plans are in place and, in many cases, funding has been identified, if not secured. Moving these projects ahead will further strengthen the Region and its economy. Therefore, the Council felt compelled to voice its support.

NYSUNY 2020 Initiative/UAlbany Impact Plan Featuring the Innovation Research Plaza

In response to Governor Andrew Cuomo’s historic NYSUNY 2020 Challenge Grant initiative, the University at Albany advanced UAlbany Impact, a transformational strategic investment plan. The plan leverages \$35 million in challenge grant capital funding, a rational

tuition policy, an academic excellence fee, and other regulatory reforms to build UAlbany's academic and research enterprise, develop a state-of-the-art Innovation Research Plaza, and generate nearly \$1.9 billion dollars of economic impact throughout the greater Capital Region.

UAlbany Impact provides a five-year economic blueprint for strengthening the university's academic, research and service mission, while spurring Regional economic growth and community revitalization. The university anticipates it will generate over \$115 million in additional external research funding and attract 187 new faculty and researchers. In addition, UAlbany Impact will immediately realize a \$150 million transformational initiative, the Innovation Research Plaza which will accommodate the University's anticipated growth while invigorating the economy.

University at Albany's College of Nanoscale Science and Engineering Expansion

Five global semiconductor corporations are teaming up with the College of Nanoscale Science and Engineering at the University at Albany on a \$4.8 billion research project to develop the next generation of computer chips. The Global 450 Consortium includes Intel, Taiwan Semiconductor Manufacturing Corp., GLOBALFOUNDRIES Inc., Samsung, and IBM. The project includes the construction of a \$300 million research building and Intel will establish an east coast headquarters in Albany to support the project.

The investment into the next generation of less expensive, more efficient computer chips will increase the odds of New York attracting a second chip manufacturing plant in the next few years. Each of the five companies will contribute at least \$75 million and the State will contribute \$400 million. The project will focus on the costly transition from 300 millimeter wafers to 450 millimeter wafers.

Harriman Redevelopment

The Harriman Campus is a 330-acre state office complex directly adjacent to the University at Albany and at the intersections of Interstates 90 and 87. While the campus still remains home to thousands of state workers, plans are underway to reposition this valuable asset into a multi-use environment. It is proposed that portions of the site be repurposed as a mixed-use live, learn, and work campus, building off the strengths of existing stakeholders: the State of New York (OGS, Empire State Development), the City of Albany, University at Albany, and Albany Nano. The plan includes working with a private developer in a phased approach to focus on privatizing portions of the campus for use by research and technology sectors, keeping state operations on the campus and bringing renewed vitality to the campus with the potential for new educational, commercial, and housing opportunities.

GLOBALFOUNDRIES FAB 8

The GLOBALFOUNDRIES project is a large scale, advanced semiconductor production facility ("fab") within the Luther Forest Technology Campus in Malta. The site has been approved for three fabs which could include approximately one million square feet of cleanroom space.

These fabs are drivers in the development of widespread Regional economic ecosystems and are the path to commercialization of other research and development investments. Research and development funding invested in the State can be lost as the manufacturing of those technologies is taken to other states or nations. To maximize and leverage the State's investment, it is important to ensure that the large scale manufacturing takes place here. The GLOBALFOUNDRIES project in Malta provides a vehicle for such commercialization.

Albany Convention Center

Enabling legislation in place since 2004 charges the Albany Convention Center Authority (ACCA) with planning, designing, constructing, and operating a convention center within one mile of the New York State Capitol to promote economic development in the City of Albany and the Capital Region.

ACCA completed the State Environmental Quality Review Act (SEQRA) process and market studies to develop a facility to include a privately developed hotel and a publicly partnered Intermodal/Parking Facility. Once open, the center will create 2,000 permanent direct jobs as well as an additional 510 jobs in businesses that will service the center and affect businesses throughout the Capital Region. When complete, the demand created by the New York State Convention Center/Albany, will generate some \$60 million in annual visitor spending and nearly \$4 million in local, county, and state taxes per year while paying over \$2.9 million in salaries and wages.

Locally and Economically Significant Transformative Projects

Knowing that every project submitted for inclusion into the Capital Region plan could not be classified as transformative, the Council did realize that some submissions would have significant impact on local communities within the region. By endorsing these endeavors, as locally and economically significant, our plan highlights initiatives that will make an impact within our region, they are:

Amkor

One of the world's leading providers of outsourced semiconductor assembly and test services, Amkor is evaluating establishment of a new bump and probe manufacturing operation in Saratoga in conjunction with GLOBALFOUNDRIES. The facility would be 80,000 to 100,000 square feet and would result in up to 110 full-time permanent jobs with an average salary of \$67,000 at the project site by Dec 31, 2015. Initial capital spend

is approximately \$50 million in year one and estimated total of \$122 million over ten years in addition to new construction of the leased facility, should new facility be built to accommodate the project. Additional phases two and three may unfold over next six years.

Metroplex GE Shovel-Ready Planning Project

Schenectady County Metroplex Development Authority requested support from the Council for a job-creating Green Energy project. In the past seven years, GE has worked with Metroplex on eight projects that have attracted more than 1,000 new jobs and more than \$200 million in new investment in Schenectady County at the company's Global Research Center and its Energy Training Center in Niskayuna and Main Energy Campus in downtown Schenectady. Due to these investments and expansions, there is no longer available space at any existing manufacturing buildings in Schenectady. Metroplex is seeking support from Empire State Development and the Council to prepare shovel-ready sites and then take these sites through the SEQRA process in order to quickly respond to future GE expansion and investment opportunities.

Region-Wide Solid Waste Management

Albany County applied for a shared services grant through the Department of State to explore feasibility of creating a Regional solid waste authority for nine counties. The Capital Region Local Government Council, with assistance from CEG, will investigate and determine whether to move forward on this initiative during the Council's five-year strategic plan. A study submitted to the Council identifies waste volumes generated, evaluates current waste management practices, identifies technologies available to process waste, describes processes to develop facilities to utilize those technologies, benefits to creating the authority, and steps necessary to creating authority.

Transloading Facility in Columbia County

This project would develop a new trans-loading facility to serve businesses in the Capital Region that presently lack rail access. There is currently no rail transloading facility on the east side of the Hudson River below Albany, a very significant constraint. All rail spurs and ancillary facilities/equipment funded through this request will be directly connected to an existing active CSX line at the Claverack Industrial Tract in Hudson. The project will allow businesses to transfer products from trucks to rail cars for outgoing purposes and to move incoming products from rail cars to trucks.

Arsenal Biomass Cogen Phase 1

This project proposes to develop, finance, construct and operate a new steam production plant and, subsequently, a new steam and electric cogeneration facility at the Watervliet Arsenal. This project will lead to greater efficiency, more affordable power and lead to further development at the Arsenal. Energy improvements directly aid in the preservation of 800 mission-related jobs (manufacturing, research and development) at the Arsenal and enhance the 300 private sector jobs previously attracted to the site. Full build-out will create 1,700 temporary construction and engineering jobs, and once complete, enable the full build-out leading to the creation of an additional 500 private sector jobs in high-technology.

Northeast Parent & Child Workforce Development Project

Northeast Parent & Child Society, Inc. is seeking funds for a two-year workforce development pilot project to provide 400 at-risk young adults an opportunity to transition through the program to post-secondary education and jobs in the advanced manufacturing field. YouthBuild graduates in the three major cities will be provided steps toward employment at existing and emerging

high-tech companies in the Region. The two-year initiative will ensure that at-risk minority young men and women will be provided a platform to obtain a high-tech job for the 21st Century. Potential partners include: CNSE, GLOBALFOUNDRIES, various SUNY Centers, TEC-SMART, RPI, CEG, Arsenal Business and Technology Partnership, Capital Region Women in Business, City of Albany Youth and Workforce Services and YouthBuild Program, Albany Common Council, Albany Office of the District Attorney, Schenectady High School, National Grid, Commission on Economic Opportunity/Troy YouthBuild, and NYSERDA.

HVCC Online Workforce Development Project

An online training program to address workforce needs in the growing semiconductor industry, the program will provide the theory component of the course. Students will complete the hands-on lab component at the TEC-SMART facility in Malta. An accelerated lab will be offered one weekend per month. Students may complete the certificate program in less than one year. The lab will offer a similar environment to the twelve-hour shift GLOBALFOUNDRIES requires of its employees. Upon completion, students receive a credit-bearing certificate and will be employable in the high-demand semiconductor industry. One hundred seventy-six students will be recruited and trained for semiconductor manufacturing technician positions.

STEM Integration Program

The STEM Integration Program offered through Gifted and Talented Resource Center has proposed initiatives to enhance current elementary and middle school curricula in STEM disciplines — designed as a co-plan and co-teach program and will include future collaborative efforts within the Washington, Saratoga, Warren, Hamilton, and Essex BOCES including distance learning, career and technical education,

school improvement services (professional development), and languages and culture center. Business-to-school partnerships will be developed to include facilitators from business and industry. Services offering students introduction to careers, occupations and studies in STEM-related disciplines — such as nanotechnology, engineering/design, global connections, robotics, mathematics in technology, biotechnology/forensics, and green technologies will be integrated.

CNSE Smart Cities

The Capital Region Smart City incubator is an 18-month partnership project to create a Smart Cities roadmap for Albany, Schenectady and Troy. The goal of this initiative is to create a “government transformation incubator” for other cities to leverage across the state. The plan includes these components: new technology and Smart City best practices knowledge building; focus on high value city business processes; Smart Cities prototype – a partnership of University at Albany, the City of Albany, and Capital Region Economic Development Council.

