

State of the Region:

# CAPITAL REGION

## 2021 Strategic Update



Regional Economic  
Development Councils

Core



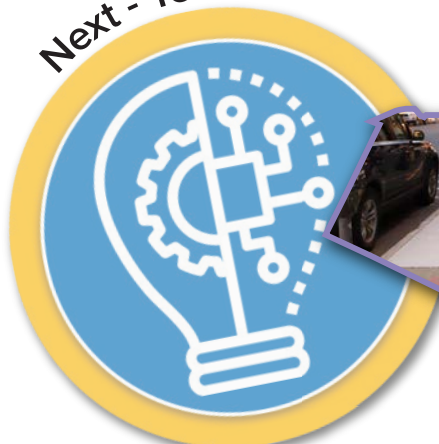
Talent



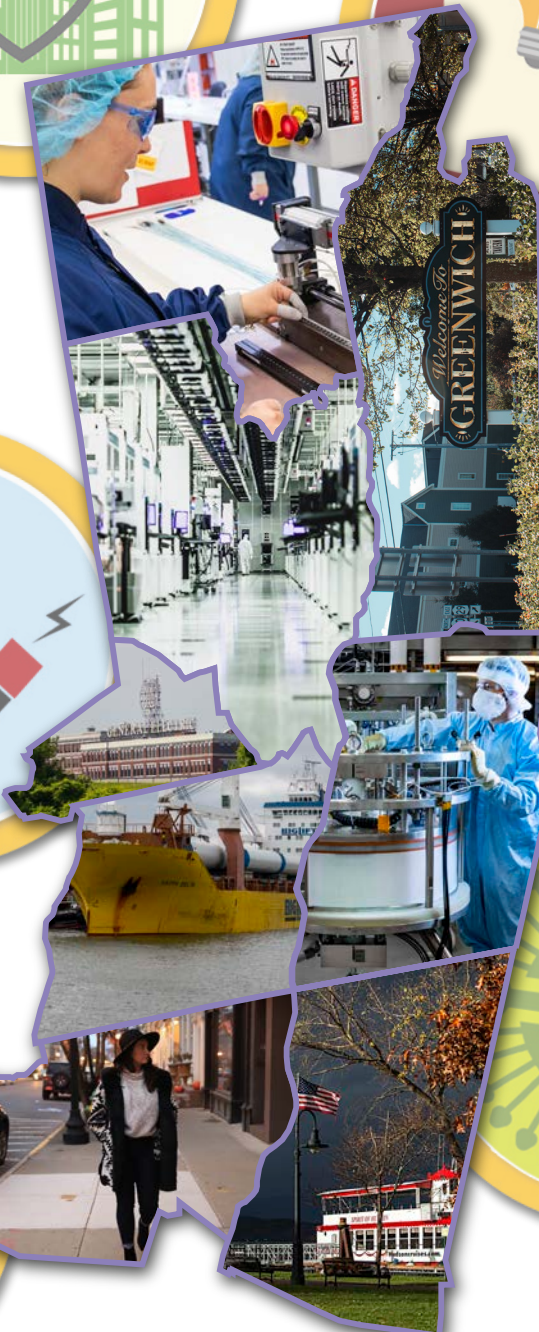
Magnet



Next - Tech



Gateway



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Patrick Linger  
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Gary McCarthy  
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County Executive, Albany County

Steven McLaughlin  
County Executive, Rensselaer County

Matt Murell  
Chairman, Columbia County BOS

Kathy Sheehan  
Mayor of Albany

Theodore Kusnietz  
Chairman, Saratoga County BOS

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### COVER IMAGES

**Albany County:** Offshore Wind Cluster (Port of Albany)

**Columbia County:** Magnet Community (Hudson)

**Greene County:** Magnet Community (Catskill)

**Rensselaer County:** Drug Manufacturing Cluster (Regeneron  
Pharmaceuticals)

**Schenectady County:** Cleantech Power Cluster (GE)

**Warren County:** Medical Device Manufacturing Cluster  
(AngioDynamics)

**Washington County:** Magnet Community (Greenwich)

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## A MESSAGE FROM THE CO-CHAIRS

In many respects, the experience in the Capital Region over the past year has been similar to other parts of the state and the nation: the most catastrophic public health crisis in a century led to tremendous challenges for our communities in nearly every facet of residents' lives. In addition to the tragic health consequences across our region, the negative impact on the economic well-being of individuals, families and businesses was unprecedented.

Today, thanks to strong leadership from Governor Cuomo and from local leaders and citizens across our region—and the availability of highly effective vaccines—we are emerging from the worst impacts of the pandemic.

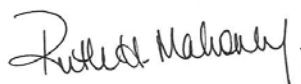
While our Council had to pivot from our annual CFA round and Progress Report, we adapted to the circumstances and embraced an opportunity to bolster existing projects while focusing on supporting the region's recovery.

The CREDC participated in the Capital Region's COVID-19 Control Room process, serving as a connector between government, the business community and higher education as the region navigated the complex needs and opportunities brought on by the crisis. The Council also developed the Capital Region Economic Recovery Strategy, setting forth a sector-based blueprint for post-pandemic success.

Meanwhile, our Council members, workgroups and community partners worked individually and collectively to sustain our regional network and our progress.

As you will read in the pages of this Strategy Update, COVID-19 exposed many challenges for our region; at the same time, it highlighted some equally significant strengths. We are inspired by the incredible resilience of our communities, and extremely confident that our experiences and investments over the past year have not only accelerated our recovery—they have positioned us for a more inclusive and sustainable economic future.

With great appreciation,



Ruth Mahoney  
Market President & Regional Retail Leader, KeyBank



Havidán Rodríguez, Ph.D  
President, University at Albany





**BIG LIFT**

PART ONE

# Executive Summary





## THE PLAN

In 2015, the Capital Region Economic Development Council (CREDC) answered Governor Andrew Cuomo's call for regions across the state to devise long-term, regionally based plans for economic growth. The result was Capital 20.20, a five-year plan that sought to promote inclusive economic growth and prosperity and that would guide investments in projects through the Regional Economic Development Council (REDC) process. When the REDC process began, the CREDC adopted eight regional strategies to prioritize the allocation of funding, but with the advent of Capital 20.20 these were consolidated to the following five:



### **TALENT**

*Building the workforce of tomorrow*



### **GATEWAY**

*Connecting markets and businesses*



### **NEXT-TECH**

*Capturing our next growth horizons*



### **LIFT-OFF**

*Accelerating ideas, entrepreneurs and businesses*



### **METRO**

*Building vibrant cities for businesses and families*

Throughout the annual REDC rounds since 2011, the CREDC has overseen awards for 958 consolidated funding application (CFA) projects, including 189 regional priority projects. A total of \$290.9 million in awarded CFA funding has leveraged \$1.4 billion in private investment and helped create or retain 11,586 jobs. Additionally, during the 2011-2019 period, the eight-county region's economy saw total employment rise by 7.3 percent to 529,222 and total wages increased by 31.6 percent to \$29.4 billion.<sup>1</sup> The region's gross regional product increased by 14.1 percent to \$54.66 billion.<sup>2</sup> The region's unemployment rate fell from 7.4 percent in 2011 to an 18-year low of 3.6 percent in 2019.<sup>3</sup> However, these gains were mostly wiped away during the pandemic. Preliminary data shows the region's total employment declined by 8.8 percent between 2019 and 2020, with losses being steepest in tourism-centric counties such as Warren (-11.5 percent) and Columbia (-9.7 percent) counties. **See Figures 1A and 1B.**

## THE PANDEMIC

This pre-pandemic growth and the economic diversification fostered by Capital 20.20 prepared the Capital Region for the economic disruptions caused by the Coronavirus. Even before the lockdowns began in March 2020, the Brookings Institution had identified the Albany-Schenectady-Troy metropolitan statistical area (MSA) as one of the nation's best-positioned regions to withstand a COVID-19-related recession due to its tech-oriented, university-based economy.<sup>4</sup> While the pandemic swiftly and severely impacted the local economy, the Capital Region outperformed New York's nine other economic development regions in several key economic indicators.

**Outbreak:** Just before the declaration of the pandemic and subsequent lockdown of in-person, non-essential businesses in March 2020, the Capital Region's private sector employment was at its highest Q1 level for that quarter in more than two decades: 406,032 jobs.<sup>5</sup> However, by the end of the second quarter, private sector employment fell to its lowest level in more than two decades: 345,460.<sup>6</sup> The Capital Region's total unemployment insurance (UI) beneficiaries peaked in May 2020 at 67,300 – three times more than the highest number seen during the previous recession.<sup>7</sup> **See Figure 2.**

Capital Region Total & Private Employment, 2011-2020

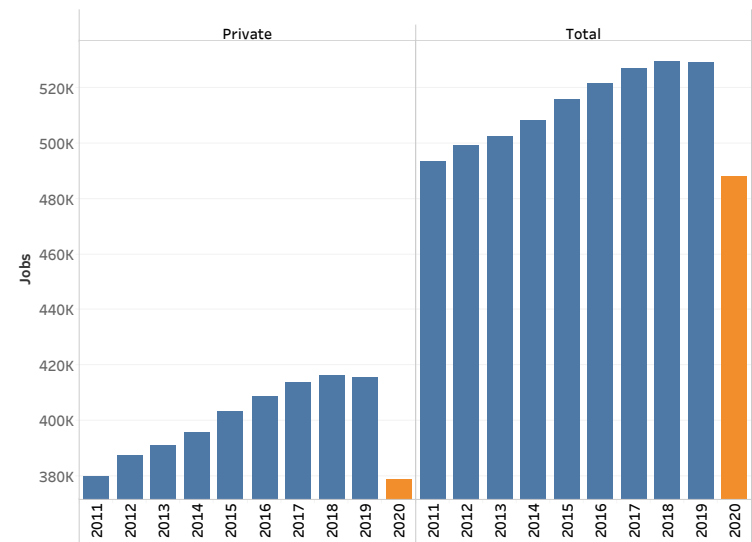


Figure 1A

Capital Region Private Sector Job Losses, 2019-2020

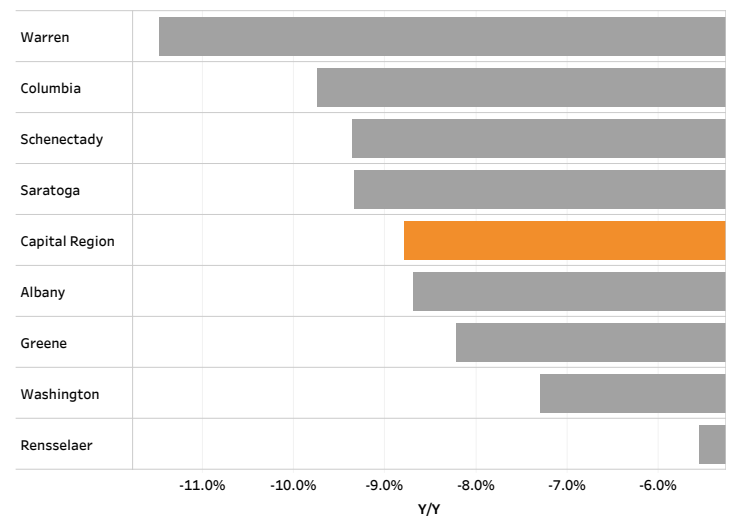


Figure 1B

Capital Region Unemployment Insurance Beneficiaries, 2008-2021

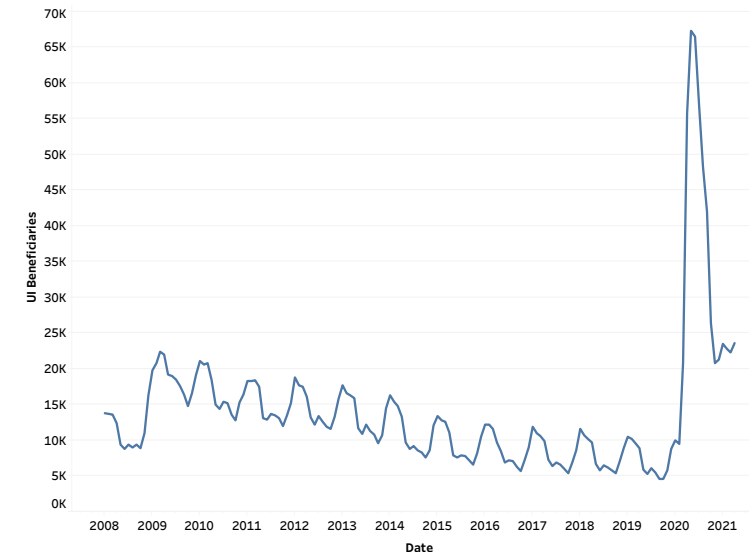
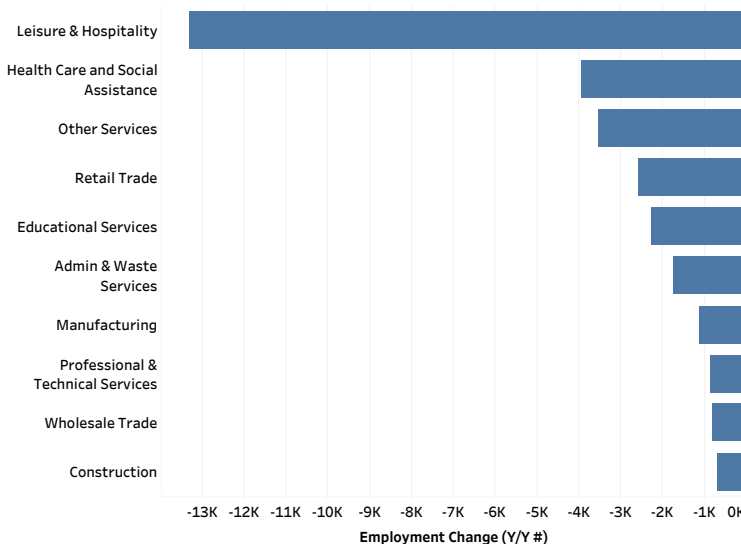


Figure 2

**Recovery:** The region slowly started showing signs of recovery as its economy reopened in phases over the summer of 2020. The sectors that had bounced back the most in Q3 from Q2 losses were clothing stores, personal and laundry services (e.g., beauty and nail salons, sporting goods/hobby/book/music stores, and furniture and home furnishing stores.)<sup>8</sup> By Q4 2020, the region's hardest hit sectors with the most year-over-year employment losses remained Accommodation and Food Services (-11,025) and Health Care and Social Assistance (-3,953).<sup>9</sup> For all of 2020, export activity (measured by value) at Capital Region air and water ports was down 13.6 percent and import activity was down 4.5 percent.<sup>10</sup> **See Figure 3.**

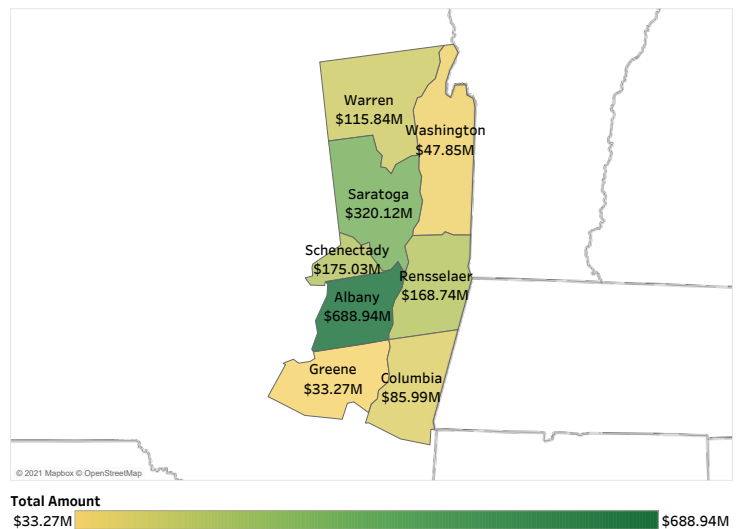
Crucial to helping Capital Region businesses weather the pandemic were the \$1.6 billion in Paycheck Protection Act loans that banks approved throughout the eight counties as well as the \$442 million in Economic Injury Disaster Loans approved by the U.S. Small Business Administration.<sup>11</sup> Despite a spring slowdown, the eight-county region's real estate market performed strongly, ending 2020 with 13,155 closed, single-family home sales, up 7 percent from the previous year.<sup>12</sup> Sales tax collections also largely recovered from spring's declines, ending the year at \$770.9 million, down 2.5 percent.<sup>13</sup> By March 2021, the Capital Region's labor force had been expanding for five consecutive months.<sup>14</sup> As of July 1, 2020, the region had sustained the smallest annual population decline in the state. Saratoga County was the region's fastest-growing county. Saratoga, Greene and Columbia counties were among the seven counties statewide that saw domestic migration gains in 2020.<sup>15</sup> **See Figures 4-6.**