Waterfront Projects

Schenectady - ALCO Site

This plan calls for redevelopment of the 60-acre brownfield project site (ALCO) along the Mohawk River, includes the demolition of over 800,000 square feet of obsolete buildings and site remediation to create a mixed-use residential, commercial and retail development. Clean-up and new construction is anticipated to commence in late 2012.

Corinth Paper Mill Site

The Corinth Paper Mill has been vacant since 2002. Moncada Energy Group (MEG) has expressed interest in purchasing the site for solar panel manufacturing and renewable energy generation projects, however, they will not incur the liability of owning the wastewater

treatment plant and landfills on the site. Waste Connections Inc. (WCI) has indicated interest in expanding and operating the landfills and operating the wastewater treatment facility. MEG and WCI have agreed to work together on a plan where each would purchase a portion (to include all) of the 274+/- acre site for their business purposes. Purchase price of the site is estimated at \$2.1 million. MEG estimates 100 permanent employees; WCI estimates 20 permanent positions, plus seasonal construction workers to expand and maintain the landfill cells.

Rensselaer – Riverfront Redevelopment Project

The Rensselaer Riverfront Redevelopment Project proposes complete renovation of 27 acres of prime real estate on the banks of the Hudson River directly across the river from downtown Albany. Project will involve mixed-use occupancy of 515 residential units, 165,000 square feet of retail, and 250,000 square feet of commercial office space. The project also includes 1,850 parking spots (some structured parking), public esplanade along the water’s edge for roughly 1,200 linear feet, boat slips and public spaces. Project is approved and ready to start. First building construction is scheduled for the Spring 2012. Infrastructure is scheduled to start roughly the same time. Pace of construction will be driven by both market conditions as well as funding availability for public spaces and infrastructure. Project assumes an 8 -10 year build-out.

Downtown Troy Development

Waterfront improvements at Monument Square, including the construction of public amenities along the riverside, adjacent to the site of the planned \$31 million Troy City Center residential/retail development.

IMPLEMENTATION AGENDA

VI. Implementation Agenda

Overview

To ensure the effectiveness of this strategic plan and its implementation, the Council will actively monitor, evaluate and steward the strategies, outcomes, and transformative initiatives. This continuing activity will be supported by four teams: **Evaluation - Monitoring - Operations - Outcomes.**

Economic development is not a linear process with a start and finish, but a cycle where planning, execution and monitoring lead to iterations where our Council will have the ability to:

- Adjust to market conditions and demand
- Revisit past projects
- Adapt to new opportunities

To this point, our Council will assemble and task our four teams with the following duties:

The **Evaluation Team** will be comprised of Council members who will have the ongoing responsibility to continue to develop methods of evaluation in the receipt and review of proposals that seek endorsement for State funding under the aegis of the Council. This team will be responsible for management of the evaluation process and report its recommendations quarterly to the Council.

The **Monitoring Team** will be responsible for collecting metrics and key performance indicators that will guide our Council in decision management and project success. The team will include specific metrics that are detailed in this report and that reflect the status and goals for the Region. In addition, this team will receive the project metrics for all funded projects from the State and the expected outcomes of our initiatives, as per the specifications of the CFAs.

The Monitoring Team also will receive and monitor input from the public and be responsible for reporting metrics data (including longitudinal analysis) to the other teams, as well as to the Council, on a monthly basis.

The **Operations Team** will help prepare a timeline for activities, including meetings, reports, and recommendations. It will manage all aspects of timeline operations and milestone deliverables, including scheduling, reserving venues, issuing invitations, and publicizing meetings, as necessary.

A specific responsibility of this team will be to schedule opportunities for public input consistent with the public participation and stakeholder engagement strategy (see Appendix C). The Council may draw on the public outreach methods outlined in its strategy to inform and engage the public in the following areas:

- The status of strategic plan implementation and to elicit public opinion on how the strategies are working
- Identification of any emerging critical issues or opportunities since the adoption of the five-year strategic plan
- The need to modify the Strategic plan based on changing conditions in the Region or new information

The Council fully intends to, at a minimum, hold public forums throughout the Region annually to inform and engage the public on the issues identified above.

The Operations Team will also develop decision criteria related to the metrics (e.g., determining parameters that would necessitate alerts being sent to the Council). Finally, this team will be responsible for providing operations-related

recommendations to the Council. The work of the Operations Team will be ongoing and determined by the timeline of activities and projects supported and sponsored by the Council.

The **Outcomes Team** will evaluate input from the other teams and from the Council in the effort to articulate how strategies and initiatives should be adjusted to meet the current and future needs of our Region and the lessons learned in execution of projects and policy.

This team will be responsible to recommend and draft modifications to the strategic plan working on a six-month review cycle. It is the culmination of the planning, execution and monitoring of our strategic plan that the Outcomes Team will be responsible for truly determining how the strategies in our plan are meeting the needs of our constituency.

The Outcomes Team will be tasked with the development and implementation of a strategy that identifies how the Council will advance the transformative initiatives and projects over the five-year period. The strategy will be developed within 90 days, and the Outcomes Team will monitor and report monthly on progress.

Collaborative Teams and Coalitions: As referenced throughout this strategic plan, groups already have come together to enhance our Region and others are contemplated going forward. These collaborative teams and coalitions also will be essential to the implementation of the plan.

See timeline on the following pages.

Transformative Projects Undertaken By The Council

Project	Project Team	Project Funding	Milestones	Near Term 0-18 Months	Mid Term 18-36 Months	Long Term 36+ Months
New York Capital Research Alliance	Albany Medical Center Rensselaer Polytechnic Institute University at Albany <i>Pursuing other Partners</i>	\$900,000 requested to leverage \$5.4 million funding from research partners.	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
Position for Leadership in High Performance Computing	Rensselaer Polytechnic Institute IBM	\$150 million in total cost \$25 million requested	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
High Performance Computing Consortium	Rensselaer Polytechnic Institute Stonybrook University / Brookhaven National Laboratory University at Buffalo NYSRNet <i>Pursuing other Partners</i>	\$6 million requested to leverage \$30 million funding from industry partners.	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
Capital Region Access to Solutions Program Center/Foundation for Success Loan Fund	Center for Economic Growth Capital District Community Loan Fund Small Business Development Center / SEED Tech Valley Chamber Coalition	\$2,254 million in total cost \$776,000 requested	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
Capital Region Collaborative Procurement Portal	Hudson Valley Agribusiness Development Corporation Capital District School Districts Capital District Healthcare Organization	\$250,000 requested Self-funded after initial implementation	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
Capital Region Access to the World	Washington and Warren Counties Columbia County	\$20 million in total cost, \$7 million requested \$200,000 in total cost, \$180,000 requested	Planning of Project Funding of Project Execution of Plan Creation of Wealth			
Enhancing Tourism	Rensselaer County "Destination Windham" "Catamount Ski Area" "Destination Hotel & Waterpark"	\$12.5 million in total cost \$33.5 million in total cost, \$2.5 million requested \$30 million in total cost, \$1 million requested \$130 million in total cost, \$2 million requested	Planning of Project Funding of Project Execution of Plan Creation of Wealth			

Transformative Projects Supported By The Council
NYSUNY 2020 Initiative/Albany
Impact Plan

University at Albany	Planning of Project	
	Funding of Project	
	Execution of Plan	
	Creation of Wealth	
University at Albany's College of Nanoscale Science and Engineering Expansion		
University at Albany's College of Nanoscale Science and Engineering		
Intel, IBM, Samsung, Taiwan Semiconductor Manufacturing Corp., GLOBALFOUNDRIES	Planning of Project	
	Funding of Project	
	Execution of Plan	
	Creation of Wealth	
Harriman Redevelopment		
State of New York	Planning of Project	
City of Albany	Funding of Project	
University at Albany	Execution of Plan	
College of Nanoscale Science and Engineering	Creation of Wealth	
Albany City School District		
GLOBALFOUNDRIES Fab 8		
GLOBALFOUNDRIES	Planning of Project	
	Funding of Project	
	Execution of Plan	
	Creation of Wealth	
Albany Convention Center		
Albany Convention Center Authority	Planning of Project	
	Funding of Project	
	Execution of Plan	
	Creation of Wealth	

Locally & Economically Significant Projects

Project	Project Team	Project Funding	Milestones			
			Near Term 0 - 18 Months	Mid Term 18 - 36 Months	Long Term 36+ Months	
"Open for Business" Consolidation Initiative	Warren County EDC	\$875,000 total cost \$500,000 requested, of which \$175,000 for revolving loan fund	Planning of Project			
	Washington County LDC		Funding of Project			
	Adirondack Regional Chamber of Commerce <i>Pursuing other Partners</i>		Execution of Plan			
Foreign Investment	Center for Economic Growth	\$125,000 total cost \$125,000 requested	Creation of Wealth			
			Planning of Project			
			Funding of Project			
Amkor	Amkor	\$122 million total project Awaiting State and Local economic development incentive proposal	Execution of Plan			
	Saratoga County Economic Development		Creation of Wealth			
			Planning of Project			
Metroplex GE Shovel-Ready Planning Project	Schenectady County Metroplex GE	\$250,000 total cost \$250,000 requested	Funding of Project			
			Execution of Plan			
			Creation of Wealth			
Region Wide Solid Waste Management Planning	Albany, Rensselaer, Columbia, Greene, Saratoga, Washington, Warren, Montgomery Counties	No funding requested	Planning of Project			
			Funding of Project			
			Execution of Plan			
Transloading Facility in Columbia County	Columbia County IDA	\$3,358,600 total cost \$2,208,600 requested	Creation of Wealth			
			Planning of Project			
			Funding of Project			
Arsenal Biomass Cogen Phase 1	Arsenal Business & Technology Partnership	\$23.1 million total cost \$3 million requested	Execution of Plan			
			Creation of Wealth			
			Planning of Project			

Northeast Parent & Child Workforce Development Project	Northeast Parent & Child Society, Inc.	\$3.9 million total cost \$3.9 million requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
HVCC Online Workforce Development Project	Hudson Valley Community College TEC-SMART GLOBALFOUNDRIES	\$375,000 total cost \$375,000 requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
STEM Integration Program	Warren, Washington, Saratoga, Hamilton, Essex BOCES	\$225,000 total \$225,000 requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
CNSE Smart Cities	CNSE University at Albany -Center for Technology in Government	\$10 million total cost \$4 million requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
Waterfront Projects	Schenectady County	\$1,159,470 total cost \$579,735 requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
Corinth Paper Mill Redevelopment	Moncada Energy Group Waste Connections, Inc.	No total cost or ask specified	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
Rensselaer - Riverfront Redevelopment Project	Marx Properties, Inc.	\$200 million total cost \$5 million requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		
Downtown Troy Redevelopment	City of Troy Troy City Center LLC	\$2,172,000 in total cost \$954,00 requested	Planning of Project		
			Funding of Project		
			Execution of Plan		
			Creation of Wealth		

METRICS

VII. Metrics

The Capital Region Economic Development Council will measure the success of this plan by using performance metrics that proactively assess and drive actions to produce the objectives prescribed by the strategic goals; in addition, provide feedback to identify opportunities for refinement of the strategies in a dynamic economic environment. The metrics have been articulated to reflect the desired outcomes established by each of the strategies and their resulting accomplished goals.

Our approach will allow our Region to measure the progress of the strategic plan's goals and the successful impact of individual projects:

Measuring the Impact of the Strategic Plan's Goals and Strategies:

Perhaps the greatest opportunity for the Capital Region can be found in collaboration. The **Leverage and Collaborate** goal emerged almost immediately as Council members uncovered common interests. We already have strong base of large, Regional partnerships (e.g., in Nanotech), so it is reasonable to track the creation of new collaborative ventures (by dollars invested), the growth in the budget sizes of established collaborations and the total scale (in dollars) of Regional collaboration activity.

To summarize, in support of the **Leverage and Collaborate** goal, the following measurements will be collected:

- Dollars/scale of collaboration
- Number of new collaborations
- Growth in current collaborations (in dollars)

A key prerequisite for economic growth in the Capital Region is funding. The **Open New Doors** goal is aimed at ensuring enough investment is occurring in the Region to support the expansion of our economy. We have seen that in other high-growth Regions, such

as Silicon Valley, venture capital has been an important catalyst; therefore the Council will monitor the venture dollars attracted to the Region.

To summarize, in support of the **Open New Doors** goal, the following measurements will be collected:

- Private investment dollars
- Venture capital
- Public investment dollars

Any plan for economic development depends critically on human capital. Among the great strengths of the Capital Region are the skills, talents, and industry of its people. Taking economic success into the future is dependent on another of the Council's strategies, **Prepare for Tomorrow**. The measures in this domain are around education and employment. Recognizing the central role of STEM disciplines, the success of the Region in developing a workforce with competence in these fields will be measured by annual tracking of the number of STEM degrees (Associate's, Bachelor's, Master's, Doctorate). In addition, high school completion rates and apprenticeship completions by trade will be monitored. To understand labor pool shortages and assist in shaping the labor pool, we will compile the number of applications per openings by occupational sector.

To summarize, in support of the **Prepare for Tomorrow** goal, the following measurements will be collected:

- The numbers each of STEM degrees (Associate's, Bachelor's, Master's, Doctorate)
- High school completion rates, trade school graduations, and apprenticeship completions
- Applications/openings ratio by occupational sector

- Immigration/emigration flow by aggregate constant dollar income

A critical requirement for the attraction of new businesses and the growth of established businesses is an adequate infrastructure. While assessments put the Capital Region near the top for broadband capacity, and the Region has an enviable base to meet transportation needs, demand for both is expected to grow and the transportation infrastructure, in particular, is aging. The **Build a Superhighway** goal is aimed at ensuring that sufficient investments are made to provide a reliable, up-to-date infrastructure for the Region.

To summarize, in support of the **Build a Superhighway** goal, the following measurements will be collected:

- Broadband capacity (bandwidth, coverage, and reliability)
- Infrastructure reliability (especially the reduction of the percent of deficient bridges)
- Travel time to work
- Public transportation ridership
- Cargo tonnage at the Port of Albany
- Use of Albany International Airport (number of passengers, tonnage of cargo)
- Shovel-ready, pre-permitted acreage
- Investment dollars in smart infrastructure projects
- Growth in federal dollars for infrastructure

The Capital Region's urban centers have enormous potential to become efficient and dynamic hubs for development. Cities support energy, entertainment and lively exchange of ideas. They attract talented people and inspire innovative partnerships. All Regions seeking economic growth and development seek to retain and attract entrepreneurs, artists and skilled workers. Ultimately, how well the Region

fulfills the population's needs and desires determines success in this competition for population. With this in mind, the Council has targeted efforts to **Bring Cities to Life**. A number of our measures are intended to track the status of our urban areas. We would look to see if urban median income and property values to improve. As we succeed, vacancy rates and poverty levels should fall.

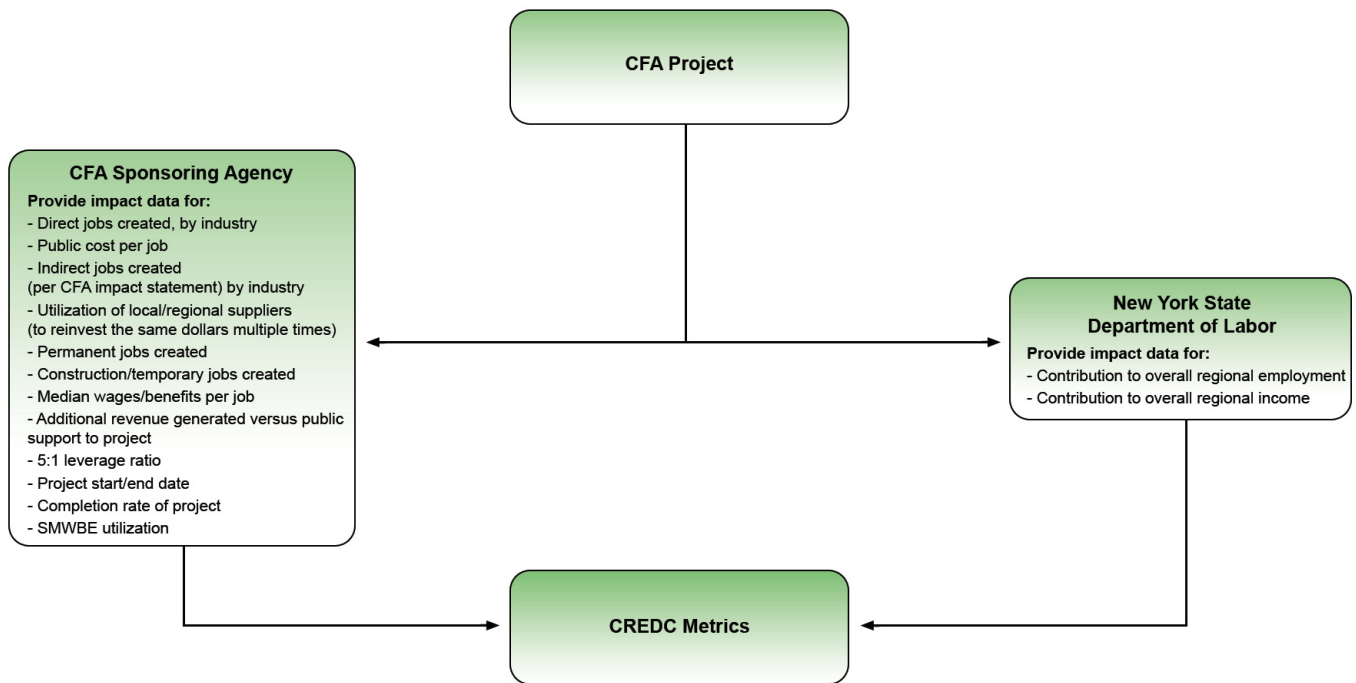
To summarize, in support of the **Bring Cities to Life** goal, the following measurements will be collected:

- Vacant property
- Poverty rates
- Median property values
- Urban median income
- Affordable housing stock
- Urban Business Creation

The rural areas of our Region are intrinsic to our identity, positioned for economic development and key to the quality of life that retains and attracts people of talent, skill, and energy. With this in mind, the Council has explicitly chosen a measure to mobilize action in support of its **Celebrate and Optimize Our Surroundings** goal. Our measures are aimed primarily at using the health of agribusiness in the Region as a bellwether for overall rural development. To this end, we will look to see an increase in the overall value of the chief enterprise in this segment, working farms.