**Capital Region Sectors with Largest Y/Y Employment Losses, Q4 2021**



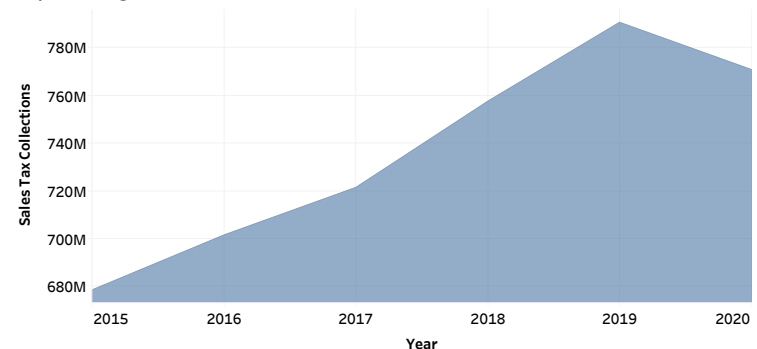
**Figure 3**

**Capital Region PPP Total Loan Amounts by County, 2020**



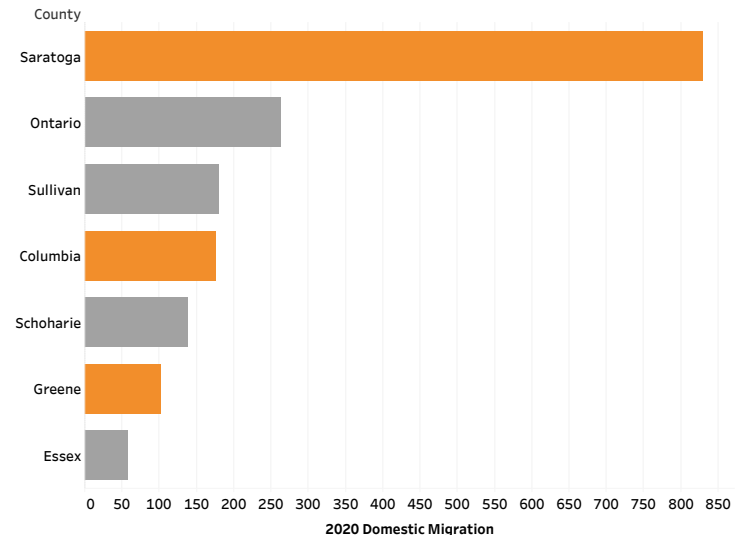
**Figure 4**

**Capital Region Sales Tax Collections, 2015-2020**



**Figure 5**

**NYS Counties with Domestic Migration Growth, 2019-2020**



**Figure 6**



## THE RECOVERY PLAN

As the pandemic peaked in spring 2020, the regional office of Empire State Development (ESD) and the Center for Economic Growth (CEG), on the CREDC's behalf, conducted an informal survey of Capital Region business, nonprofit and government leaders to assess their immediate, intermediate and long-term needs. Guided by this feedback, ESD and CEG conducted another survey in August 2020 that garnered more than 300 responses.

The survey respondents provided insights into the varying needs of urban and rural counties, sectors and employer sizes. These responses have also highlighted gaps in the regional strategy, especially concerning the need for expanded broadband access and training programs in vital sectors such as healthcare. Last September, the CREDC submitted to the Governor the Capital Region's 2020 Economic Recovery Strategy, which identified specific strategies for both the state and the CREDC to address COVID-19-related challenges and needs.

Building on its Recovery Plan, the CREDC engaged local government, community and economic development leaders and industry representatives last May and June for insights into their needs and challenges that could be addressed in an updated regional plan.



Albany Medical Center

## Plan Updates

For Round XI of the REDC process, Governor Cuomo tasked the 10 regional economic development councils with updating and refreshing their strategies to reflect the regional COVID-19 impacts. To this end, the CREDC's updated plan includes the following features:

- **Cluster-Driven:** Whereas Capital 20.20 was driven by proposed transformational projects, the updated regional plan will be cluster-driven. Capital 20.20's clusters were limited to Fulfillment Hub, Population Health Technology, Cleantech, Software and Creative Arts, Food and Tourism (CRAFT). Going forward, the CREDC's regional strategies are dedicated to advancing the following key industry clusters:
  - Logistics & Distribution
  - Cleantech
    - Offshore Wind
    - Power
  - R&D to Commercialization
  - Life Sciences
    - Drug Manufacturing
    - Medical Device Manufacturing
    - Healthcare
  - Advanced Electronics
  - Software-IT
    - Digital Gaming
  - CRAFT: Creative Arts, Food & Tourism

These are the clusters the Council believes will provide the greatest return on investment in terms of inclusive economic growth and prosperity. Under this cluster approach, which is detailed in the **Next-Tech** strategy, the CREDC will prioritize the growth of tech hubs by concentrating projects within a 24-minute drive-time radius of each cluster "core," or industry anchor. Twenty-four minutes is the region's average commute.<sup>16</sup> This short commute radius contributes to the region's high quality of life and live/work/play environment. Its incorporation in this strategy will support the formation of tight, vibrant cluster hubs as well as amplify a strong talent attraction selling point. **See Table 1.**

- **Five Strategies:** The CREDC will retain the five-strategy approach adopted in Capital 20.20. Two strategies will be renamed to better reflect their goals and broader focus on industry diversification, urban and rural poverty, environmental justice, and community resilience. Other strategies are modified to reflect the new emphasis on clustering. **See Table 2.**

- **Next-Tech**’s scope is broadened to help take the region’s Software-IT, Advanced Electronics and Cleantech clusters to the next level. The CREDC will continue to address the Life Sciences Cluster as a statewide priority, though two segments of it have been spun off into **Next-Tech** clusters. With exception to the ubiquitous Logistics & Distribution, Software-IT and Healthcare clusters, projects should be encouraged to locate within 24 minutes of each cluster’s core:
  - Advanced Electronics: GLOBALFOUNDRIES Fab 8, Malta
  - Clean Tech (Offshore Wind): Port of Albany
  - Cleantech (Power): GE Power, Schenectady
  - Life Sciences (Drug Manufacturing): Regeneron, East Greenbush
  - Life Sciences (Medical Device Manufacturing): AngioDynamics, Glens Falls
  - R&D to Commercialization: NY CREATES, Albany
  - Software-IT (Digital Gaming): RPI Games and Simulation Arts and Sciences, Troy

The R&D to Commercialization Cluster will remain the CREDC’s regional prioritized cluster, as it was designated to it. The R&D to Commercialization Cluster will focus on supporting major R&D projects for key regional tech clusters. Smaller and non-key tech cluster projects will be addressed under the Innovation Hot Spot statewide priority.

- **Talent** remains the regional workforce development strategy, but it is now focused on building and enhancing the talent pipelines for the key regional clusters. The **Talent** strategy also aims to create rapid training opportunities for workers transitioning from industries that were very vulnerable to the pandemic to those targeted by the **Magnet** strategy, such as food and beverage and other light manufacturing, software-IT and agricultural technology, as well as healthcare. Training for non-key regional clusters and non-**Magnet** target industries can be addressed under the Workforce Development statewide priority.
- The **Gateway** strategy is expanded to include not only the Port of Albany and the Capital District Transit Authority (CDTA) but also all regional infrastructure projects required to support the growth of the key regional clusters.

This includes improvements for air/water ports, rail/highway and water/utilities. Fulfillment hub expansion remains a priority under **Gateway**. Public transit projects will be addressed under the new **Core** strategy.

- Lift-Off is now the “**Magnet**” strategy to highlight its goal of attracting businesses to communities in need of industry diversification. The CREDC will prioritize the siting of food and beverage (including cannabis products) and other light manufacturing, software-IT and agricultural technology firms in 54 Census tracts or in adjacent tracts. Many of these **Magnet** communities also suffer from some of the region’s highest poverty rates. Many also house potential Environmental Justice Zones and have high percentages of residents with multiple risk factors that weaken their ability to respond to disasters such as severe weather and disease outbreak. This strategy also supports the expansion of high-speed broadband and other infrastructure needed to attract more businesses in the target industries. Communities have the option of opting out of a **Magnet** designation. See **Table 3, Maps 1A-1B**.
- **Core** will replace the Metro strategy, which primarily focused on urban “catalyst projects” and public transit improvements. **Core** now focuses on building stronger urban and rural communities primarily through placemaking projects supporting the creative arts and tourism segments of the CRAFT Cluster as well as public transit improvements and new or upgraded infrastructure that will strengthen a community’s ability to attract private investment.



Foreland Arts Complex, Catskill

- **Emerging Opportunities: Next-tech's** cluster approach will align the regional strategies to help the region take advantage of opportunities that emerged during the pandemic. For example, the **Gateway** strategy prioritizes infrastructure improvements needed to help the region's key tech clusters meet the increased demand for chip production, pharmaceuticals and medical devices. **Magnet** will help struggling urban and rural communities attract cannabis product makers as New York's legalization of recreational marijuana promises to create a new food and beverage manufacturing industry.
- **Industry Diversification:** The **Next-Tech** cluster approach will diversify and grow the tech industries that performed strongly through the pandemic and helped stabilize the regional economy. However, the need for diversification goes further. Many local communities have very high concentrations of workers in the leisure and hospitality sectors, which were particularly vulnerable to the pandemic. To diversify the economies of such communities, the **Magnet** strategy prioritizes food and beverage and other light manufacturing projects, software-IT and agricultural technology in those communities.<sup>17</sup> The CREDC will also prioritize high-speed broadband expansion for target industry businesses in **Magnet** communities with household high-speed broadband Internet subscription rates below the regional average. The broadband expansion priority also applies to the Census tracts identified by the National Telecommunications and Information Administration as indicating a need for broadband based on Internet speed and/or access. Ten of the 27 NTIA tracts with indications of broadband need are **Magnet** communities. **See Table 3.**
- **Hard-Hit Sectors:** With the leisure and hospitality and healthcare sectors sustaining the heaviest private sector job losses in the region, support for them is prioritized under the **Core** strategy and within the Life Sciences Cluster. **Core** targets the hard-hit creative arts and tourism industries within the CRAFT Cluster. Within the Life Sciences Cluster the CREDC has created a new Healthcare Cluster, which makes workforce development and innovation a regional priority at local hospitals, ambulatory care offices and nursing homes. The healthcare and social assistance sector has sustained the second greatest employment loss in the region's private sector.
- **Rural and Urban Poverty:** The industry diversification and community redevelopment initiatives under the **Magnet** and **Core** strategies are designed to help counter the rise of rural poverty in the Capital Region while also addressing high urban poverty. While poverty rates declined in eight of the region's 10 cities between 2014 and 2019, they have risen substantially in several rural communities. For example, Catskill's poverty rate rose 5 percentage points to 21.3 percent – almost as high as Albany's rate of 22.9 percent. Hoosick's poverty rate rose 6.9 percentage points to 16.2 percent and Claverack's rose 6.4 percent to 15.5 percent.<sup>18</sup> **See Table 4, Map 2.**
- **Environmental Justice Zones:** The 54 **Magnet** communities include 33 percent of the 95 Potential Environmental Justice Zones (PEJZs) in the Capital Region that the New York State Department of Environmental Conservation identified in 2019, based on high minority concentrations in Census block groups or household incomes significantly below the poverty level. More PEJZs are near **Magnet** communities. A third (33.6 percent) of the Capital Region's Black residents and nearly a quarter (22.6 percent) of its Hispanic residents live in these 54 **Magnet** communities. In these communities, 33.7 percent of Black residents and 40.8 percent of Hispanics are below the poverty level, compared to 11.7 percent of whites.
- **Community Resilience:** A third of the **Magnet** communities are also among the top 50 Capital Region tracts with the highest percentages of populations with at least three risk factors that make them vulnerable to natural disasters such as weather-related disasters and disease outbreaks. Risk factors include 1. Income-to-poverty ratio; 2. Single or zero caregiver household; 3. Unit-level crowding; 4. Communications barrier; 5. No employed persons; 6. Age over 65; 7. Disability posing restraint to significant life activity; 8. No health insurance coverage; 9. Serious heart condition; 10. Diabetes; 11. Emphysema or current asthma.<sup>19</sup>



## Plan Implementation

The CREDC has identified the Capital Region office of Empire State Development and the Center for Economic Growth (CEG) to manage the implementation of the 2021 Strategic Update. ESD and CEG will continue to work in conjunction with county and local economic developers and business organizations (e.g., chambers of commerce, Business Improvement Districts, business and trade groups) throughout the Capital Region. These groups represent a diverse population within the region, all of whose involvement will be necessary to successfully achieve the goals laid out in this plan.



Port of Coeymans







PART TWO

# Strategic Update

Regeneron Pharmaceuticals, Building 20, Main Campus

HYDRO-MOBILE



# Regional Strategies



## TALENT

### Progress

This strategy had set out to ensure Capital Region businesses have access to a stable and robust talent pipeline of skilled workers. Through priority projects such as Hudson Valley Community College's **Gene F. Haas Center for Advanced Manufacturing Skills** (CFA 75342) and Capital Region BOCES' CTE **Welding and HVAC Program** (CFA 75846), the CREDC has seen the following:

- **Improved Talent Performance Metrics Since 2015**

- Educational attainment (bachelor's and higher) among adults increased from 32.9 percent to 35.5 percent in 2019.<sup>20</sup>
- Traditional institution STEM degree awards increased 10.7 percent to 3,565 in 2019.<sup>21</sup>
- The region's high school graduation rate increased from 84.1 percent to 88 percent in 2020.<sup>22</sup>
- 76.1 percent of the graduates of Capital Region community colleges between 2000 and 2010 were employed five years post-grad, and 85.3 percent of those employed graduates were working in New York State.<sup>23</sup>

One of this strategy's greatest challenges is also one of its most promising opportunities: strong demand for talent. In Q1 2021, the Capital Region had a monthly average of 7,179 job postings, up 30.3 percent from a year earlier. With several of the region's tech clusters poised for significant growth, the task of skilling up even more workers and reaching deeper into the region's communities for talent is critical in the face of the following:

- **Challenging Demographic Trends Since 2015**

- Labor force growth was flat (0.4 percent) at 542,800 in 2020.<sup>24</sup>
- Adult population with an associate's degree increased by 4.6 percent by 2019, lagging the U.S. average of 9.9 percent.<sup>25</sup>
- Traditional institution health professions degree awards declined 7.4 percent to 1,901 in 2019.<sup>26</sup>
- Average annual pay increased at a slower pace in the region (10.7 percent) than the US (11.8 percent), as of 2019.<sup>27</sup>
- Despite higher graduation rates, high school graduate growth between 2015 and 2020 was flat at 1.2 percent.<sup>28</sup>