To summarize, in support of the **Celebrate and Optimize Our Surroundings** goal, the following measurements will be collected:

- Produce exports
- Penetration of local agriculture
- Farm proprietors
- Number of working farms



- Overall value of working farms

A key reason why the Capital Region has been successful in growing its population against a headwind of population drops in the Northeast has been the appealing quality of life offered by the Region. Both the natural beauty of the Region and the appeal of its museums, arts, culture and history draw business, visitors and a skilled workforce to our area. With this in mind, the Council has explicitly chosen a measure to mobilize action in support of its **Showcase Our Beauty** goal.

To summarize, in support of the **Showcase Our Beauty** goal, the following measurements will be collected:

- Leisure and hospitality job counts
- Representative visitors to State parks
- Philanthropic investment in Regional cultural resources

To fully leverage the strengths of our Region,

businesses and talented individuals, both externally and locally, need to be aware of our successes. The **Spotlight Our Strengths** goal is aimed at spreading the word and ensuring that good news is perpetuated and appreciated.

To summarize, in support of the **Spotlight our Strengths** goal, the following measurements will be collected:

- Number of wire service stories about the Capital Region with a business tagline
- Survey of residents, tracking the percent of those responding to questions reflecting confidence with “yes”
- Tourism revenue

Measuring the Impact of Individual Projects:

We will measure the impact of individual projects by measuring its direct impact and its Regional impact (see diagram). The CFA sponsoring agency will provide the project's direct impact data for the following areas:

1. Direct jobs created, by industry
2. Public cost per job
3. Indirect jobs created (per CFA impact statement) by industry
4. Utilization of local/Regional suppliers (to reinvest the same dollars multiple times)
5. Permanent jobs created
6. Construction/temporary jobs created
7. Median wages/benefits per job
8. Additional revenue generated versus public support to project

9. 5:1 leverage ratio

10. Project start/end date

11. Completion rate of project

12. SMWBE utilization

The New York State Department of Labor will provide Regional impact data:

1. Contribution to overall Regional employment
2. Contribution to overall Regional income

In some cases, a project will have indirect impacts to the Council goals. For instance, some projects may focus primarily on educational improvements to the quality of the workforce. In cases such as this, the direct and indirect impact data may have “not applicable” as the measure for one or more metrics.

APPENDICES

Appendix A

Regional Assessment of Existing Conditions and Economic Opportunities

2011 Rankings and Recognitions include:

Albany Metro ranks #1 in High Tech Hubs and #5 in Economic Growth

Potential (Business Facilities)

Albany 28th in concentration of young brainpower (Area Development)

Albany ranks 14th in Brookings national clean economy study (Brookings)

University at Albany-SUNY Nanotechnology undergraduate program

identified as top-notch in “cool and practical” fields (Mother Jones)

In 2010, the Capital Region also earned several accolades, including:

“America’s Best Places To Raise A Family,” Albany-Schenectady-Troy, 9th (Forbes)

“America’s Most Innovative Cities,” Albany, 15th (Forbes)

“Best Bang-for-the-Buck Cities,” Albany-Schenectady-Troy, 30th (Forbes)

“Best Cities for College Students,” Albany, 14th (American Institute for Economic Research)

“Best Places for Relocating Families” (Primacy Relocation)

“Best Cities for Job Growth Medium Cities,” Albany-Schenectady-Troy, 17th (New Geography)

“Capital Region Receives 5 Stars for Quality of Life” (Expansion Management)

Setting

The Capital Region’s varied landscape and location serves as a great economic asset both in encouraging tourism and in establishing the Region as a great place to work and live. Four of the Region’s eight counties (Albany, Rensselaer, Saratoga, and Schenectady) host urban centers and a generally more dense level of development, with higher levels of infrastructure for transportation, water and wastewater, energy, telecommunications and higher education. The remaining four counties, Warren and Washington in the north, and Columbia and Greene in the south, have lower levels of population density, fewer and smaller urban cores, and more limited infrastructure.

More than one-fifth of the Capital Region’s lands are in designated agricultural districts, and about 18% is in active use for farming.

Population and Employment

The Capital Region has a population of 1.1 million and a workforce of 560,000, making human capital perhaps its most significant asset. Prior to the recent economic downturn, total labor demand in all industries was predicted to grow by 8% in the eight-county Capital Region from 2004-2014. This growth was projected despite a projected 12% decrease in manufacturing jobs. From 2000 to 2005, the Capital Region has outperformed all other upstate Regions in terms of both population (+2.8%) and workforce (+.81%) growth. The Region is also ranked first among upstate metros in retention of educated 18-34 year olds, (second in the state following New York City). Despite the current economic climate, these facts bode well for the future of the Region.

The diversity of our population, although lagging the State and Nation, is increasing. There is greater representation of people who are Black or African American, Asian or two or

more races in three of the counties with urban centers – Albany, Rensselaer and Schenectady. With the exception of the northern most counties of the Region, the percentage of residents who identify themselves as Latino or of Hispanic Origin ranges from 3.8% (Rensselaer) to 5.7% (Schenectady).

Employment in the Capital Region has been relatively stable; the education and health services sector provides a lot of jobs in the Region and has been growing, even throughout the recent period of economic difficulty. However, the Capital Region economy remains heavily dependent on State government employment, with approximately 12% of its non-agricultural workforce employed by the State.

Sectoral Assets

Education: The Capital Region's higher education sector boasts more than 20 institutions of higher learning – public and private – including several professional and graduate-level programs. Together, these entities educate 67,000 students annually and draw students and faculty from around the world. They have exceptional programs in technology and engineering. At 89.5%, the portion of area residents 25 or older who have graduated high school or had some higher education is greater than for the State (84.2%) or the Nation (84.6%). The percent of residents 25 or older who have a bachelor's degree or higher (30.3%) is slightly lower than the State (31.8%) but higher than the Nation (27.5%).

Health Care: Health care services account for a large proportion of employment in the Region offering jobs at all skill levels and attracting well-compensated professionals who support the economy. The Region is served by high-quality health care institutions, including long-term care facilities and numerous community hospitals. Albany Medical Center, the Region's academic health sciences center, provides access to a full range of specialty medical services

and nationally-recognized disease experts. It includes a medical college that serves to populate the area with skilled, educated physicians and offers continuing medical education to help inform community-based practicing physicians of the latest developments in medicine.

Non-Profits: The Capital Region is home to numerous non-profit organizations that provide a full range of human services, arts and cultural opportunities and other services that enhance the quality of life. They range in size from grass-roots support groups to multi-million dollar enterprises. Our residents are generous both in their support of established organizations and special causes. This generosity becomes increasingly important as reductions in government spending, reform of entitlement programs, tax law changes and volatile financial markets threaten the fiscal stability of many non-profit health and human service organizations.

Biotech: The biotechnology and life sciences industry involves the application of molecular and cellular processes to create goods and services. The Capital Region had the highest growth in New York State in terms of net biotech sector jobs (+1,200), and second highest rate of growth (22.2%) between 2000 and 2005. The sector had a relatively high average annual wage of \$60,513 in 2005 (*Department of Labor Sector Report*, 8/2007). In 2007, the Region's largest biotech subsector was research, medical testing and laboratories, employing 4,100 with an average annual wage of \$76,600. Additionally, the sector has a location quotient of 2.1 in the Capital Region (*ESD Cluster Report*). In pharmaceuticals, the Capital Region's share of national employment is growing, an indication that the industry is gaining importance locally.

Significant Regional assets in the sector include the Center for Biotechnology and Interdisciplinary Studies at RPI, Albany

Medical Center/Albany Medical College, the Pharmaceutical Research Institute at Albany College of Pharmacy and Health Sciences, the State Department of Health Wadsworth Center, the Center for Excellence in Cancer Genomics and the Center for Functional Genomics, both at UAlbany's east campus. Biotech sector employers of note in the Capital Region include: Intermagnetics, Regeneron, X-Ray Optical, AMRI, Phillips Healthcare, American Bio-Medica, Taconic, CR Bard, Angio Dynamics, and Fortitech.

Nanotechnology: Nanotechnology involves the control of materials and devices at the molecular and atomic level to create new applications and products. Subsectors include tools and devices (instruments, molecular switches, etc.), materials, and nanobio (drug delivery, bio devices, etc.), and other activities including modeling and simulation. State and industry investments in nanoscience and nanotechnology have made the Capital Region an up-and-coming center for advanced and electronics manufacturing. Investment in nanotech has spurred development and financial commitments from several large manufacturers, including IBM, Sony, and the microchip giant GLOBALFOUNDRIES. It has attracted the world's leading nanoelectronic companies including IBM, Tokyo Electron, Qimonda, Micron and many others.

Important Regional assets include the College of Nanoscale Science and Engineering (CNSE) at University at Albany – the world's first college devoted to the study of Nanoscience, the Center of Excellence in Nanoelectronics (CEN) at CNSE's Albany NanoTech, International SEMATECH, and the Computational Center for Nanotechnology Innovations at the Rensselaer Tech Park. Employers of note include Applied Nanoworks, Inc., Tokyo Electron, Inc., Starfire Systems, Applied Materials, and IBM.

Computer/Electronics: Computer and electronic product manufacturing involves

the manufacture of computers, computer peripherals, communications equipment, semiconductors, imaging equipment, and similar electronic products and product components. Within the Region during the period of 2001-2006 this sector experienced a +13% growth rate in employment at a time when at a national level employment levels were declining by 0.25%. Key employers in this sector are: Dellmar Technologies, EE Taylor Companies, EBARA, Encore Electronics, GLOBALFOUNDRIES, Adirondack Electronics. The establishment of GLOBALFOUNDRIES in the Region will attract many semiconductor companies to the area as customers and suppliers to the Foundry Company. It is estimated that this will result in the creation of over 5,000 jobs.

Energy: General Electric Global Research Center in Niskayuna serves as the home base for GE Global Research and hub of the company's rapidly expanding operations. It includes more than 1,900 employees representing all areas and disciplines of science and technology. Knolls Atomic Power Laboratory (KAPL) based in Niskayuna and Milton, are operated by Lockheed Martin and employ more than 2,600 people who develop advanced nuclear propulsion technology, provide technical support for the safe and reliable operation of existing naval reactors and provide training to naval personnel who operate them. GE Global Renewable Energy Center/Wind Product Management Customer Support Center will become the focus of GE's research and development efforts in the rapidly expanding wind power industry; GE'S new battery plant, scheduled to open by the end of 2011, will employ 350 people to make nickel-sodium batteries used to power electric cars and locomotives.

The Department of Energy National Renewable Energy Laboratory has designated SUNY Albany a "Clean Energy Incubator," providing access to direct operating support and a

national alliance of venture capital investors and technology companies located around the country.

The Center for Future Energy Systems (CFES) at Rensselaer is the Energy Center for Advanced Technology (Energy CAT) in New York State and is funded by NYSTAR (New York State Office of Science, Technology and Innovation) and industrial partners. CFES conducts fundamental and applied research to accelerate the development of energy efficient and renewable energy technologies. Working with other academic and government institutions, and with many industry partners, it focuses on the development and application of new energy materials, devices and systems. Project areas include low-cost, high-efficiency photovoltaic solar cells, wind turbine blade performance enhancement, advanced lighting sources, fuel cell testing and characterization, smart buildings, energy storage technologies, renewable energy grid integration, microgrid, and smart grid.

Saratoga Energy & Technology Park, Malta, is a 280-acre knowledge community for clean energy and environmental technologies with about a dozen tenants.

Clean Tech: Clean tech is characterized by the production of goods and services that preserve natural resources and reduce environmental damage. It is comprised of several segments, including: alternative energy and power, materials and green buildings, transportation and logistics, and clean air and water technologies. The Capital Region contains or is near an abundance of natural resources and environmental assets (e.g. biomass, agricultural lands) needed to supply important segments of the clean tech sector. The Region also contains excellent industry and university based research facilities focused on clean tech. Employers of note include: MTI, Plug Power, General Electric, Ecovative Design, AWS Truewind, and Advanced Energy Conversion.

Relevant Regional Assets: Environmental Technology Applications Center at Albany

Nanotech, GE Global Renewable Energy Center/Wind Product Management Customer Support Center, the Global Research Center at General Electric, the Center for Future Energy Systems at Rensselaer, and the NYSERDA/Saratoga Technology & Energy Park.

Timber and Paper: The forest products industry includes manufacturers of timber and related wood products, including lumber for the building industry and manufacturers of all grades of paper. In 2005, the forest products industry supported employment of over 5,000 in 181 business establishments; paper manufacturing represented the lion's share of the sector with over 3,800 employees in 33 businesses. While there have been notable contractions in the sector in more recent times (e.g. LB Furniture, International Paper) the sector is still important to the Region. Employers of note include: SCA Tissue, Irving Tissue, Finch Paper LLC, Telescope Furniture, Mohawk Paper, and Manchester Wood.

Chemical and Plastics: There are some 78 Capital Region firms in the chemical and plastics and rubber manufacturing sectors that employ over 4,800 people. This represented 14% of the total manufacturing employment in the Region. Employment in the plastics and rubber sector far exceeds the national average. Key Regional employers in the sector include Saint-Gobain Plastics, SABIC Innovative Plastics, Momentive, Schenectady International, Stiefel Labs, AMRI, and Sealed Air.

Major economic development projects currently underway in every county of the Region will help foster job growth. In addition to the \$4.4 billion investments to create the next generation of computer chip technology, examples include:

Albany County

College of Nanoscale Science and Engineering (CNSE)/Albany NanoTech Complex

With over \$7 billion invested, the Albany NanoTech Complex now totals 800,000 square

feet of cutting-edge facilities with 80,000 square feet of 300mm wafer, class 1 capable cleanrooms, and more than 2,500 R&D jobs on site.

Columbia County

Flanders Corporation

Flanders will move part of its production operation from North Carolina to a 195,000 square feet facility in Greenport, Columbia County, resulting in the creation of 180 jobs.

Greene County

Glaxo Smith Kline/Stiefel Labs

GSK acquired Stiefel Labs and announced it would close the facility. New York State was successful in attracting a separate subsidiary to this Greene County site. This \$56 million investment resulted in the retention of over 200 jobs.

Rensselaer County

Proctor's Theatre/Office

This \$14 million project involves the renovation of the Proctor's and Chasan buildings and the stabilization and remediation of the historic Proctor's Theatre in Downtown Troy. The Proctor's Theatre facade will be restored, over 63,000 square feet of high-end commercial and retail space will be created and the 60,000 square feet theater will be stabilized to allow exploration of future potential.

Regeneron Pharmaceuticals

Forty million dollar expansion of Regeneron pharmaceuticals' Rensselaer County facilities adding 50+ jobs. The project expands Regeneron's chemical manufacturing and prepares the company for the commercial launch of products in the late stage of development.

Saratoga County

GLOBALFOUNDRIES

This \$6.6 billion chip fab at Luther Forest will create some 1,655 direct jobs and over 5,000 indirect jobs for an annual payroll of \$290 million. The project represents the largest public/private economic development project in the state, helping to solidify upstate New York as a premier technology hub in the global economy.

Schenectady County

GE Renewable Energy/GE Battery

GE has added approximately 650 professional positions and invested approximately \$40 million in the renewable energy headquarters. These positions will support GE's full range of renewables. GE will also invest approximately \$100 million in a sodium battery manufacturing plant in Schenectady creating 350 jobs.

Warren County

Tech Meadows

This shovel-ready 46-acre tech park is available for development just off I-87 in the City of Glens Falls.

Washington County

Irving Tissue

The company just recently announced the completion of a \$150 million expansion that created 30 jobs. Since 1996, Irving has invested almost \$300 million employing over 300 at the Ft. Edward tissue mill.

Infrastructure

Public utilities including transportation, water, sanitary sewer, and storm sewer facilities are a vital foundation for economic growth.

Albany International Airport: Twenty-five non-stop destinations are served from Albany International Airport with a total of 71 daily departures. A recently completed multi-million dollar capital redevelopment project included a new 230,000 square foot terminal, parking garage, air traffic control tower, and cargo facility. The airport has also embarked on a five-year \$232 million capital plan to improve and maintain safety and to meet the needs of air travelers and air carriers well into the 21st Century. Albany International Airport will receive \$750,000 through the Federal Department of Transportation's Small Community Air Service Development SCASD grant program. The funding furthers the airport's goal to create a \$3.3 million Air Service Incentive Program ASIP to attract new carriers and additional routes which also is supported by \$1.5 million in airport resources and \$300,000 in funding from local business groups.

Roadways: Roadways in the Capital Region can accommodate growth. According to the Texas Transportation Institute, the Albany urbanized area experienced 7,844,000 hours of annual auto delay in 2009. This gives the Albany area the status of being the 69th most congested urban area in the nation (of 439), while being the 62nd most populous urbanized area in the nation. When peak hour congestion is experienced, congestion is a much less significant issue than in larger metropolitan areas, and less severe than experienced in areas with similar populations.

Transit: The Capital District Transportation Authority (CDTA) provides transit service for the counties of Albany, Rensselaer, Schenectady and Saratoga. CDTA annual ridership for 2010-2011 was 13,264,925. Annual ridership rose

22% as people faced \$4.00 per gallon fuel prices in 2008. There were 250,000 more boardings in April of 2008 than April of 2007. Increases in ridership remained fairly steady even when gas prices fell—proving that people are willing to change their driving behavior if a convenient, reliable, and affordable alternative is available.

Greater Glens Falls Transit (GGFT) provides transit service for Washington and Warren Counties. Total ridership for the GGFT for 2007 was 329,461.

Passenger Rail: The Albany-Rensselaer Rail Station is the ninth busiest Amtrak Station in the nation, providing easy connection to the busiest station, New York's Penn Station, as well as the second busiest, Union Station in Washington, D.C.

A renovated train station opened in Saratoga Springs in 2004 and serves over 29,000 passengers each year, primarily for travel to and from New York City. The new station also serves the Empire Corridor with the Adirondack route to and from Canada, and the Ethan Allen route to and from Vermont.

As part of his 2011 request for \$517 million in federal funding to advance the State's high-speed rail plans, Governor Cuomo requested \$4.1 million to support major upgrades to the Schenectady Rail Station. \$35.4 million was sought for construction of a new fourth track, extended platforms, realignment of existing tracks, and new signal system at Rensselaer. The current station served over 55,000 passengers in 2010.