Capital Region Labor Force Growth, 2011-2020

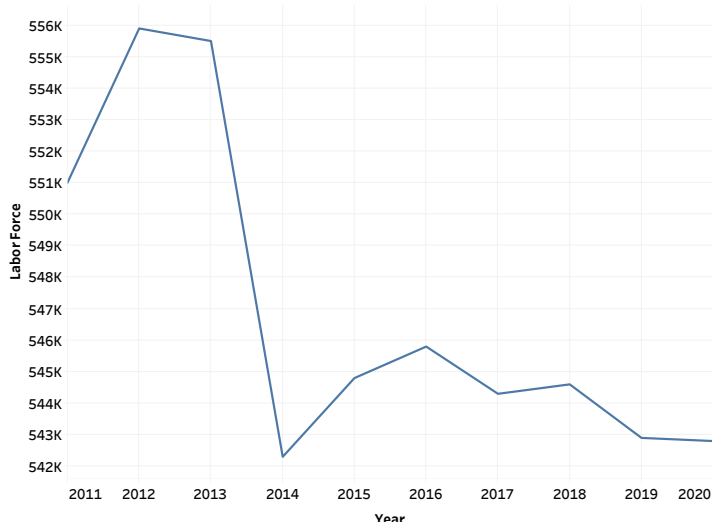


Figure 7

Growth in Adults with Associates Degrees, 2015-2019

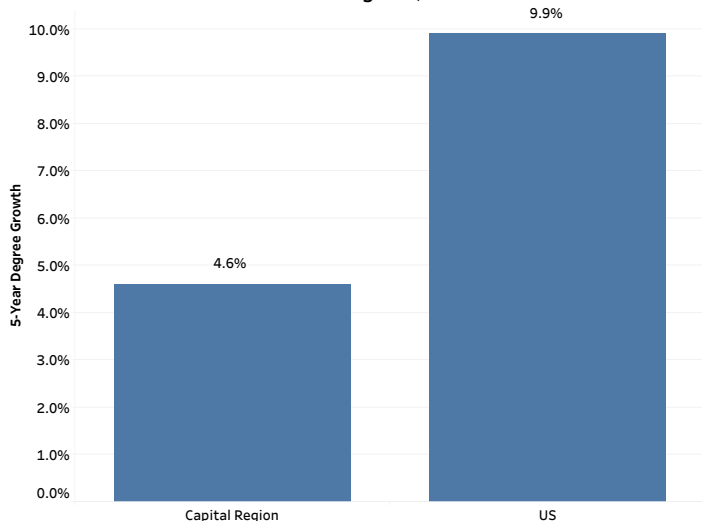


Figure 8

Capital Region High School Graduate & Graduation Rate Growth

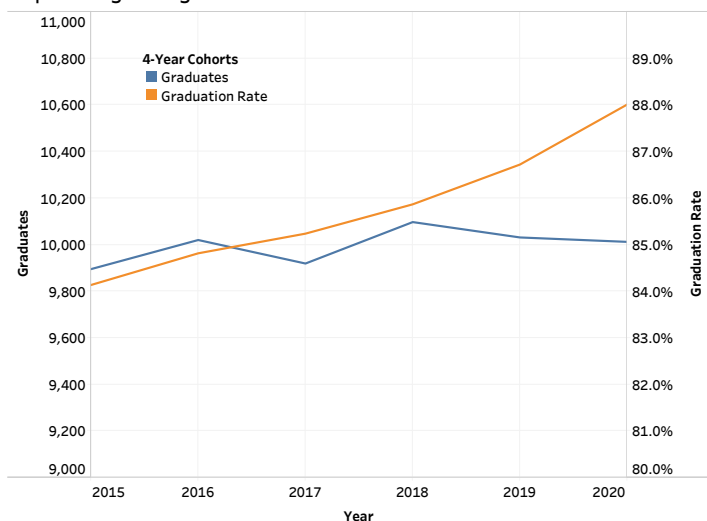


Figure 9

The CREDC's new **Core** regional strategy, coupled with the state's Downtown Revitalization and Placemaking priorities, focus on countering these demographic trends affecting the size of the region's skilled worker supply. Nonetheless, the CREDC **Talent** strategy must also ensure the educational and training infrastructure is in place to meet industry's current and expected workforce demands. Since 2015, this strategy helped the Capital Region increase its total employment by 2.6 percent to 529,222 in 2019 despite flat labor force growth.<sup>29</sup> **See Figures 7-9.**

## COVID-19 and other Strategic Challenges

The **Talent** strategy did not anticipate the rapid and seismic upheaval that disproportionately affected certain sectors, especially in leisure and hospitality. Consequently, the plan did not call for rapid-training programs that allow affected workers to shift from high-risk sectors to those with more stability and growth potential.

Even before the onset of the pandemic, Capital Region employers, especially in healthcare and manufacturing, were struggling to find enough skilled talent. The pandemic's impacts on the labor force has further stressed this labor shortage. Parts of the Capital Region, especially Warren and Greene counties and urban downtowns, are heavily reliant on leisure and hospitality. Wide segments of the population – and even whole communities – are facing an uncertain future and elevated unemployment while those sectors struggle to reopen safely. Workers in these high-risk sectors tend to have skills that are not easily transferrable.

## Proposed updates/changes

- The **Talent** strategy will be dedicated to preparing the workforce for the Capital Region's key clusters.
- This strategy supports the development of rapid transitional training programming for moving employees from industries vulnerable to pandemics, such as retail, food services and hospitality, into healthcare and the industries targeted by the **Magnet** strategy: food and beverage (including cannabis products) and other light manufacturing, software-IT and agricultural technology.
- Training initiatives for non-key clusters or non-**Magnet** target industries can be addressed under the statewide priority of Workforce Development.

- Enhance employers' ability to fill middle-skill positions by leveraging their existing workers through the expansion of apprenticeship programs.
- Fortify the talent pipeline's capacity in the most in-demand programs to meet industry demand.
- Reach deeper into and diversify the workforce by situating training programs in locations that are more accessible to rural and urban populations.
- Support talent attraction and retention through a regional branding campaign.
- See the proposed Magnet MBA program under the **Magnet** strategy.



## GATEWAY

### Progress

The **Gateway** strategy has sought to connect markets and businesses with infrastructure improvements and fulfillment hub expansions. The region has made great strides in realizing this goal through the Port of **Albany's Big Lift** (56345) and **Port of Albany Expansion** (67663) priority projects. Other major projects advancing this strategy have included Albany International Airport's \$63.3 million modernization and \$50 million connector between the airport and the Adirondack Northway (Exit 3), Schenectady's \$23 million Amtrak station, and the \$100 million, 1-million-square-foot Amazon fulfillment center in Schodack.

These infrastructure improvements and others have yielded impressive results, including:

- Employment in the Capital Region's Logistics and Distribution Cluster increased by 6 percent since 2015 to 12,135 in 2019.<sup>30</sup>
- Transformative investments from international offshore wind developers (OSW) that promise to establish the region as a major East Coast OSW component manufacturing hub. For example:

- Sunrise Wind, a joint venture of Ørsted A/S and Eversource Energy will make advanced offshore wind foundation components in the region.
- Equinor Wind will create the nation's first OSW tower and transition piece manufacturing facility at the Port of Albany and will manufacture concrete gravity-base foundations at the Port of Coeymans.
- Enplanements and deplanements at Albany International Airport reached a 15-year high at 3.03 million in 2019.<sup>31</sup>

These advancements are important examples of the trends that were emerging both before and during the pandemic. However, challenges remain for the **Gateway** strategy. For example, between 2015 and 2019, total exports from the Albany-Schenectady-Troy metropolitan statistical area (MSA) declined by 31.4 percent despite the gains made by computer and electronic product manufacturing exports. Exports from the Glens Falls MSA increased by only 2.5 percent.<sup>32</sup>

### COVID-19 and Other Strategic Challenges

- The **Gateway** strategy did not address the capital improvements needed in the manufacturing, transportation and warehousing sectors to ensure the region is primed to reshore the production and distribution of key goods.
- This strategy's focus on port expansion positioned the region to attract investments of international OSW developers. However, the plan does not go farther in supporting the further development of sites along and near the Hudson River to support the OSW industry and an upstate-wide supply chain that supports it and is centered in Albany.
- While the **Gateway** strategy originally prioritized the establishment of the Capital Region as a fulfillment hub, it did not emphasize the infrastructure improvements needed to realize that goal, particularly in highway access.

## Proposed updates/changes

- **Gateway** is an infrastructure-centric strategy geared toward connecting markets and businesses related to key regional clusters. This encompasses the region's air and water ports, rail and road networks, water systems and power grid. Added to this is a new emphasis on reshoring-related supply chain development that complements the original fulfillment hub prioritization.
- Support manufacturers considering reshoring products/processes or expanding existing domestic operations to increase production. Manufacturers will need to make capital investments in equipment and technologies to replace those that were retired, offshored or cannot meet post COVID-19 demand. Significant support is needed to reinvest in modernizing factories.
- Identify infrastructure procurements made by the state (e.g., renewable energy, transportation, health, infrastructure, technology) that are critical to state operations and ensure some level of regional- or NYS-manufactured goods are purchased. By investing in our manufacturers and ensuring they can deliver priority goods, the state will ensure these manufacturers can easily increase production rates in emergencies.
- Support regional outreach efforts to the international OSW industry, and provide targeted local incentives through IDAs for the reuse of existing facilities and sites for the manufacturing of OSW components.
- Support infrastructure improvements at regional ports and supporting facilities, such as rail spurs, river navigation and channel maintenance.
- Continue development of shovel-ready sites along or near the Hudson River for OSW component manufacturing and staging.
- Enhance highway access to support large-scale fulfillment center projects.



## Next-Tech

### Progress

Initially, this strategy sought to support emerging technology clusters, particularly population health technology and cleantech. However, during the pandemic major opportunities arose for these clusters and others that are poised to advance their technologies – and jobs – to the next level. The key regional tech clusters are detailed below and in **Table 1**.

- **Cleantech:**

- **Offshore Wind:** In addition to the component manufacturing operations centered around the Albany ports (see **Gateway**), the OSW Cluster also includes major wind R&D operations at GE Renewable Energy, RPI and UAlbany. A manufacturing supply chain spanning upstate and filtering through Albany could also serve this emerging Cleantech cluster. **See Figure 10.**
- **Power:** From the high-efficiency steam turbines and generators made by GE Power in Schenectady to the hydrogen fuel cells made by Plug Power in Latham and the energy storage operations of Key Capture Energy, the Capital Region's Cleantech Power Cluster is playing a key role in reducing global carbon emissions. This cluster employs more than 5,000 in the eight counties and is poised for growth with companies such as Plug Power reportedly planning major upgrades for its operations in the region.

- Advanced Electronics:** The pandemic clarified the need for a robust domestic chip production framework, and GLOBALFOUNDRIES' Fab 8 in Malta stands at the forefront of that effort. Since the pandemic began, GLOBALFOUNDRIES has entered a strategic partnership with the Department of Defense to manufacture semiconductor solutions for sensitive defense and aerospace applications at Fab 8.<sup>33</sup> The company has also purchased 66 acres adjacent to the manufacturing campus to prepare for a potential expansion of its Malta production operations. Between 2015 and 2019, the Albany-Schenectady-Troy metro area's computer and electronic product exports increased by 232.1% to \$1.46 billion in 2019 – making it a top 30 exporter in the industry. **See Figure 11.**

Albany Metro Computer & Electronic Product MFG Exports

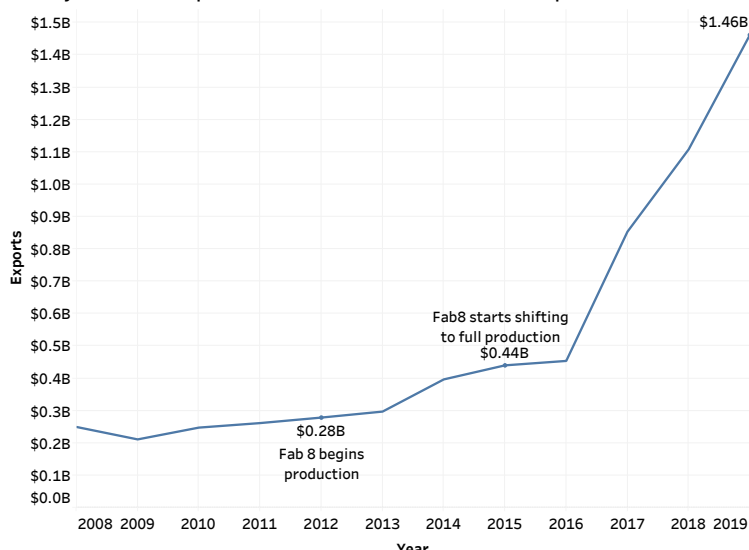


Figure 11

At the same time, the region continues to be a leader in semiconductor innovation with IBM revealing its 2nm chip breakthrough achieved at SUNY Polytechnic Institute's Albany Nanotech Complex. The 2019 opening of Applied Materials' Materials Engineering Technology Accelerator (META) Center at SUNY Poly promises to add to the R&D momentum already building in the region.<sup>34</sup> In 2020, the U.S. Patent and Trademark Office awarded more than 1,400 semiconductor device-related patents listing inventors in the eight-county Capital Region. The eight counties of the Capital Region have produced more semiconductor patents listing local inventors than every other state in the country, except for California.<sup>35</sup> **See Figure 12.**

Semiconductor startups such as Lux Semiconductors in Albany, SMART Pad in Colonie and the NoMIS Power Group in Albany also show promise for driving grassroots growth.<sup>36</sup>

Semiconductor Device Patents Listing Capital Region Inventors

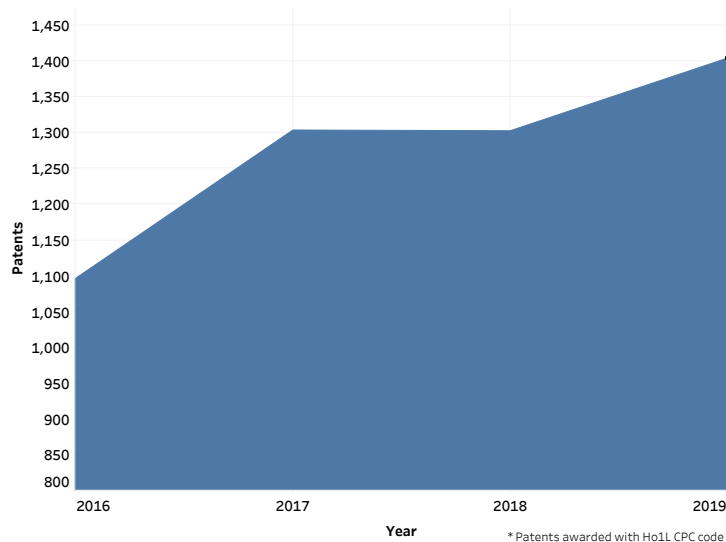


Figure 12



- **Software-IT:** Between 2015 and 2019, employment within the Software-IT Cluster grew by 14 percent to 8,086. In many cases, the pandemic fueled demand for services provided by local firms and their job growth. Examples include toll management software by BestPass in Colonie, remote fire inspection software by Inspect Point in Troy, bus routing software by Transfinder in Schenectady, and e-commerce platform provider CommerceHub in Albany.

The Software-IT Cluster covers health technology, which was a target area in Capital 20.20. Innovative software companies in this field include Levrx in Troy with its prescription drug solutions as well as UCM Digital Health in Troy with its emergency telehealth and vital care solutions. Included in this cluster is also the Digital Gaming Cluster, which is rising in national prominence with Vicarious Visions in Colonie and Velan Studios in Troy developing major award-winning titles, such as Tony Hawk's Pro Skater 1+2 and Mario Kart Live: Home Circuit. In 2020, the Digital Gaming Cluster grew to more than 500 workers, up 44 percent from just two years earlier.<sup>37</sup> See Figure 13.

The Capital Region also remains at the forefront of innovation in this cluster with major R&D assets such as the IBM Artificial Intelligence Hardware Center at SUNY Polytechnic Institute; RPI's Center for Computational Innovations (CCI), with the nation's most powerful supercomputer at a private university; and the University at Albany's College of Emergency Preparedness, Homeland Security and Cybersecurity.