Freight Rail: The Capital Region currently is served by the CSX, Norfolk Southern, Canadian Pacific Railway and the Boston/Maine freight railroads. Kenwood Yard (CP Rail) and Selkirk Yard (CSX) are active economic entities. CP Rail and CSX provide rail service to the Port via the Albany Port Railroad Corporation

Port of Albany: The Port stresses inland connections that can be reached via its close proximity to the interstate highways and its rail connections. In 2001, EDA approved a \$1 million dollar grant for the Port of Albany to acquire a heavy lift crane. That investment has been followed by several millions of dollars in State funds to make significant improvements to the Port’s dock, rail, and warehousing facilities, most recently to replace the last section of the old Port dock in 2010. These improvements have allowed the Port to make dramatic increases in its tonnage handled, helping to establish Albany as an inland port serving as a distribution point for intermodal containers from Pennsylvania, New York, and New Jersey.

Foreign-Trade Zone #121 established by the Capital District Regional Planning Council (CDRPC) in 1985 serves the eight Capital Region Counties, as well as Fulton and Montgomery Counties. Four “magnet sites” have been established at industrial parks and the Port within the Capital Region to attract business, primarily warehousing and distribution. Two special purpose “subzones” have been designated to meet specific needs of individual companies – AMRI and MPM Silicones – not located near other industrial/commercial space.

Industrial Parks in the Capital Region include:

- Rotterdam Industrial Park, Rotterdam
- Northeastern Industrial Park, Altamont

- W.A. Harriman State Office Campus, Albany
- Airport Park, Latham
- Scotia-Glenville Industrial Park, Scotia
- Rensselaer Technology Park, Troy
- Green Island Park, Green Island
- WJ Grande Industrial Park, Saratoga Springs
- Luther Forest Technology Park, Malta
- Wilton Global Park, Wilton
- East Greenbush Technology Park, East Greenbush
- Arsenal Business & Technology Park, Watervliet
- Kalkberg Commerce Park, Coxsackie
- Saratoga Technology & Energy Park (STEP), Malta
- Greene County Commerce Park, Coxsackie
- Warren/Washington County Industrial Park, Kingsbury/Queensbury
- Vista Industrial Park, Bethlehem
- Tech Meadows Industrial Park, Glens Falls
- Queensbury Industrial Park, Queensbury
- Moreau Industrial Park, Moreau

Public Utilities: Aging utilities are in need of upgrading throughout the older urban areas of the Capital Region for current and future uses. A particular problem is combined sanitary and storm sewers, which need disinfection and capacity upgrades. The availability and cost of solid waste disposal facilities are an issue within the Capital Region, as they are across the State.

Power: As is the case across the Northeast, reserve power capacity can be a challenge throughout the Capital Region as hot days brings the threat of brownouts. The cost

Visitor Spending	
County	Amount in Millions
Albany	\$797.9
Columbia	\$97.9
Greene	\$135.4
Rensselaer	\$83.6
Saratoga	\$357.5
Schenectady	\$178.6
Warren	\$449.9
Washington	\$32.1

of power is of concern for businesses as well. Businesses and residential customers throughout the Capital Region continue to take advantage of NYSEERDA's programs. One hundred seventy-five Capital Region municipalities, school districts, hospitals, businesses and colleges, received NYSEERDA incentives during the first six months of 2011. The incentives support energy-saving investments that are reducing energy costs by \$3.6 million annually.

Broadband: Fiber optic broadband is arguably the fastest of the broadband options. Though fiber optic access Region-wide is comparable to the State, there are significant differences between the counties. Rural areas of Warren, Washington, Rensselaer, Columbia and Greene Counties do not have adequate broadband access. The lack of completely digital telecommunications transmission facilities in many areas of the Region serves as a deterrent to the development or expansion of information-intensive businesses in those areas.

Housing: Housing costs in New York's Capital Region compare favorably with other areas of the State and are well aligned with

income. Our Region offers a wide variety of residential options in many different styles and architectural designs. While residents in some areas of the Region were hit hard by the housing crisis and recession, as a whole, the Region experienced fewer foreclosure filings in 2010 than the State.

Tourism: Visitor spending in the Region totals more than \$2 billion annually; it plays a more significant role in the economies of some of the Region's counties than others.

State parks and historic sites in the Capital Region – ranging from Gore Mountain Ski Center to camp sites in Taconic State Park – attract four million visits annually, and they are estimated to support nearly 3,000 jobs and generate \$249 million for the local economy.

Improve the business climate. Collaborate with government and capitalize on our location to revitalize and improve the way business gets done in New York.

In announcing the New York Open for Business initiative, and establishing Regional Economic Development Councils, Governor Cuomo identified a goal of enabling the State to “regain its reputation as a business-friendly location.”

The Council applauds the many efforts the Administration is taking to improve the State’s business climate, including efforts to improve the tax climate and this Economic Development Council Initiative. The Council looks forward to the work of the Chairman’s Committee, chaired by Lieutenant Governor Duffy, charged with analyzing the regulatory and legislative reform issues relating to improving the business climate and offers the following suggestions.

The information gathering process of the Council underscored the critical need to improve the business climate. Leaders of the business community indicated that regulatory reform efforts and taxation are the highest priorities. Stakeholders advocated for a regulatory climate that is predisposed to be helpful; predictable; consistent, non-duplicative or, at least, not contradictory; reasonable; and modern. Lack of clarity, consistency and speed in interactions with governmental regulators were among the most common concerns expressed to the Council through its extensive outreach efforts. Taxation was also identified as a central issue.

The Capital Region has a unique combination of independent expertise in regulation and proximity to decision makers that can enable it to serve the Administration as a test-bed. This work in modeling reforms could occur in a carefully monitored, measured setting where foreseen and unforeseen effects could be evaluated and taken into account before going to larger scale.

Following are examples of regulatory and legislative reforms that were suggested by numerous stakeholders:

Project-Sensitive Environmental Review: SEQRA is seen as cumbersome, vague, with little certainty on timetables or grounds for determinations. SEQRA was written to protect separation of environmentally sensitive or residential uses of property from industrial activity. But this valuable objective, when implemented in daily practice, can also have unintended consequences — stymieing redevelopment even on previously industrial property and especially, lessening New York’s ability to win important “game changing” projects. The SEQRA process provides no way to streamline procedures for cases where the project is located at a large industrial site where manufacturing has been conducted for many years. SEQRA should be flexible enough to consider expedited reviews and approvals for projects to be located at brownfield sites, vacant sites, existing and long-standing industrial sites.

Clear, Timely Determinations: Several key regulatory permits controlled by the Uniform Procedures Act have extensive delays, with applications pending for extended periods well over a year. State Historic Preservation Office determinations are made on a case-by-case basis and without clear guidance in advance to building owners on what qualifies as a historic property, leading to results that are

often frustrating and always costly. Decisions on application of Prevailing Wage requirements to a project are neither certain nor timely enough to enable proper planning; often, it is not known until Department of Labor has brought action that a project is sufficiently “public” to trigger Prevailing Wage.

Streamlined Requests for Information: There are multiple instances where a business must provide the same information to multiple agencies or over multiple time periods. Layering of government oversight is perhaps especially felt within the Adirondack Park, where New York’s efforts to preserve the state’s natural beauty through a unique blend of private ownership and public protections create additional barriers for entrepreneurship. Overlapping jurisdictions and repetitive reviews need to be streamlined and made more predictable. The investments and time-costs involved in regulation can be a substantial deterrent to businesses choosing the Capital Region as a destination, remaining here, or growing. It should be a high priority to reduce the amount of time spent to comply with regulatory requirements, so businesses can direct their focus on employing more New Yorkers.

Better Uses of Technology: In addition to organizational and regulatory reform, some participants suggested that technology could be used for efficiency improvements, with the opportunity for using best practices in document handling, knowledge management and security from business or leading-edge governmental organizations.

Financial Incentives: Financial incentives for economic development were a prominent topic in suggestions for reform. Business and civic leaders in the Region well-recognize the tight fiscal position of state and local governments in New York. But many are curious why some powerful and efficient tools for economic development are not employed here.

Forty-nine states – all but New York – employ tax increment financing (TIF) and state income

tax credits as “paygo” techniques for economic development. For TIFs, a portion of the new property tax generated by a project or by a series of projects in a development district can be dedicated up-front to help get the project launched. Only a small percentage of the new revenues would be used in this manner so that local tax jurisdictions still benefit from the development.

In New York, school taxes normally make up the lion’s share of the new tax revenue generated by an economic development project. However, school districts cannot participate in TIFs, further limiting the value of the technique. Legislation has been introduced but never passed in New York State to allow school districts to participate in TIFs. The Council heard from many sources that adding availability of these techniques is important for New York’s competitiveness.

Many states use another form of “paygo” related to personal income tax. In those cases, the state tracks new income tax paid by individual employees working at a company new to the area that was attracted by an incentive package that included income tax credits. A small share of the new income tax generated is rebated to the company for each particular new job and new employee, incorporating a degree of self-funding stream for new projects. Corporations in New York that use this approach frequently in dealing with other states are frustrated that this tax incentive is not available to make New York more cost-competitive.

IDA Bonds: The Council also heard calls for State reauthorization of authority for Industrial Development Authorities (IDAs) to issue bonds on behalf of non-profit organizations. This authorization lapsed leading to proliferation in the number of local economic development groups as many counties created new entities for this purpose outside of the IDA structure; unnecessary expansion that ties up proceeds in administration and further confuses business

groups and others with seeming multiple local doors for economic development assistance.

Procurement Rules for Public Entities:

Current procurement policies typically require governments and other public organizations to select the lowest bid for goods and services. Intended to ensure the lowest cost, this policy often has the unintended effect of deterring local buying in many cases. The math is simply too narrow, omitting the greater value than can be generated by leveraging impacts—linking economic development investments that help create and grow firms with purchasing decisions that can provide the early customer base needed to enable those firms to flourish.

Procurement policies and strategies can be utilized to drive economic success in the Region in several ways. Larger institutions have more buying power to drive down costs. Supply chain management enables organizations to spend money better, as common vendors are identified for negotiation opportunities. Collaborative procurement increases buying power for individual smaller institutions

though the combined procurement of common commodities, and therefore drives down purchasing costs, enabling revenues to be preserved or deployed for other productive investments. This strategy has been used successfully by consortia of governments in other states, and by purchasing cooperatives among organizations in a shared sector, such as among hospitals and institutions of higher education.

Strategic procurement policy can also be used in ensuring that money is invested locally as often as possible and that tax dollars given out in the forms of grants and other aid are reinvested locally, thereby benefiting the taxpayers who made those investments possible, and multiplying the economic impacts within the Region.

Revenue Options for School Districts:

Education law and regulation in New York emphasize limiting or preventing financial flexibility rather than sending clear messages that schools are open for business. Other jurisdictions permit districts to collect sales revenue from advertisements on district Websites, corporate sponsorships of facilities or seed funding for specific programs and privatization of certain school functions, but these ideas are not allowable under current laws in New York. Allowing select schools within the Capital Region to try these on a limited basis can assist in the establishment of best practices and guidelines to promote appropriate use.

School Construction Partnerships: Too often, construction of school facilities far exceeds that of construction of similar facilities in the private arena. Building or upgrading school facilities to meet 21st Century teaching demands creates opportunities for Regional private/public partnerships, in which funding is pooled and collateralized, companies are closely scrutinized, needs are keenly assessed, and contracts are combed to avoid unexpected loopholes or costs.



Working with the Council, a coalition of school superintendents across the Region has joined to call for formation of private/public consortiums and to convene a working group of education and community leaders to identify and recommend strategies for greater sharing of administrative, instructional and other functions across school districts.

Regionalized Purchasing: Regionalization of purchase power — maximizing economies of scope and scale — can be easily realized in areas such as health and liability insurance. Hundreds of millions of dollars are spent annually by Capital Region schools, and there is no single assessment that the best product and service is being rendered for the magnitude of the investment. This same type of procurement for other large ticket items can be achieved as well.

Other costs of doing business, such as energy and health care costs, over which government has less direct influence, also were raised as concerns.

Proposal

The Capital Region is uniquely positioned to assist the Cuomo Administration in its efforts to improve the business climate. The combination of independent expertise and proximity enable the Region to serve the Administration as a test-bed in trying reforms in a carefully monitored, measured setting where foreseen and unforeseen effects are evaluated and taken into account before they are implemented on a broader scale.

Specific objectives would include rationalizing requirements among levels of government and different agencies to demonstrate how to establish a climate much more favorable to business growth and attraction. After a few years of experimentation in the Capital Region, the State would be prepared to roll out a regulatory reform agenda that has been tested, with a plan for managing potentially adverse effects. For instance, a new one-door for economic development design that was successful in encouraging business development might be scaled up.

The Capital Region, as the laboratory of reform, would have the advantage of an improved regulatory environment, first. This would further enhance the Region's role as a beacon for the growth of new industries and expansion of existing business. Entities doing business within the Capital Region would have the benefit of a less onerous, more predictable regulatory climate and experimentation in further reform would be ongoing through established, trusted partnerships.



A collaborative initiative also is proposed that would bring together representatives of health care related industries with business leaders to identify opportunities for cost savings and improved patient outcomes. The goal of the group is to complement existing health care assets with a controlled cost environment to create a further competitive advantage for the Region.

Appendix C

Public Participation & Stakeholder Engagement Strategy

Overview

In July 2011, Governor Andrew M. Cuomo created ten Regional economic development councils and charged them with the development of a five-year economic development strategic plan for each of their areas. The Capital Region Economic Development Council (CREDC) is comprised of eight counties (Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington), and is co-chaired by Dr. Shirley Ann Jackson, President of Rensselaer Polytechnic Institute, and Michael J. Castellana, President and CEO of SEFCU.

One of the first orders of business was the establishment of five workgroups and six subgroups to further the work of the Council in as broad and expeditious a manner as possible. The workgroups and subgroups consisted of Council members and an additional eighty experts from within the Region. The groups are as follows:

- Key Issues & Opportunities Workgroup
 - Development Pathways Subgroup
 - Regulatory Subgroup
 - Resources Subgroup
 - Sectors Subgroup
 - Specialty Areas Subgroup
 - Technology Subgroup
- Strategic Plan Development Workgroup
- Public Engagement Workgroup
- Metrics Workgroup

- Project Planning & Activities Workgroup

The Public Engagement Workgroup, responsible for developing and implementing the public participation and stakeholder engagement strategy, includes the following Council members:

- Dr. Shirley Ann Jackson, Co-Chair
- Michael J. Castellana, Co-Chair
- Karen Bilowith, President and CEO, The Community Foundation for the Greater Capital Region
- Gary Dake, President, Stewart's Shops
- Linda Hillman, President, Rensselaer County Chamber of Commerce (Lead)
- Gerald D. Jennings, Mayor of the City of Albany
- Ann C. Moynihan, President, Documentation Strategies, Inc.
- Thomas Wood III, Chairman, Saratoga County Board of Supervisors

Additional Advisors:

- Peter Aust, President and CEO, Adirondack Regional Chamber of Commerce
- Robert Belber, Times Union Center
- Pam Sawchuk Brown, VP Community Development, Albany Medical Center
- Rick Cataldo, IBEW 236
- Lisa Sax, Director of Corporate and Community Partnerships, Empire State College

Purpose of the Public Participation Strategy

The Council will be most effective when everyone comes together – residents, public and private stakeholders, local organizations, businesses and universities – to work towards a shared vision for a stronger community. A vital component to the success of any strategic plan is ensuring that county and municipal officials, agency and organization representatives, residents, business owners, and other members of the public are engaged and provide feedback and input throughout the strategic planning process.

The Public Participation Strategy of the Council will be a living, dynamic document that will aid in the development of the Council's five-year strategic plan and guide public participation and stakeholder engagement in the implementation phase. It identifies a variety of strategies and tactics meant to be used to guide public outreach and stakeholder engagement through all phases of strategic planning development through post-implementation.

Strategies

To successfully bring together the diverse populations of the Capital Region to assist in the building of the desired ecosystem, the following strategies have been identified:

1. To engage the general public on a grassroots level to provide valuable feedback on existing and potential synergies across the Region.
2. To work with existing outreach avenues, including Chambers of Commerce and economic development agencies, to gain access to members of the business community.
3. To leverage traditional and emerging media channels to broadcast Council news and opportunities for public participation and feedback.

Target Audiences

The goal of the plan is to provide as many

opportunities as possible for stakeholders and members of the public to offer comment and give feedback at every step of the strategic planning process. While the list below is by no means all-inclusive, some of the main groups that need to be represented are:

- Residents
- Public and private agencies
- Businesses—small, medium, large, women and minority-owned
- Non-profits
- Non-governmental organizations
- Educational institutions
- Agribusinesses
- Tourism interests
- Political entities, elected officials
- Community-based organizations
- Social advocacy groups
- Sector-based groups
- Government groups such as a council of governments or association of village/town officials
- Labor-based groups, local chapters
- State and municipal workforces
- State or national affiliates, such as League of Women Voters or Cooperative Extension

Tactics Utilized

The Council Website: The Council established a Website at www.capitalregionopenforbusiness.com. The Website is an excellent communication tool and is intended as the go-to resource for the status of the Council's work as it has up-to-date information on the planned Council meetings, is interactive in that it allows the public to provide input

directly to the CREDC, and also encourages the public to participate in various surveys. The Website will be used extensively throughout the development and implementation of the Strategic plan. As of November 7, 2011, the website had over 6,800 visits.

Public Surveys: The Council developed six comprehensive surveys accessible on the Website. Community members were encouraged to complete some or all of the surveys. The public was notified of the surveys at Council meetings, in print ads, via e-mail and various media sources. The surveys cover a broad range of critical issues that helped inform the Council in the development of the strategic plan, including Business Development, Economic Development Infrastructure, Business Climate, Community Vitality & Quality of Life, Workforce Development, and Collaborative Partnerships. As of November 7, 2011, more than 1,200 responses have been received for surveys covering:

- Business Development – 573 responses
- Economic Development Infrastructure – 184 responses
- Community Vitality and Quality of Life – 180 responses
- Business Climate – 110 responses
- Collaborative Partnerships – 88 responses
- Workforce Development – 87 responses

A seventh survey provided an opportunity for those with qualifications in economic development, strategic planning, and the like, to volunteer to join a workgroup or subgroup.

Public Forums: Public forums provide an excellent opportunity for the Council to obtain input from across the Region on Regional economic development issues, be informed by specific community stakeholders or experts, share information on the Council's progress,

and obtain input at critical milestones in the development of the strategic plan.

Four public forums were held: Hudson - September 6, Troy - September 7, Queensbury - September 14, and Saratoga Springs - October 3. Nearly 500 people attended the public forums. A panel of community stakeholders was invited to answer the following three questions:

- What are the Region's most pressing economic development needs?
- What are the priority project selection criteria?
- What metrics are important to business when measuring growth and sustainability?