## DIGITAL GAMING CLUSTER PROFILE

24 studios with 500+ workers total

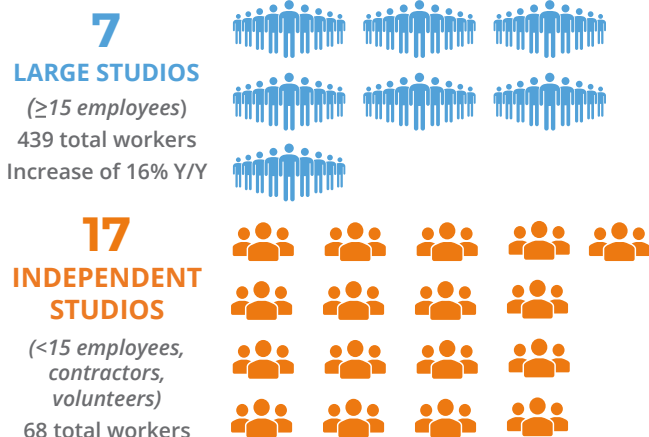


Figure 13



Velan Studios, Troy



UAlbany eSports America East Press Conference



Vicarious Visions' Tony Hawk 1 + 2

- **Life Sciences:** The CREDC will continue to address the Life Sciences Cluster as a statewide priority, but two segments have been spun out of it to align with the cluster approach.
  - **Drug Manufacturing:** The Albany-Schenectady-Troy metropolitan statistical area (MSA) had 3,189 workers in the pharmaceutical and medicine manufacturing sector in 2019 – the 15<sup>th</sup> highest among metros nationwide, giving the area the seventh highest concentration of jobs in this industry, as measured by location quotient (3.44). The region houses 40 U.S. Food and Drug Administration-registered drug establishments. In fact, the region has the most (six) FDA-registered active pharmaceutical ingredient manufacturing establishments in the state, including Regeneron Pharmaceuticals and AMRI.<sup>38</sup> **See Figures 14-15.**
  - **Medical Device Manufacturing:** The Capital Region has 25 FDA-registered medical device establishments, with about half of them located in the Glens Falls metro area. In fact, Warren County has the highest concentration of medical equipment and supplies manufacturing jobs in the country, as measured by location quotient. Major employers in the county include AngioDynamics, Medline Industries, BD Bard, Sterigenics, Delcath Systems, Bates Industries, and Praxis Technology. Other major industry employers in the region include GE Healthcare in North Greenbush and Philips Healthcare Solutions in Latham.<sup>39</sup> **See Figure 16.**



AngioDynamics, Queensbury

FDA-Registered Drug Establishments in NY's Capital Region

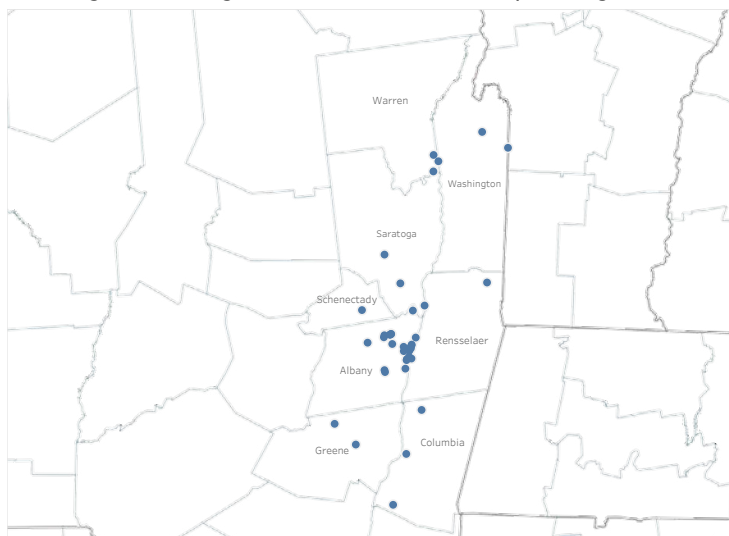


Figure 14

Capital Region Leads NYS in Active Pharmaceutical Ingredient MFGs  
FDA-Registered API manufacturing establishments

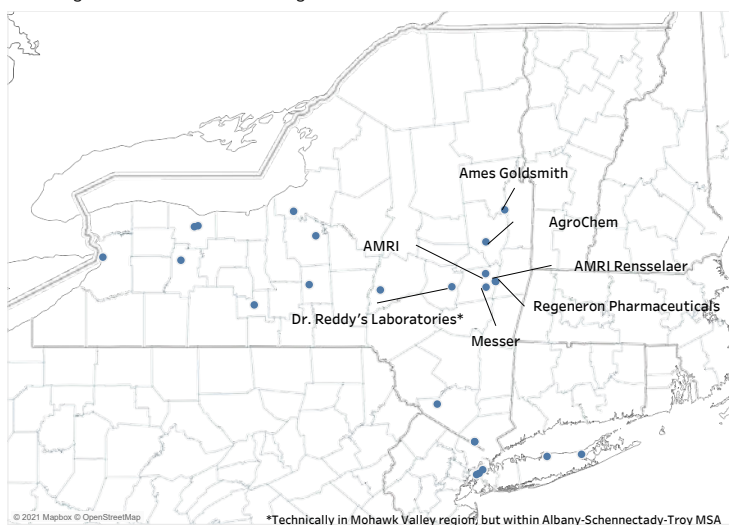


Figure 15

Capital Region FDA-Registered Medical Device Establishments

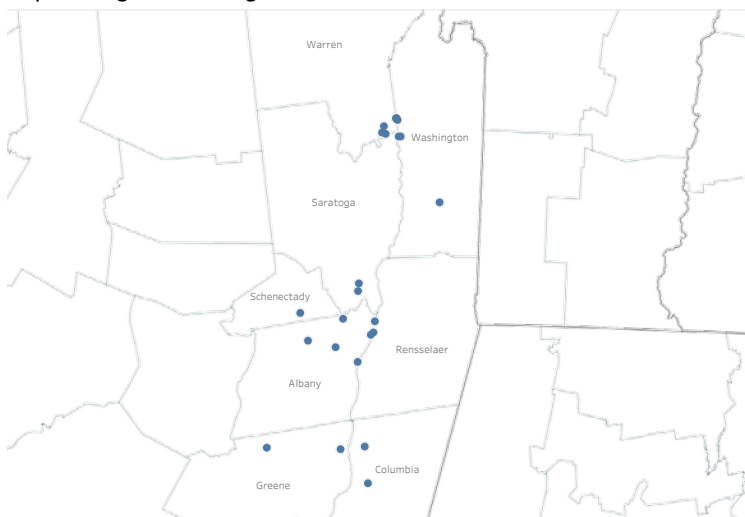


Figure 16



## COVID-19 and Other Strategic Challenges

**Next-Tech** initially focused on driving the growth of emerging technologies in the Capital Region. However, since Capital 20.20 was developed in 2015, the region's technology landscape has substantially changed, and the regional plan needs to be updated to reflect that transformation and capitalize on the opportunities it creates.

In the post-COVID-19 environment, the Capital Region's tech sector is uniquely positioned to become a major growth engine for the manufacturing and/or R&D for semiconductor devices, clean technologies, pharmaceuticals and medical equipment and supplies. Gaps in the supply chain, talent pipeline and R&D infrastructure could impede the ability of these clusters to reach their potential in the Capital Region.



SUNY Polytechnic Institute, NanoFab North cleanroom



## Proposed updates/changes

- **Tech Clusters:** The **Next-Tech** strategy needs a broader focus that aims to take the Capital Region's key technology clusters to the NEXT level. This strategy will be dedicated to driving growth in the following clusters: 1. Cleantech (OSW and Power); 2. Advanced Electronics; 3. Software-IT; 4. Digital Gaming; 5. Drug Manufacturing; 6. Medical Device Manufacturing; and 7. R&D to Commercialization. The CREDC will continue to address the Life Sciences Cluster as a statewide priority, and the R&D to Commercialization Cluster remains the Council's prioritized regional cluster that drives innovation for all the region's key tech clusters.
- **Hubs:** The **Next-Tech** strategy is devoted to creating an environment where companies can thrive and compete on a global scale. This support includes building out ecosystems and supply chains geographically concentrated around the cores of each key tech cluster, with special considerations for Software-IT. This includes prioritizing the siting of warehousing, parts manufacturing, R&D, startups and administrative support operations within a 24-minute drive time radius of each cluster's core. The region's average commute is 24 minutes. By concentrating relevant projects within this drive radius, the CREDC aims to foster tight and vibrant cluster hubs while also amplifying a strong talent attraction selling point. The tech cluster cores are:
  - Advanced Electronics: GLOBALFOUNDRIES Fab 8, Malta
  - Cleantech (Offshore Wind): Port of Albany
  - Cleantech (Power): GE Power, Schenectady
  - Life Sciences (Drug Manufacturing): Regeneron Pharmaceuticals, East Greenbush
  - Life Sciences (Medical Device Manufacturing): AngioDynamics, Glens Falls
  - R&D to Commercialization: NY CREATES, Albany
  - Software-IT (Digital Gaming): Rensselaer Polytechnic Institute Games and Simulation Arts and Sciences, Troy
- **Micro Hubs:** For the ubiquitous Logistics and Distribution, Software-IT and Healthcare clusters, there is no single geographic core. The Council will support the development of micro hubs for sub-clusters as a critical mass emerges in one geographic location, as is the case with the Digital Gaming Cluster in Troy. With the growth of healthcare-related software firms such as UCM Digital Health, Levrx, Aptihealth, ZephyRx, UTM: Healthcare, GCOM and 3M Health Information Systems, there remains the potential for a health technology cluster micro hub to emerge in the region.
- **Industry Diversification:** To promote industry diversification, the CREDC will prioritize the siting of agricultural Technology (Agri-Tech) and Software-IT cluster firms, in or near **Magnet** communities. This **Next-Tech** strategy adds a tech component to the new **Magnet** strategy's industry diversification goal.
- **Agri-Tech:** These firms use bioscience, bioenergy and other technologies to drive crop and cattle production improvements. Examples of local Agri-Tech firms include Agrochem in Saratoga Springs, CaroVail in Salem and Hudson Hemp and Hudson Valley Fisheries in Hudson. According to the City of Fort Collins, the Agri-Tech Cluster "recognizes the inter-relationship between crop and animal agricultural production and new, innovative technological advances that can be used in the fields."<sup>40</sup> The Capital Region has not yet developed a critical mass of Agri-Tech firms to be considered a key regional cluster, but the CREDC supports the growth and attraction of more of them to better leverage the vast agricultural resources throughout the eight counties.



Center for Biopharmaceutical Education and Training, Albany NanoTech Complex



## Magnet

### Progress

The Lift-Off strategy sought to accelerate innovation, entrepreneurship and business growth as well as to drive synergies between tech-driven urban centers and tourism-driven outlying areas. Between 2015 and 2019, the region's ranks of small businesses (<20 employees) increased by 0.4 percent to 23,301.<sup>41</sup> During the same period, employment among these small businesses declined by 0.9 percent to 68,146, and by 2020 it had fallen to 57,082.<sup>42</sup> Meanwhile, the region's ranks of nonemployer establishments, such as independent contractors, freelancers and other self-employed individuals, grew more strongly between 2015 and 2019: up 9 percent to 73,409.<sup>43</sup>

### COVID-19 and Other Strategic Challenges

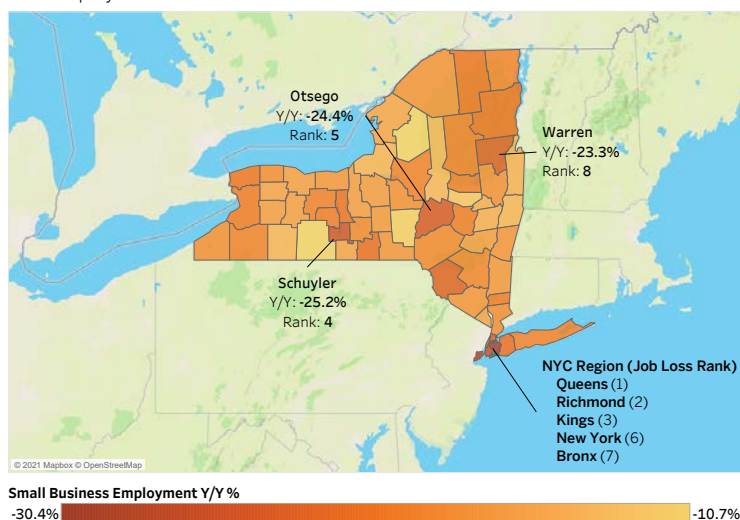
At the beginning of the pandemic last year, the Brookings Institution estimated 54,772 jobs in the Albany-Schenectady-Troy MSA in high-risk industries, such as transportation and leisure and hospitality, or 12.2 percent of all jobs. Among the 100 largest metros, the Albany-Schenectady-Troy MSA is the nation's fourth least-exposed metro to a COVID-19-related recession – owing largely to its robust tech-oriented university-based economy. However, the Glens Falls MSA has 10,120 jobs in high-risk industries. That is 18.9 percent of all jobs in the metro – the highest concentration of at-risk jobs among metros statewide.<sup>44</sup> The exposure rate of Columbia and Greene counties was almost as high at 16.6 percent. Together, the eight-county Capital Region has 76,576 workers in the five sectors that Brookings identified as being most at risk of a COVID recession. That is 14.1 percent of all jobs in the two-county area.<sup>45</sup>

The pandemic had a devastating impact on the region's small businesses. In 2020, small business employment fell to its lowest level in more than two decades. Losses were acute in the region's rural counties, especially those heavily reliant on leisure and hospitality. Warren

County's 23.3 percent year-over-year drop in small business employment was the third highest in the state outside the New York City region.<sup>46</sup> The Capital Region's next hardest hit counties for small business employment also heavily rely on the tourism economy: Saratoga (-17.9 percent), Columbia (-17.5 percent) and Greene (-16.5 percent).<sup>47</sup> **See Figure 17.**

Creative enterprises, from performing arts venues to food makers, were central to the original Lift-Off strategy, but during the pandemic they had sustained some of the heaviest losses in the Capital Region. By Q4 2020, the Capital Region's leisure and hospitality sustained a 13,306-job loss – more than any other sector.<sup>48</sup> The performing arts alone also saw a 38 percent decline in employment.<sup>49</sup>

**Small Business Job Losses Steep in Tourism Counties, 2019-2020**  
< 20 Employees = Small Business



**Figure 17**



## Proposed updates/changes

- **Magnet:** This strategy will continue to focus on driving entrepreneurship and fostering synergies between urban and rural economies. Lift-Off will be renamed “**Magnet**” to underscore its goal of attracting businesses to them to promote industry diversification.
- **Industry diversification:** This strategy will prioritize the siting of food and beverage and other light manufacturing, software-IT and agricultural technology firms in “**Magnet** communities,” which are Census tracts with high concentrations of leisure and hospitality workers.
  - **Magnet communities:** Census tracts with a percentage of arts, entertainment, and recreation, and accommodation and food services workers is 140% above the regional average of 9.2 percent, or approximately 12.83%, of the total employment in the community.
    - Rates are based on most current year available of U.S. census Bureau, American Community Survey five-year estimates (2015-2019).
    - 54 Census tracts in 30 towns and cities. **See Table 3, Maps 1A-1B.**
  - **Broadband expansion:** Expansion of broadband for food and beverage and other light manufacturing, Software-IT and agricultural technology firms will be prioritized in **Magnet** communities with high-speed broadband household subscription rates below the regional average of 73.5%.
    - 35 qualifying tracts in 21 towns and cities. **See Table 3.**
    - The broadband expansion priority also applies to the 27 Census tracts identified by the National Telecommunications and Information Administration as having an Ookla median speed for fixed broadband below 25/3 Mbps and/or with 25 percent or more households reporting no Internet access. Among the 27 NTIA tracts with these indications of broadband need, 10 are **Magnet** communities. **See Table 3.**
  - **Magnet MBA:** Encourage internships for MBA students, under the sponsorship of regional banks, and facilitate support from existing organizations such as Senior Core of Retired Executives (SCORE), the Community Loan Fund, and the Small Business Development Center (SBDC), to work with MWBEs and other small businesses in the **Magnet** communities or adjacent tracts to help them with business plans, marketing plans and financial literacy.