Following their responses to the questions, the Council members and the panel of community stakeholders engaged in a dialogue about the key emergent themes from the panel. The forums provided a public comment period. The forums were videotaped and uploaded to the Council Website. A document identifying the highlights of each speaker and key emergent themes was developed to inform the Council in the strategic plan development.

In advance of each public forum, the Council determined the best methods to inform the public of the meeting date, time, location and purpose. Meeting announcements were communicated through a variety of channels, including:

- The Council Website
- Community Websites
- Chambers of Commerce and Economic Development agencies e-mail list serves
- Press releases to local print, radio, and TV media
- Radio advertisements
- Bulletins on cable TV public access channels

- Agency newsletters
- Notices in newspapers
- Social media

Council Meetings: The Council meetings afford an opportunity to engage the public. Each Council meeting concludes with a public segment where information is shared regarding the progress of the strategic plan development and affords the public the opportunity to provide input on important issues. Over 200 members of the community attended the public portion of the Council's five meetings.

Media Outreach: Working with the media to promote the work of the Council and to reach the Region's diverse populations on the need for their participation is critical to our success. Working within the guidelines provided by Empire State Development, and in conjunction with the Co-Chairs and their teams, media outreach encompassed both traditional (TV, radio, print) and emerging (Web, e-mail, social media) channels.

The Council Co-Chairs convened a meeting of several different media outlets to educate and inform them about the Council's goals and process. The outcome of this was the establishment of the Capital Region Media Coalition whose purpose is to partner with the Council and to assist it in promoting the Capital Region Open for Business Website and to encourage the submission of project proposals under the State CFA process.

The media collaborative developed a PSA that aired 2,100 times over 27 networks from October 17 to October 31, 2011.

The Council received hundreds of CFAs and is confident the media campaign played a significant role in public awareness for the Governor's initiative. Also, the media collaborative agreed to continue to assist the Council to promote the Region.

Council Media Coalition Members:

- Albany Broadcasting
- CBS6 (WRGB)
- Clear Channel Communications
- Fox23 (WXXA)
- Lamar Outdoor
- News10 (WTEN)
- NewsChannel 13 (WNYT)
- The Business Review
- Time Warner Cable (YNN)

Social Media: The Council established Facebook, Twitter and LinkedIn accounts as social media is an important public participation tool to reach interested parties. The following accounts have been established.

www.facebook.com (Page name: Capital Region Open for Business)

www.twitter.com (Feed: @CREDC2011)

www.linkedin.com (Private group: Capital Region Open for Business)

Focus Groups: The Council is cognizant that it needs to provide a forum to solicit feedback and obtain honest, open input on sensitive economic development issues. The Council further recognizes that not all people are comfortable with speaking in a public forum. The Council may use focus groups of stakeholders to engage this segment of the community and/or to elicit feedback on issues.

In the past, Rensselaer County has successfully used focus groups to engage the public and stakeholders to not only gather ideas, but also to gain support and encourage participants to become willing ambassadors to help spread ideas in their communities.

Stakeholder Outreach: The Council recognizes that key organizations, individual stakeholders, and individual business leaders can provide valuable information for the CREDC's effort.

Though they may not be able or willing to attend multiple public meetings, they may be willing to participate in a specific meeting with Council members to discuss concerns and ideas for economic development in the Capital Region.

The following focus groups and targeted stakeholder meetings were held during the development of the draft strategic plan.

Commercial Developers

The Council engaged ten of the Region’s largest commercial developers to gauge their sense of the challenges and opportunities in the Region’s economy. Topics covered included improving the business climate, reducing regulatory uncertainty, the need to nurture and grow existing businesses, the concept of shared infrastructure, and the need for one portal to the economic development programs, among other topics.

Commercial Industrial Real Estate Brokers

The Public Engagement Work Group Lead addressed a group of 75 commercial real estate brokers on October 6 to describe the Council goals and process.

Rensselaer County Civic and Community Leaders

A panel made up of Council members presented at the annual Town/Gown breakfast sponsored by Rensselaer Newman Foundation and was attended by 125 community, professional and academic leaders.

Leading Business Executives

Council Co-Chair, Dr. Shirley Ann Jackson, met with eleven business executives from the Region to listen to their perspectives regarding the challenges local businesses face and the possible solutions to those problems. The business executives spanned a variety of industries and encompassed the entire Region, from Whitehall to Hudson. Government regulation and

government efficiency were the primary issues identified; particularly redundancy, outdated regulations, and inconsistent application of rules. The fact that crises have allowed great flexibility and change suggested that change is possible if the need is demonstrated and the will exists.

Financial Institutions

Some of the area’s bank and credit union presidents gathered to discuss their role in providing financial services to existing businesses and entrepreneurs in the Capital Region. The result was the formation of a coalition that supports the Open New Doors goal of the strategic plan.

Center for Economic Growth

In September, the leadership group at CEG was convened so that the Council could update them on the progress of the Council, public outreach efforts, scoring criteria for the plan, the Consolidated Funding Application process and to encourage their participation in the development of the plan.

Non-Profits, Arts and Tourism Forum

On October 28, 125 representatives from non-profit organizations, arts and cultural institutions, and tourism agencies attended a forum to learn about the Council’s goals and strategies, the Consolidated Funding Application process, and the criteria for transformative projects and initiatives. The purpose of the meeting was to formally recognize the important role these organizations play in supporting Regional economic development, either directly or indirectly as they build the social infrastructure of the Region and contribute to building human capital. As an outcome, many of these organizations submitted CFAs and are developing coalitions to support the Council’s strategic plan.

Video Gaming Executives

Council Co-Chair Dr. Shirley Ann Jackson, spoke with the CEOs of the Region's video game software development companies. Topics discussed included enhancing the entrepreneurial culture of the Region, encouraging recent college graduates to stay in the area and pursue high-tech careers, ideas of how start-up and early stage companies can better access capital, the role of college and university-based incubators in business creation.

Economic Development Officials

The Council held a meeting with economic development officials from across the Region to discuss opportunities for greater collaboration in the Capital Region.

Educators Focus Group

City of Albany Mayor Jerry Jennings convened a group of nine Superintendents from the Capital Region to discuss K-12 education.

College Presidents

Council Co-Chair Dr. Shirley Ann Jackson, hosted some of the areas independent college and university presidents to discuss the role of academia in the Region's economic growth.

Representatives of health care and emerging leaders identified by area Chambers of Commerce also were consulted through individual or group meetings.

Use of Existing Networks

Given the size and diversity of the Region, the Council will also engage the public through the existing networks established by state, county, and local governments, the Regional Economic Development Council and community organizations, and Regional Chambers of Commerce. The Council will continue to collaborate and act as one Region as mentioned previously, but we want to build on, and use, the established local networks to engage the

public. We believe use of such networks further encourages meaningful public involvement.

Public Participation & Stakeholder Engagement Strategy for Strategic Plan Implementation Phase

The Council will continue public participation and stakeholder engagement during the strategic plan's implementation phase. The Council may draw on the public outreach methods outlined above to continue to inform and engage the public in the following areas:

- The status of strategic plan implementation and to elicit public opinion on how the strategies are working.
- Identification of any emerging critical issues or opportunities since the adoption of the five-year strategic plan.
- The need to modify the strategic plan based on changing conditions in the Capital Region or new information.

The Council fully intends to, at a minimum, hold public forums throughout the Capital Region annually to inform and engage the public on the issues identified above.

Measurement of Success

In measuring the success of the Capital Region public participation process, the Council will ask itself:

- To what extent were the public and stakeholders engaged in the development of the strategic plan and the identification of strategic economic development opportunities and critical issues?
- To what extent did members of the Regional Council contribute and participate?

Appendix D

Matrix Identifying Compliance with State Strategic Plan Requirements

NYS REDC Strategic Planning Manual Organization	REDC Work Plan Task Number(s)	Description	Equivalent Council Strategic Plan Organization	Council Plan Remarks
I. Executive summary			Executive summary	Explicit alignment
II. Regional assessment of existing conditions and economic opportunities	1,2,3	<i>"Where are we now?"</i>	Appendix Assessment of the Capital Region today	Explicit alignment
III. Economic development vision	4	<i>"Where do we want to be?"</i>	Vision	Explicit alignment
A. Vision statement			Vision	Explicit alignment
B. Goals			Goals	Explicit alignment
C. Critical issues and opportunities			Appendix Assessment of the Capital Region today	Explicit alignment
1. Succinct description of each issue/ opportunity			Goals, Assets, Strategies, Outcomes, and Transformative Initiatives	Explicit alignment
2. List of factors that make it critical			Goals, Assets, Strategies, Outcomes, and Transformative Initiatives	Explicit alignment
3. Description of consequences if not addressed			Goals, Assets, Strategies, Outcomes, and Transformative Initiatives	Explicit alignment
D. Public stakeholder engagement			Appendix Public participation and stakeholder engagement activities	Explicit alignment
IV. Economic development strategy and components	5,6	<i>"How do we get there?"</i>	Goals, Assets, Strategies, Outcomes	Explicit alignment
V. Regional implementation agenda	7	<i>"How do we get there?"</i>	Implementation Agenda	Explicit alignment
VI. Performance measurement	7	<i>"How are we doing?"</i>	Metrics	Explicit alignment



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