Adirondack Balloon Festival, Queensbury



Hudson Waterfront



## Core

### Progress

The Metro strategy sought to revitalize urban downtowns with “catalyst projects” that can attract large crowds and make urban centers more attractive live/work/play destinations for talent from around the globe. During the five-year period before the pandemic, the Capital Region’s cities saw varying results in advancing these goals. For example, among cities statewide and between 2015 and 2020, Saratoga Springs saw the third largest increase in population (+541) and Cohoes had the tenth (+97). But Troy had the 14<sup>th</sup> greatest population loss (-901) and Albany had the fourth (-2,810).<sup>50</sup> **See Figure 18.**

Several of these cities were winners of the state’s \$10 million Downtown Revitalization Initiatives. They included Glens Falls (2016), Hudson (2017), Albany (2018) and Schenectady (2019), with all still in the implementation process. However, challenges remain for both the region’s cities and rural communities. While the number of people in poverty in most Capital Region cities declined between 2014 and 2019, Troy, Hudson and Albany have the highest poverty rates at 24.4 percent, 23 percent and 22.9 percent, respectively. However, during the same period, poverty has increased substantially in the region’s rural communities. For example, between 2014 and 2019, the number of people in poverty increased by 103.7 percent in Ashland, 74.1 percent in Gallatin and 71.8 percent in Hoosick. By 2019, poverty rates were as high as 21.3 percent in Catskill, 19.5 percent in Prattsville, 18.2 percent in Hunter and 16.2 percent in both Hoosick and Hebron. **See Figures 19, Table 4, Map 2.**

Capital Region City Population Growth, 2015-2020

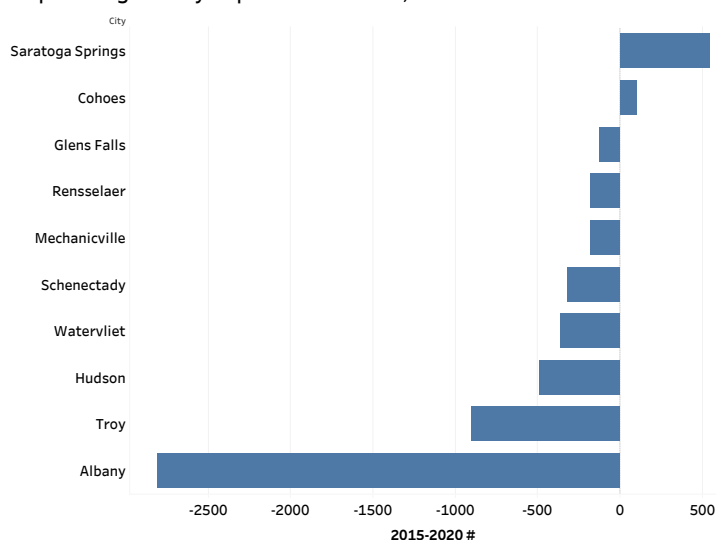


Figure 18

Capital Region Poverty Rate Changes, 2014-2019

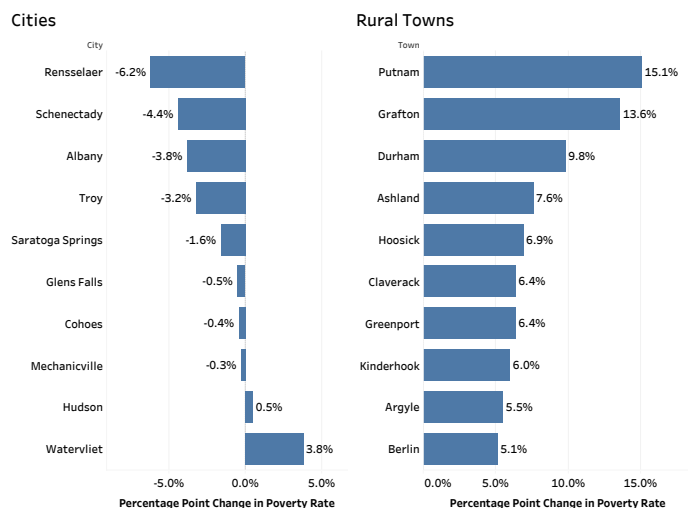


Figure 19

## COVID-19 and Other Strategic Challenges

- The Metro strategy focused on revitalizing downtowns with “catalyst projects” that can attract large crowds and make urban centers more attractive live/work/play destinations for talent from around the globe. However, the plan did not anticipate the restrictions that COVID-19 would impose on such placemaking projects or the measures needed to provide for safe gatherings.
- Metro also focused on creating jobs and providing local critical services in impoverished areas in Albany, Troy and Schenectady. However, the plan did not address the fact that, due to their concentrations of individuals with high risk factors, some neighborhoods could be uniquely susceptible to pandemics or other disasters—and would need targeted support.
- Many Capital Region placemaking destinations had to shut down during the pandemic and need alternative programming to mitigate the impacts of lost revenues while they remain closed or operating at reduced capacity. They will need assistance with upgrades, such as air filtration and ultraviolet light sanitation, which could boost consumer confidence and attendance numbers.
- This strategy also called for an expansion of the region’s public transit network with the objective of getting more people into urban centers and taking more workers to their jobs. This strategy did not anticipate the mass work-from-home response to COVID-19 and its impacts on downtowns—as well as workers’ access to the jobs that went remote due to a lack of broadband and other limitations.
- Capital 20.20 also did not foresee the shortage of workers that COVID-19 created at urban and rural service establishments and how nontraditional public transit means could connect them with less mobile workers in poor communities.

## Proposed updates/changes

- **Core:** The Metro strategy is renamed “**Core**” to emphasize its goal of strengthening communities at their core and making them more attractive to talent and private investment. While continuing to support urban downtown revitalization, the CREDC is broadening this strategy to address the region’s rise of rural poverty.
- **Core** is primarily dedicated to community-strengthening placemaking, including projects that support the creative arts and tourism segments of the CRAFT Cluster. This includes helping restabilize hard-hit performing arts and cultural venues. **Core** also focuses on public transit projects that improve access to such placemaking destinations, to **Next-Tech** cluster hubs and from **Magnet** communities.
- Placemaking projects outside of **Next-Tech** cluster hubs or **Magnet** communities can be addressed under the statewide priorities of Placemaking and Downtown Revitalization.



Troy Farmers Market

# SUMMARY OF CREDC'S UPDATED STRATEGIES



## **TALENT**

*Building the workforce to support key regional clusters*



## **GATEWAY**

*Building the infrastructure to promote key regional cluster growth*



## **NEXT-TECH**

*Diversifying and expanding tech cluster hubs*



## **MAGNET**

*Attracting growth industries to target communities*



## **CORE**

*Strengthening communities with placemaking and public transit*



A large industrial facility, likely a pharmaceutical or biotech manufacturing plant. Three workers in full-body blue protective suits, hairnets, and masks are working. One worker is seated at a control console with a monitor, while two others stand nearby. In the background, a large, shiny, cylindrical stainless steel vessel is the central focus. Above it, a mezzanine level with a metal railing holds more complex piping and equipment. A staircase with metal railings is on the right. The floor is a polished, reflective blue-grey. The lighting is bright and even, highlighting the clean, industrial environment.

# Statewide Priorities

Regeneron, East Greenbush



## LIFE SCIENCES CLUSTER

### Progress

The Capital Region's Life Sciences Cluster has evolved substantially since the release of Capital 20.20. Between 2015 and 2019, cluster employment has increased by 72 percent to 6,876, with pharmaceutical and medicine manufacturing (84 percent) plus medical equipment and supplies manufacturing (12 percent) driving most of that growth. With this growth, the region is making a name for itself on the national level, which is why the CREDC is prioritizing these two industries in its **Next-Tech** strategy.

The Healthcare Cluster played a vital role in seeing the Capital Region's economy through the pandemic, not only as the region's largest employment sector but also as the cluster that cared for sick workers and enabled them to return to work. The Healthcare Cluster employed 72,000 in 2019, meaning it employs roughly one in every eight workers in the region. The cluster includes 11 hospitals, 44 skilled nursing facilities, nearly 70 unique physician groups with hundreds of office locations and 12 health plans with dozens of other payors that cover patients throughout the region.

### COVID-19 and Other Strategic Challenges

Challenges relating to the Drug Manufacturing and Medical Device Manufacturing segments of the Life Sciences Cluster are addressed under **Next-Tech**.

Strategic challenges that COVID-19 has posed for the Healthcare Cluster primarily relate to its workforce (**Talent**). In the Capital Region, the pandemic created new health care workforce challenges and exacerbated others significantly. These challenges identified by the CREDC Healthcare Industry Workgroup include:

- There is a significant nursing shortage.
- There is a very significant shortage in laboratory technologists; as a result of COVID, this is a growth area that will make lab techs in extreme demand going into the future.
- There are significant shortages in numerous technical health care job categories, such as paramedics and clinical technicians in the areas of radiology, information technology and surgery. The "job well" has been characterized as "bone dry."

- There is an increased need surrounding clinical data analytics at every level.
- College and university curricula do not match the needs of the health care industry.
- There is a need for high schools to develop and/or expand technical training programs more directly aligned with the needs of the health care industry.
- Certain categories of health care providers currently do not work at the highest end of their licenses. For example, Emergency Medicine Technicians (EMTs) should have an expanded ability to make decisions in the field. Mid-level providers should be able to reduce the task burden on physicians by taking on additional responsibilities, such as writing prescription renewals.
- There are extensive delays in professional licensure for Registered Nurses (RNs) coming to New York from other states.
- The lack of child and home care options and transportation has forced some frontline workers to stay home.

### Proposed updates/changes

- The CREDC will apply the tech cluster/hub approach identified in the **Next-Tech** regional strategy to the Drug Manufacturing and Medical Device Manufacturing clusters.
- Healthcare is a new focus for the Council under the Life Sciences statewide priority. This designation gives this cluster prioritization under CREDC regional strategies. The **Talent** strategy should advance projects that help Capital Region high schools and higher education institutions to develop curricula reflective of the needs of the region's health care industry. The **Next-Tech** strategy and R&D to Commercialization Cluster should also prioritize projects that drive synergies between the healthcare, manufacturing and R&D sectors through more robust clinical trial, clinical data analytics and other research capabilities.



## REGIONAL PRIORITIZED CLUSTER

### Proposed updates/changes

- The R&D to Commercialization Cluster remains the CREDC's regional prioritized cluster, which Empire State Development designated to it in 2015. The CREDC will leverage this cluster to advance R&D projects that support key regional tech clusters. Non-key tech cluster R&D projects can be addressed under the Innovation Hot Spot statewide priority.

## ENVIRONMENTAL JUSTICE

### Proposed updates/changes

One-third of the Potential Environmental Justice Zones identified by NYS DEC in 2019 are within **Magnet** Census tracts; many others are nearby. They will benefit from the **Magnet** strategy's industry diversification and broadband expansion initiatives.

## PLACEMAKING

### Proposed updates/changes

- Whereas the **Core** regional strategy prioritizes placemaking projects in creative arts, food and tourism within **Next-Tech** cluster hubs and **Magnet** communities, the CREDC will address placemaking projects elsewhere in the region under this statewide priority.

## WORKFORCE DEVELOPMENT

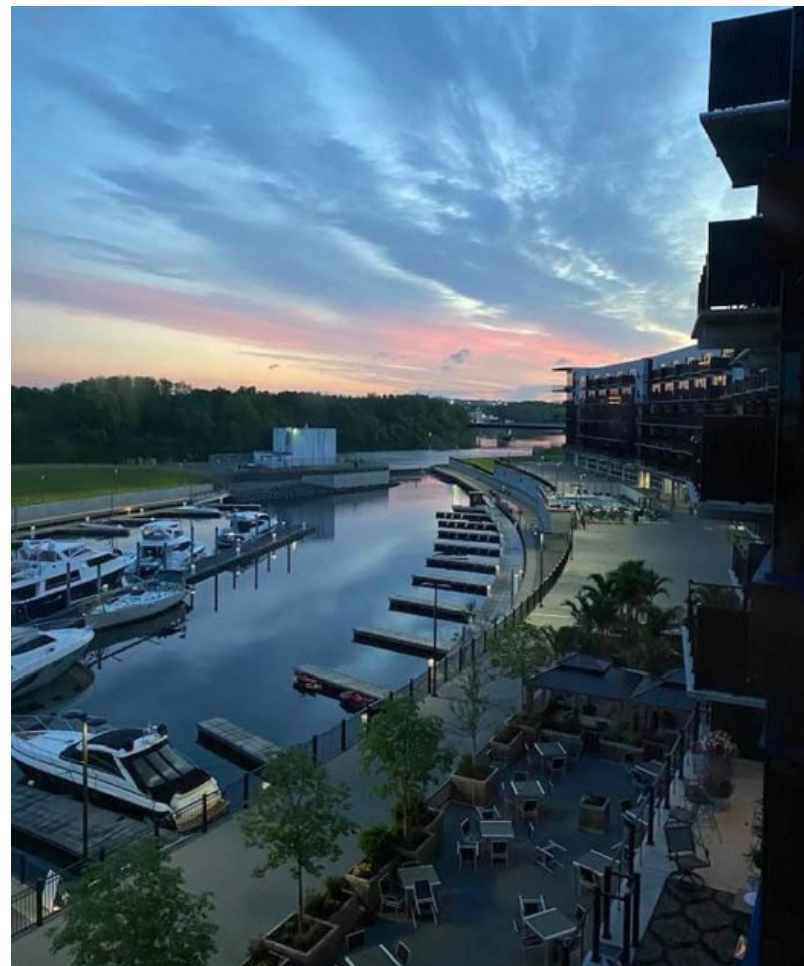
### Proposed updates/changes

- Whereas the **Talent** strategy prioritizes training workers for jobs in the region's key clusters, the CREDC will address non-key cluster training initiatives anywhere in the eight counties under this statewide priority.

## OPPORTUNITY AGENDA

### Proposed updates/changes

- Through its industry diversification goals for communities reliant on leisure and hospitality, the **Magnet** strategy will drive a more inclusive regional economy and create more opportunities for minority workers.
- **Magnet** will prioritize the siting of food and beverage and other light manufacturing, software-IT and agricultural technology firms in 54 Census tracts dubbed "**Magnet** communities" or in adjacent tracts.
- The 54 **Magnet** communities are home to 25,611 Black residents, or 33.6 percent of the region's total. 12,086 Hispanics and Latinos live in **Magnet** communities, or 22.6 percent of the region's total.
- In the **Magnet** communities, 33.7 percent of Blacks and 40.8 percent of Hispanics are below the poverty level, compared to 11.7 percent of whites.



Mohawk Harbor sunset, Schenectady

# Strategy-Advancing Projects

## TALENT



## MAGNET



### HVCC North

Hudson Valley Community College is proposing to build a new 14,500-square-foot building next to its Training and Education Center for Semiconductor Manufacturing and Alternative and Renewable Technologies (TEC-SMART) Malta (Saratoga County). This expanded facility, dubbed HVCC North, will allow the college to expand enrollment by up to 20 percent and create more opportunities in the healthcare, STEM and skilled trade fields.

HVCC North will feature labs for microbiology, anatomy and physiology, chemistry and biology, along with state-of-the-art classrooms, support space and offices. TEC-SMART's Electrical Construction and Maintenance, Heating and Air Conditioning, and Refrigeration Technical Services classrooms will be renovated, and computer labs for the Computer Information Systems program will be upgraded to support augmented/virtual reality, artificial intelligence and machine learning courses. Additionally, a mock clean room will be outfitted with semiconductor equipment and labs with vacuum training and radio frequency training systems.

HVCC North will advance the **Talent** strategy by fortifying the talent pipelines for several key regional clusters, such as Advanced Electronics, Software-IT and Healthcare. This project will also advance the **Magnet** strategy's goal of diversifying the occupational makeup of the region's northern rural and urban communities by making these educational opportunities more accessible to students in Saratoga, Rensselaer, Warren and Washington counties.

## MAGNET



## CORE



### Albany Transportation Hub

The Albany Parking Authority is proposing to develop the Albany Transportation Hub, which would replace the Greyhound Bus Station to improve transportation and connectivity in the Capital Region. The 25,000-square-foot transit center—and 40,000 square foot bus circulation area, layover and ramps to parking—would include a new regional bus station, an intermodal mobility center for Capital District Transportation Authority (CDTA) services, ridesharing, bikeshare and car sharing. The center would connect three CDTA Bus Rapid Transit lines and provide improved connections to Capital Region residents to use new and emerging mobility options. As part of the project, the Albany Parking Authority would

also construct an 800-car parking garage, which will support the mixed-use Liberty Park neighborhood and the new Transportation Hub.

As currently contemplated, the proposal would include purchasing the decrepit Albany bus station from Greyhound and preparing it for construction of the Transportation Hub. The Greyhound bus station would be razed, and the new Transit Center will be constructed on the site. The Center will become part of the Liberty Park project, which focuses on commercial and residential development in downtown Albany. The Authority will invest \$75,000 to conduct a financial feasibility study to examine the viability of an intermodal and parking facility adjacent to the proposed Liberty Park redevelopment site. The goal of the study is to certify demand for parking and the financial viability of the project. In 2019, the Parking Authority accepted from the CREDC a \$25,000 Strategic Planning and Feasibility Study grant to support this project.

The Albany Transportation Hub would advance the **Core** strategy's goal of improving public access to key regional cluster employment and educational opportunities. Through its support of CDTA Bus Rapid Transit lines, which run through or are near several **Magnet** communities, the hub would also advance the **Magnet** strategy's goal of industry diversification in targeted communities.

## TALENT



## NEXT-TECH



### The Stack Family Center for Biopharmaceutical Education and Training

The Albany College of Pharmacy and Health Sciences plans to expand its Stack Family Center for Biopharmaceutical Education and Training (CBET). CBET plans to expand its capacity to train the biopharmaceutical workforce by acquiring additional laboratory equipment. The proposed equipment will strengthen CBET's capabilities in bioprocessing, bioanalytics, Cell and Gene Therapy and QC/QA, which are key components for success in biomanufacturing. By incorporating new industry-relevant instrumentation at the Center, CBET will provide companies, trainees and researchers access to tools and techniques to produce biologics at scales beyond the bench. These efforts will create a robust and sustainable pipeline of skilled talent for bio-based companies in the state and region.

This project would advance the **Talent** and **Next-Tech** strategies by bolstering the region's talent pipeline for the Drug Manufacturing Cluster and by supporting the attraction of pharmaceutical companies to the region by providing access to research equipment.



Capital Region BOCES welding program



## GATEWAY



### Albany Water Board

In 2015, the Albany Water Board received a CFA award of \$1.9 million to close a financing gap for the design and construction of a new water booster pump station and wastewater collection system improvements. The project included construction of a new sewage pumping station at the OGS Averell Harriman Office Campus, construction of a new sewage force main to convey the wastewater from the University of Albany and the Harriman Campus to the Patroon Creek Sewer District, improvements to existing downstream receiving sewers, construction of a new water tank at the Harriman Campus, and construction of a new water pumping station to create a new Upper Washington Pressure Zone.

This project exemplifies the **Gateway** strategy because these infrastructure improvements supported the Software-IT Cluster, particularly by benefiting the new \$180 million University of Albany Emerging Technology and Entrepreneurship Complex (ETEC). Future development on the Harriman and University of Albany campuses will not be restricted by the requirements imposed on projects contributing to combined sewer overflows.



Port of Albany crane



Washington County





Capital Region BOCES nursing program



Regeneron daycare center

## CAPITAL REGION KEY INDUSTRY CLUSTERS

Cluster	Sub-Cluster	2019 Employment	Employment Growth		Sample Employers
			2015-2019	2018-2019	
<b>Logistics &amp; Distribution</b>	General <sup>1</sup>	12,135	6.00%	-1.00%	Port of Albany, Amazon, Albany International Airport
<b>Cleantech</b>	Offshore Wind	N/A	N/A	N/A	Equinor, Ørsted/Eversource, GE Renewable Energy
<b>Cleantech</b>	Power <sup>2</sup>	5,235	-5.00%	-8.00%	GE Power, Plug Power, KeyCapture Energy
<b>R&amp;D to Commercialization</b>	General <sup>3</sup>	22,610	1.00%	3.00%	GE Research, Wadsworth, SUNY Poly
<b>Life Sciences</b>	General <sup>4</sup>	6,876	72.00%	3.00%	Taconic Biosciences, Biomedical Accelerator and Commercialization Center (BAAC), Regenerative Research Foundation
<b>Life Science</b>	Dug MFG <sup>5</sup>	3,284	84.00%	3.00%	Regeneron, AMRI, Ames Goldsmith
<b>Life Sciences</b>	Medical Device MFG <sup>6</sup>	1,788	12.00%	-7.00%	AngioDynamics, GE Healthcare, BD Bard
<b>Life Sciences</b>	Healthcare <sup>7</sup>	72,043	5.00%	-2.00%	Albany Med, Community Care Physicians, CDPHP
<b>Software-IT</b>	General <sup>8</sup>	8,086	14.00%	1.00%	CommerceHub, Transfinder, Gcom Software
<b>Software-IT</b>	Digital Gaming <sup>9</sup>	507	NA	0.10%	Vicarious Visions, Velan Studios, PUBG MadGlory
<b>Advanced Electronics</b>	Semiconductor <sup>10</sup>	9,002	-10.00%	-3.00%	GLOBALFOUNDRIES, Applied Materials, Tokyo Electron
<b>Creative Arts, Food/ Beverage, Tourism (CRAFT)</b>	General <sup>11</sup>	21,093	10.00%	1.00%	Proctors Collaborative, Gatherer's Granola, Saratoga Performing Art's Center

### NAICS Cluster Definitions

<sup>1</sup> 481111, 481112, 481211, 481212, 481219, 482110, 483111, 483112, 483113, 483114, 483211, 483212, 484110, 484121, 484122, 484210, 484220, 484230, 485111, 485112, 485113, 485119, 485991, 485999, 486210, 486910, 486990, 488111, 488119, 488190, 488210, 488310, 488320, 488330, 488390, 488410, 488490, 488510, 488991, 488999, 492110, 492210, 493110, 493120, 493130, 493190

<sup>2</sup> 221111, 221114, 221115, 221116, 221117, 221118, 221122, 331420, 332410, 332911, 332912, 333120, 333318, 333414, 333611, 333999, 334513, 334515, 335122, 335312, 335911, 335912, 335999, 336390, 336413

<sup>3</sup> 36001, 36021, 36039, 36083, 36091, 36093, 36113, 36115

<sup>4</sup> 325411, 325412, 325413, 325414, 334510, 334517, 339112, 339113, 339114, 339115, 339116, 541714, 621511, 621512

<sup>5</sup> 3254

<sup>6</sup> 3391

<sup>7</sup> 524114, 524128, 532283, 621111, 621112, 621210, 621310, 621320, 62133, 621340, 621391, 621399, 621410, 621420, 621491, 621492, 621493, 621498, 621511, 621512, 621610, 621910, 621991, 621999, 622110, 622210, 622310, 623110, 623210, 623220, 623311, 623312, 623990, 813212, 902622, 903622

<sup>8</sup> 511210, 518210, 541511, 541512, 541513, 541519

<sup>9</sup> CEG surveys

<sup>10</sup> 334111, 334112, 334118, 334210, 334220, 334290, 334310, 334412, 334413, 334416, 334417, 334418, 334419, 541713, 541715

<sup>11</sup> 111, 112, 311, 711, 712, 713, 721

Table 1



# REGIONAL STRATEGIES SUPPORT KEY REGIONAL CLUSTERS

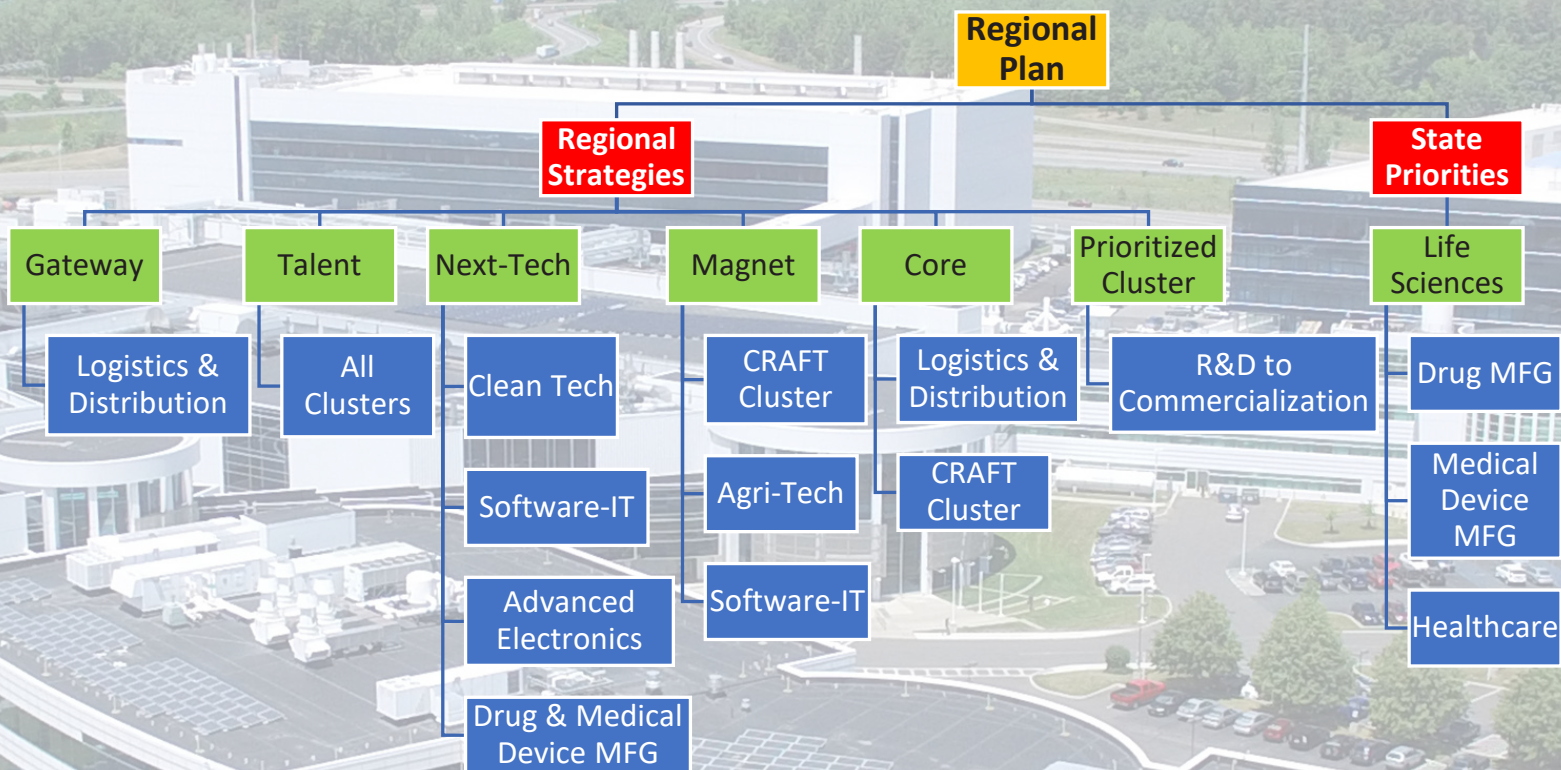


Table 2



## MAGNET COMMUNITIES

Map Key	County	City/Town	Census Tract	% Leisure & Hospitality <sup>1</sup>	Above AVG Poverty Rate <sup>2</sup>	Broadband Priority <sup>3</sup>	High Disaster Vulnerability <sup>4</sup>	Contains PEJZ <sup>5</sup>
1	Albany	Albany	5.02	17.10%	Y	N	Y	N
1	Albany	Albany	6	18.50%	Y	Y	N	Y
1	Albany	Albany	7	15.80%	Y	Y	Y	Y
1	Albany	Albany	8	17.10%	Y	Y	Y	Y
1	Albany	Albany	16	15.60%	Y	N	N	Y
1	Albany	Albany	17	14.60%	Y	Y	Y	N
1	Albany	Albany	20	14.70%	Y	Y	Y	N
1	Albany	Albany	21	17.80%	Y	Y	N	Y
1	Albany	Albany	23	17.00%	Y	Y	Y	Y
1	Albany	Albany	25	13.00%	Y	Y	Y	Y
1	Albany	Albany	26	19.90%	Y	N	Y	Y
2	Albany	Guilderland	146.13	18.10%	N	N	N	N
3	Albany	Coeymans	144.01	12.90%	N	Y	N	N
2	Albany	Guilderland	146.08	13.90%	N	N	N	N
4	Albany	Cohoes	128	20.80%	Y	Y	Y	Y
5	Columbia	Hudson	13	24.10%	Y	Y	N	N
6	Columbia	Austerlitz	8	14.80%	N	Y	N	N
7	Greene	Catskill	810	13.50%	Y	Y	N	Y
8	Greene	Lexington	804.02	24.10%	N	Y	N	N
9	Greene	Hunter	804.01	18.50%	Y	Y	Y	N
10	Greene	Prattsville	803	18.80%	Y	Y	N	N
11	Rensselaer	Troy	402	20.00%	Y	Y	Y	N
11	Rensselaer	Troy	403	19.30%	Y	Y	N	N
11	Rensselaer	Troy	404	17.90%	Y	Y	Y	Y
11	Rensselaer	Troy	409	15.70%	Y	Y	N	N
11	Rensselaer	Troy	412	13.60%	Y	N	N	N
12	Saratoga	Milton	614.03	19.80%	N	N	N	N
13	Saratoga	Saratoga Springs	610	17.30%	N	N	N	N

Table 3

Map Key	County	City/Town	Census Tract	% Leisure & Hospitality <sup>1</sup>	Above AVG Poverty Rate <sup>2</sup>	Broadband Priority <sup>3</sup>	High Disaster Vulnerability <sup>4</sup>	Contains PEJZ <sup>5</sup>
13	Saratoga	Saratoga Springs	611	13.00%	N	N	N	Y
14	Saratoga	Wilton	607.02	14.30%	N	N	N	N
15	Saratoga	Waterford	628	15.10%	Y	Y	Y	N
16	Saratoga	South Glens Falls	602	21.80%	N	Y	N	N
17	Saratoga	Mechanicville	622	15.30%	Y	Y	Y	N
18	Saratoga	Saratoga	609.02	13.20%	Y	Y	N	N
19	Schenectady	Schenectady	203	18.00%	Y	Y	N	Y
19	Schenectady	Schenectady	207	18.50%	Y	N	N	Y
19	Schenectady	Schenectady	210.01	14.00%	Y	Y	N	Y
19	Schenectady	Schenectady	210.02	25.40%	Y	Y	Y	Y
19	Schenectady	Schenectady	215	14.50%	Y	N	Y	Y
10	Schenectady	Schenectady	334	13.10%	Y	N	Y	N
20	Schenectady	Rotterdam	327	15.00%	Y	N	N	N
20	Schenectady	Rotterdam	333	16.80%	Y	N	N	N
21	Warren	Glens Falls	702	17.20%	Y	Y	Y	N
21	Warren	Glens Falls	705	14.70%	Y	Y	N	Y
22	Warren	Queensbury	707.02	13.50%	Y	N	N	N
22	Warren	Queensbury	706.01	15.00%	N	N	N	N
23	Warren	Johnsburg	740	24.00%	N	Y	N	N
24	Warren	Warrensburg	730	13.50%	Y	Y	N	N
25	Warren	Chestertown	750	15.50%	N	Y	N	N
26	Warren	Hague	760	13.70%	Y	N	N	N
27	Warren	Bolton	780	28.60%	N	N	N	N
28	Warren	Lake George	720	17.80%	N	Y	N	N
29	Washington	Greenwich	890	14.20%	N	Y	N	N
30	Washington	Fort Edward	880	12.90%	N	Y	N	N

Table 3 Continued

## TECH CLUSTER CORES

Key	Cluster	Core	Location
A	Advanced Electronics	GLOBALFOUNDRIES	Malta
B	Medical Device Manufacturing	AngioDynamics	Glens Falls
C	Drug Manufacturing	Regeneron	East Greenbush
D	Offshore Wind	Port of Albany	Albany
E	Power	GE Power	Schenectady
F	R&D to Commercialization	NY CREATES	Albany
G	Digital Gaming	RPI GSAS	Troy

<sup>1</sup> Tracts in which the percentage of arts, entertainment, and recreation, and accommodation and food services workers is 140 percent above the regional average of 9.2 percent.

<sup>2</sup> Regional average poverty rate = 10.4 percent.

<sup>3</sup> High-speed broadband expansion for tracts with household Internet subscription rates for broadband such as cable, fiber optic or DSL below the regional average of 73.5 percent.

<sup>4</sup> Tracts within the regional Top 50 for highest percentage of residents with at least three risk factors that make them vulnerable to disasters, such as weather and disease. Risk factors: 1. Income-to-poverty ration; 2. Single or zero caregiver household; 3. Unit-level crowding; 4. Communications barrier; 5. No employed persons; 6. Age over 65; 7. Disability posing restraint to significant life activity; 8. No health insurance coverage; 9. Serious heart condition; 10. Diabetes; 11. Emphysema or current asthma.

<sup>5</sup> Tract contains a Census Block Group identified by NYS DEC as a Potential Environmental Justice Zone (PEJZ).

### Capital Region NTIA-Identified Census Tracts with Broadband Need\*

Albany: 8, 11, 25, 137.03, 148.02

Columbia: 8, 12, 15, 17

Greene: 811.02, 804.02, 805.01, 810, 811.01

Rensselaer: 404, 515, 517.01, 208, 210.01, 210.02, 217

Warren: 730, 735, 740,

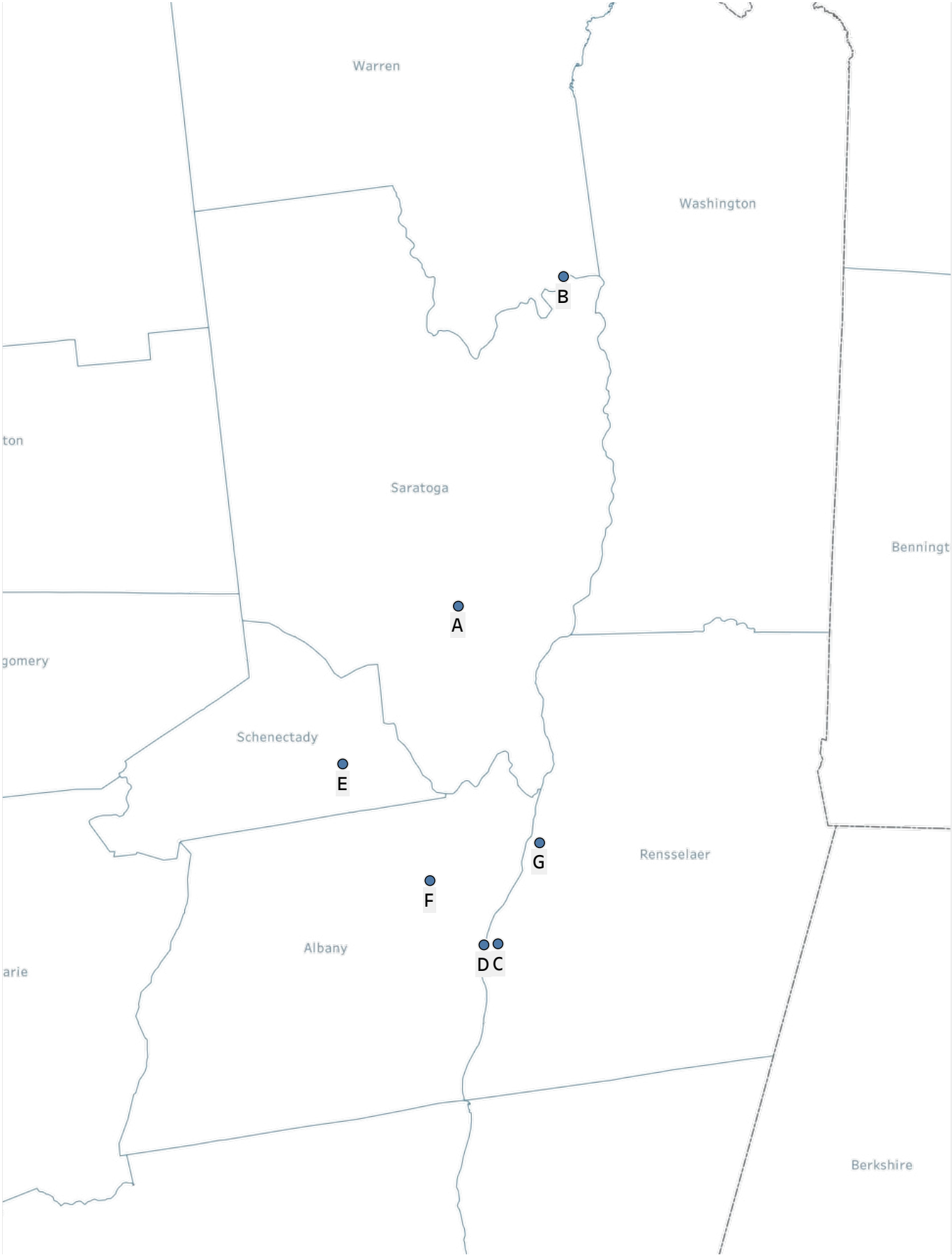
Washington: 820.02, 860, 870

\* Census tracts identified in the National Telecommunications and Information Administration's "Indicators of Broadband Need" mapping application with Ookla median speed for fixed broadband below 25/3 Mbps and/or with 25 percent or more households reporting no internet access.

Table 3 Continued

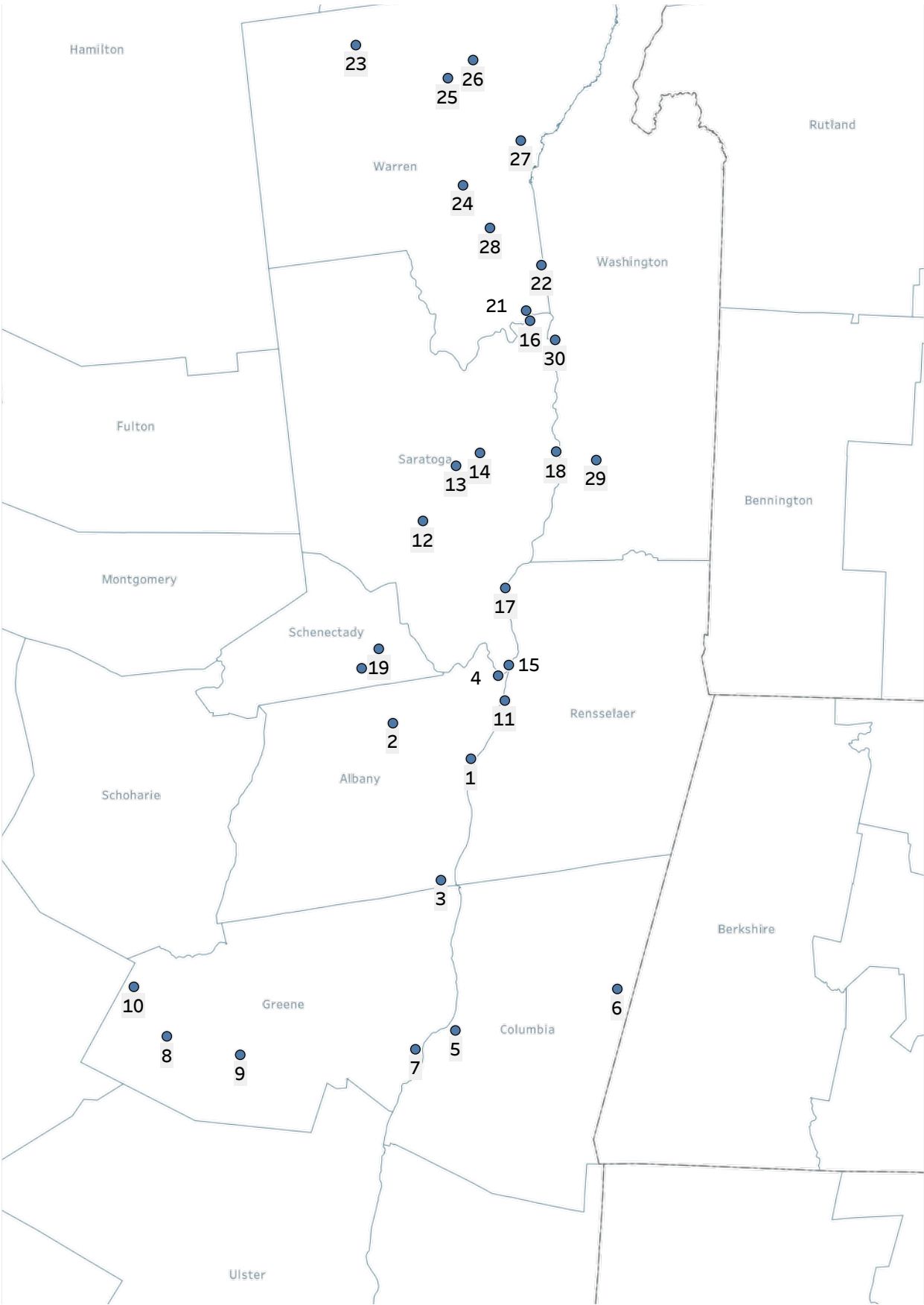


**NEXT-TECH CLUSTER CORES**



Map 1A

# MAGNET COMMUNITIES



Map 1B



Urban



Rural

## CAPITAL REGION TOWNS & CITIES WITH HIGHEST POVERTY RATES, 2019

Map Key	City/Town	Population Below Poverty	Growth in Poverty Population (2014-2019)	Poverty Rate	Contains/ Adjacent to Magnet Community
1	Troy	10,972	-12.7%	24.4%	Y
2	Hudson	1,292	-5.2%	23.0%	Y
3	Albany	20,237	-14.8%	22.9%	Y
4	Durham	581	79.3%	21.8%	Y
5	Catskill	2,357	29.2%	21.3%	Y
6	Prattsville	135	7.1%	19.5%	Y
7	Schenectady	12,057	-19.6%	19.4%	Y
8	Putnam	119	325.0%	19.1%	Y
9	Watervliet	1,871	22.9%	18.7%	N
10	Mechanicville	947	-3.6%	18.6%	Y
11	Hunter	471	-8.9%	18.2%	Y
12	Greenport	718	63.9%	17.4%	Y
13	Hoosick	1,084	71.8%	16.2%	N
14	Hebron	295	1.4%	16.2%	N
15	Glens Falls	2,224	-5.6%	15.8%	Y
16	Cohoes	2,487	-1.6%	15.7%	Y
17	Kingsbury	1,937	-14.1%	15.7%	Y
18	Grafton	359	870.3%	15.5%	N
19	Claverack	855	64.7%	15.5%	N
20	Day	131	11.0%	15.5%	Y

Source: U.S. Census Bureau, ACS, 2010-2014 & 2015-2019 estimates.

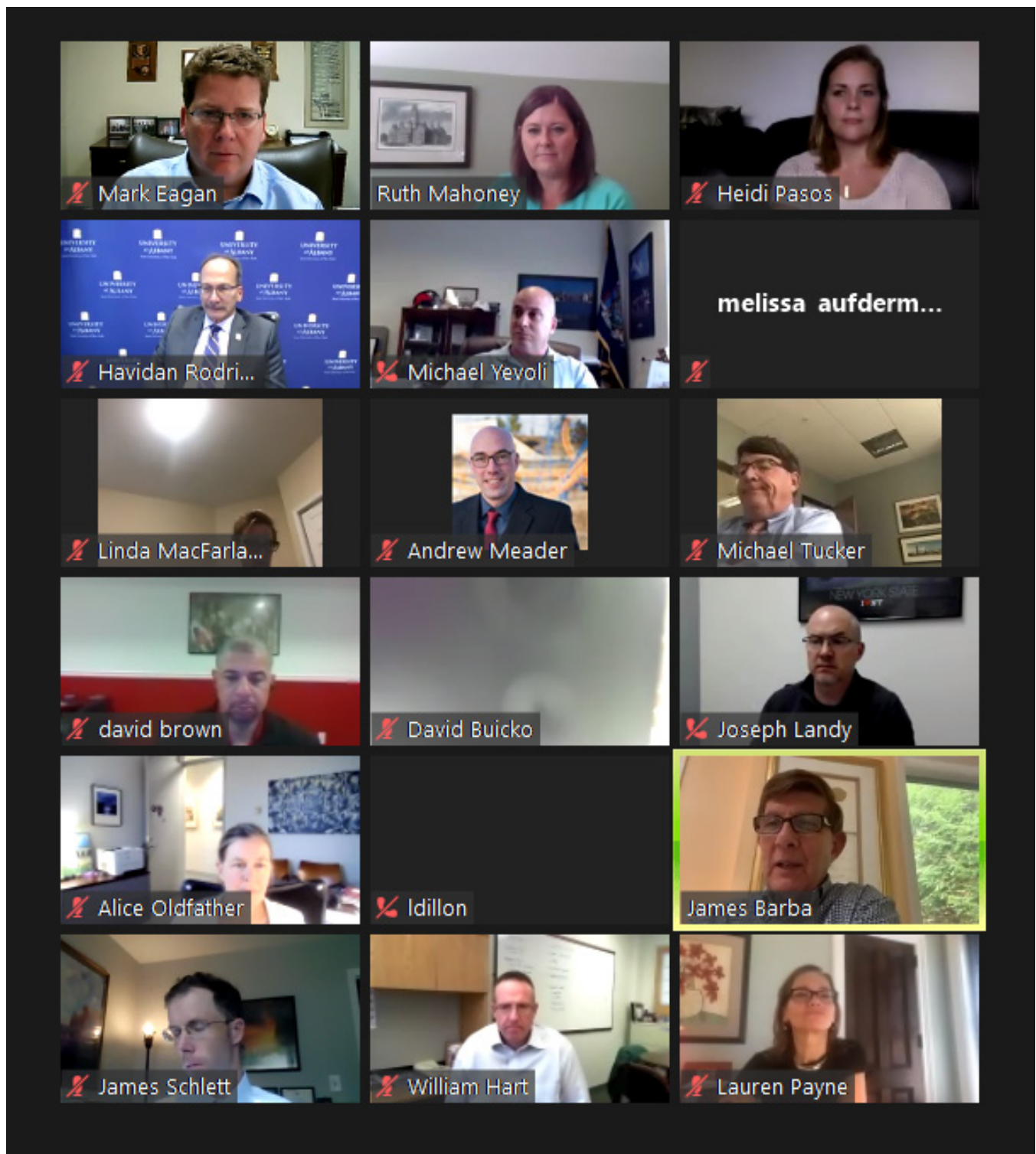
Table 4



## TOP 20 CAPITAL REGION CITIES & TOWNS WITH HIGHEST POVERTY RATES, 2019



Map 2



CREDC Council Meeting

### PART THREE

# Participation

# Work Groups

## Technology and Innovation Workgroup

The mission of the Technology and Innovation Workgroup is to serve as a resource, facilitator and guide to address a broad range of information technology-related opportunities and issues including promotion of tradable sectors (technology), life sciences, next tech, video gaming and software within the Capital Region.

- Michael Hickey, co-chair, Siena College
- Guha Bala, co-chair, Velan Ventures
- Sinclair Schuller, Nuvalence
- F. Michael Tucker, Tucker Strategies, Inc.
- Michael Lobsinger, Center Director, Center for Economic Growth
- Amy Johnson, Albany Medical Center BACC
- Bob Bedard, deFacto Global, Inc.
- Annmarie Lanese, Albany Can Code
- Heidi Knoblauch, Pioneer Bank
- Chris Nolin, Rensselaer Polytechnic Institute
- Darrin Jahnel, Jahnel Group

## Workforce Development Workgroup

The Workforce Development Workgroup facilitates, advocates and allocates resources for workforce solutions resulting in employer engagement and improved quality of life in the region. Focus areas include the promotion of the region's Talent strategy, Childcare Needs, Opportunity Agenda, Veterans Initiative and promotion of synergy between workforce and education.

- Joseph Dragone, co-chair, Capital Region BOCES
- Matt Grattan, co-chair, University at Albany
- David Brown, Capital District YMCA
- Crickett Thomas-Odell, Workforce Development Institute
- Kevin Alexander, NYSDOL
- Robert Wildermuth, Capital Region Workforce Development Board
- Brian Williams, Rensselaer County Employment & Training
- Katy Drake, Columbia Greene WDB
- Doug Leavens, Saratoga-Warren-Washington WDB
- Steady Moono, Schenectady County Community College
- Kristine Duffy, SUNY Adirondack
- Roger Ramsammy, Hudson Valley Community College
- Amber Mooney, The Business Council of NYS
- Abbe Kovacic, Brightside Up, Inc.
- Chris Wessell, PeopleWise
- Christine Hayes, Albany Medical Center



SUNY Polytechnic Institute, NanoFab Xtension cleanroom



## Placemaking Workgroup

The mission of the Placemaking Workgroup is to mobilize community partners to identify and implement projects related to downtown revitalization, the live-work-play-learn community philosophy and to enhance both urban and rural development.

- Matt Nelson, co-chair, Sabal Capital Partners
- Jeff Mirel, co-chair, Rosenblum Cos.
- Melissa Auf der Maur, Basilica Hudson
- David Buicko, Galesi Group
- Philip Morris, Proctor's Theatre
- Lacy Schutz, Shaker Museum
- Gina Mintzer, Lake George Regional Chamber of Commerce
- Jim Salengo, Downtown Schenectady Improvement Corp.
- Teddy Foster, UPH
- Tony Iadicicco, Albany Center Gallery
- Jeff Buell, Redburn Development
- Sean Mahoney, Hunter Foundation
- Stephanie Halmos, Sister Properties, LLC
- Branda Maholtz, HDC/HCDPA
- Reif Larson, Small Cities Institute
- Georgette Steffens, Downtown Albany BID
- Kate Manley, Rensselaer County Chamber of Commerce
- Mark Castiglione, Capital District Regional Planning Commission
- Ross Farrell, CDTA
- Mike Skrebutenas, Community Preservation Corporation

## Infrastructure and Transportation Workgroup

The mission of the Infrastructure and Transportation Workgroup is to identify, promote and advocate projects related to traditional infrastructure (water, sewer, power, etc.) and next-tech infrastructure (broadband, etc.). The Workgroup will also promote and advocate for transportation infrastructure accessibility, reliability and affordability of transportation throughout the Capital Region.

- Bill Hart, co-chair, Irving Tissue Inc.
- Carm Basile, co-chair, CDTA
- Joseph Wildermuth, Peckham Industries
- Jeff Stark, Greater Capital Region Building Trades Council
- Dennis Brobston, Saratoga Economic Development Corporation
- Rich Hendrick, Port of Albany
- Laurie Poltynski, National Grid
- Todd Helfrich, Eastern Contractor's Association
- Mike Franchini, Capital District Transportation Committee
- Mark Castiglione, Capital District Regional Planning Commission
- Matt Cannon, Albany County Airport Authority



Salem Art Works

## Business Development Workgroup

The mission of the Business Development Workgroup is to promote businesses that enhance development of the Capital Region's tradable sectors, agriculture, small businesses and start-up businesses. The Workgroup will focus on business retention and expansion and new business attraction.

- Todd Erling, co-chair, Hudson Valley Agribusiness Development Corp.
- Katie Newcombe, Center for Economic Growth
- Linda MacFarlane, Community Loan Fund of the Capital Region, Inc.
- Bob Pasinella, Rensselaer County Economic Development & Planning
- Dennis Brobston, Saratoga Economic Development Corporation
- Shelby Schneider, New York State Economic Development Council
- Jim Siplon, Warren County Economic Development Corporation
- Laura Oswald, Washington County Local Development Corporation
- Kevin O'Connor, Albany County Executive's Office
- Ray Gillen, Schenectady Metroplex Development Authority
- Warren Hart, Greene County Planning & Economic Development
- Steven Strichman, City of Troy
- Ketura Vics, City of Rensselaer
- Stephen Napier, City of Cohoes
- Sarah Reginelli, Capitalize Albany Corporation
- Branda Maholtz, HDC/HCDPA

## Public Engagement Workgroup

The mission of the Public Engagement Workgroup includes public outreach, communication strategy and promotion of the region and the Capital Region Economic Development Council.

- F. Michael Tucker, co-chair, Tucker Strategies, Inc.
- James Schlett, Center for Economic Growth
- Lauren Payne, Spiral Design Studio
- Melissa Auf der Maur, Basilica Hudson
- Pam Sawchuk Brown, Albany Medical Center
- Adam Ostrowski, Empire State Development
- Alice Oldfather, University at Albany
- Michael Conlin, KeyBank



Mohawk Harbor fireworks, Schenectady

## Arts, Culture, Entertainment & Tourism Workgroup

The mission of the Arts, Culture and Entertainment Workgroup is to promote the creative economy including the culinary, craft beverage, tourism and film/music production industries located throughout the Capital Region.

- Philip Morris, co-chair, Proctor's Theatre
- Maureen Sager, co-chair, Upstate Alliance for the Creative Economy
- Melissa Auf der Maur, Basilica Hudson
- Andrew Meader, Adirondack Film Commission
- Todd Erling, Hudson Valley Agribusiness Development Corp.
- Elizabeth Sobol, Saratoga Performing Arts Center
- Chuck Rosenthal, Hudson Business Coalition
- Kristan Keck, Wm. Farmer and Sons
- Bhawin Suchak, Youth FX
- John Curtin, Albany Distilling
- Elizabeth Jacks, Thomas Cole National Historic Site
- Debby Goedeke, Albany Film Commission
- Elizabeth Reiss, Arts Center of the Capital Region
- Jill Delaney, Discover Albany
- Warren Hart, Greene County Economic Development, Tourism & Planning
- Michael Bittel, Adirondack Regional Chamber of Commerce
- Todd Garofano, Discover Schenectady
- Tammis Graft, Albany Institute of History & Art

## Healthcare Industry Workgroup

The mission of the Health Care Workgroup is to assist the REDC with understanding the complex and diverse healthcare industry in the Capital Region, emphasizing economic impacts, workforce training needs, equitable distribution of services and challenges and needs faced by the industry.

- Shirish Parikh, co-chair, Community Care Physicians
- James Barba, co-chair, Albany Medical Center
- Dennis McKenna, Albany Medical Center
- James Reed, St. Peter's Health Partners
- Joan Hayner, Community Care Physicians
- Jay Cahalan, Columbia Memorial Hospital
- Angelo Calbone, Saratoga Hospital
- Diane Shugrue, Glens Falls Hospital
- John Bennett, CDPHP
- Paul Milton, Ellis Hospital
- Christopher Del Vecchio, MVP



Old Fort House, Fort Edward



# Public Outreach and Engagement

The successful implementation of the CREDC's strategy has been through engagement of key stakeholders, including the general public and interested community members. Our public process has been instrumental in identifying needs, developing solutions and facilitating impactful projects.

The first form of engagement the CREDC employs is amongst its own members. The CREDC is made up of representatives from business, academia and local government whose reach into the community is unmatched, ensuring diverse and knowledgeable representation. In preparation for the Capital Region Economic Recovery Strategy in 2020, the CREDC worked digitally with the workgroups to reach key stakeholders to provide not only individual feedback, but also industry specific recommendations. The primary tool used was a survey specifically developed for the Capital Region Economic Recovery Strategy to help gather information regarding the region's needs over the next 5 years. The survey garnered more than 300 responses, which guided the CREDC's recommendations for policies that would address challenges and needs in the Capital Region.

Interviews were also conducted with workgroup members and industry experts. These interviews and the related data exchanges were critical in identifying the needs and shortfalls of the regional economy and the evaluation of these challenges. The CREDC also collected detailed information and community specific data.

Over the past year, the CREDC has assisted well over 1,000 Capital Region businesses directly by providing access to resources and the most up-to-date guidance as New York reopened its economy.

The Empire State Development Regional Office, acting on behalf of the CREDC, was able to consistently meet with Rensselaer County's Pandemic Response Committee, along with the City of Troy, Rensselaer County Regional Chamber of Commerce, Tech Valley Center of Gravity and Troy Innovation Garage and others to assist with their focus on economic development in Rensselaer County. The committee strove to understand the current and future impact of the coronavirus on businesses and nonprofits within the county, and local needs to create a comprehensive plan of action.

The ESD Regional office also actively participated in the Schenectady DRI process, as that schedule was forced to convert from in-person meetings to virtual meetings. There were numerous Local Planning Committee meetings, public engagement meetings, project evaluation discussions and ultimately project awards. The implementation of these transformational projects is much anticipated.

Other COVID-19 recovery and public outreach and engagement activities have included:

- The Regional ESD Office contacted every CREDC project grantee to discuss project status in spring 2020, fall 2020 and spring 2021.
- The Regional ESD Office distributed emails throughout the region to increase awareness of grant funds available through the NY Forward Loan Program, U.S. Small Business Administration, Division of Minority and Women's Business Development, county grant programs and many other funding resources.
- The Regional ESD Office participated in daily Control Room calls, which resulted in direct responses related to the NY Forward Reopening Strategy.

- CREDC held public meetings on August 20, 2020 and May 26, 2021.
- The Regional ESD Office presented a CFA information and regional strategy session at the Economic Developer Roundtable hosted by CEG on May 20, 2021.
- The Regional ESD Office presented a CFA information session to the New York State Association of Counties on May 21, 2021.
- The Regional ESD Office presented a CFA information and regional strategy session for the Local Government Council hosted by CEG on May 27, 2021.
- The Regional ESD Office presented a CFA information session and REDC Strategy Session for the Early Care and Learning Council on June 3, 2021.
- The Regional ESD Office presented a CFA public information session on June 8, 2021.
- CREDC Executive Committee met on August 6, 2020 and June 9, 2021.



Proctors



Starbuck Island





Starbuck Island

# Overview of Previously Funded Priority Projects

Out of the 189 funded priority projects since 2011, 53 percent were completed or on track. Among these priority projects, 169 received \$118,139,220 in ESD funds, which have leveraged \$988,090,366 in private investment (12 percent leverage rate). **See Table 5, Map 3.**



- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project concerns need to be resolved
- Project contract not yet executed
- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
●	2406	Tech Valley Communications, Inc	TVC Albany Capital	Albany
●	8333	The Research Foundation for The State University of New York	University at Albany Capital - RNA Institute Capital	Albany
●	8470	Albany Medical College	Albany Medical College Capital & Working Capital - NYCAP Research Alliance	Albany
●	8575	Center For Economic Growth	Center for Economic Growth Working Capital	Albany
●	16897	Albany Medical Center	Albany Medical Center Capital	Albany
●	17649	Albany Medical College	Albany Medical College Capital	Albany
●	17759	Fuller Road Management Corporation	Smart Cities Technology Innovation Center Capital	Albany
●	18790	City Of Albany	Albany Waterfront	Albany
●	19712	Albany College of Pharmacy and Health Services	Albany College of Pharmacy Capital	Albany
●	25101	Fuller Road Management Corporation	Smart Cities Technology Innovation Center UCDP	Albany
●	17994	Fuller Road Management Corporation	Tech Valley High School STEM Connect Capital	Albany
●	27043	Capital District Cooperative, Inc.	Menands Farmers Market Capital	Albany
●	27538	Eagle Street Corporation	Wellington Row Capital	Albany
●	29302	Center for Disability Services, INC.	Commercial Services Printing Capital	Albany
●	29761	FC 705 Broadway, LLC	Downtown Albany - Capital	Albany
●	31691	Fuller Road Management Corporation	DO-IT Center Capital	Albany
●	31758	Park South Partners, LLC	Park South Redevelopment Capital	Albany
●	32306	Trinity Alliance of the Capital Region, Inc.	ATTAIN Capital	Albany
●	43081	Albany Medical College	NYCAP Research Alliance Capital	Albany
●	43230	The Research Foundation for the State University of New York	NY QUALITY for Weather Detection	Albany
●	43233	Trinity Alliance of the Capital Region, Inc.	Nano Alliance Center for Careers in Subsystems and Site Services	Albany
●	43286	Eagle Street Corporation	Eagle Street Garage Capital	Albany
●	52073	Nine Pin Ciderworks LLC	Nine Pin Ciderworks Capital	Albany
●	53284	Coeymans Recycling Center	Coeymans Recycling Center Capital	Albany
●	54968	Albany Water Board	Albany Water Board Capital	Albany
●	55126	The Good Market of Upstate New York, LLC	The Good Market Capital	Albany
●	55621	City of Albany	Capital Repertory Theatre Capital	Albany
●	55888	Underground Railroad History Project of the Capital Region, Inc.	Underground Railroad History Project of the Capital Region Capital	Albany
●	56000	Albany Medical College	NYCAP Research Alliance Investment Fund Capital	Albany

**Table 5**

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project concerns need to be resolved
- Project contract not yet executed
- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
<span style="color: blue;">●</span>	56312	Rotterdam-Mohonasen Central School District	Center for Advanced Technology Capital	Albany
<span style="color: blue;">●</span>	56345	Albany Port District Commission	Port of Albany Big Lift Capital	Albany
<span style="color: black;">●</span>	56806	The Tower on the Hudson, LLC	Tower on the Hudson Capital	Albany
<span style="color: blue;">●</span>	57082	Community Loan Fund Of The Capital Region, Inc.	Community Loan Fund Infusion Capital	Albany
<span style="color: green;">●</span>	57393	The Research Foundation for the State University of New York	NYS Mesonet XCITE Laboratory Capital	Albany
<span style="color: green;">●</span>	57889	Central District Management Association, Inc.	STEAM Garden Capital	Albany
<span style="color: blue;">●</span>	66307	Legal Aid Society of Northeastern New York, Inc.	LASNNY Center for Legal Services Capital	Albany
<span style="color: black;">●</span>	66508	Albany Medical College	AMC MS/ME Basement Rehabilitation Capital RC6	Albany
<span style="color: green;">●</span>	67663	Albany Port District Commission	Port of Albany Expansion Capital RC6	Albany
<span style="color: green;">●</span>	68267	Albany County	Times Union Garage Egress Capital	Albany
<span style="color: black;">●</span>	68346	Nipper Apartments LLC	Nipper Apartments Capital RC6	Albany
<span style="color: black;">●</span>	75147	City of Albany	Broadway Streetscape Capital	Albany
<span style="color: orange;">●</span>	75478	Palace Performing Arts Center, Inc.	Palace Theatre Capital	Albany
<span style="color: green;">●</span>	75846	Capital Region BOCES	Capital BOCES - CTE Welding and HVAC Program Capital	Albany
<span style="color: yellow;">●</span>	76185	Albany County	Soldier-On Capital	Albany
<span style="color: green;">●</span>	76784	South Island Apartments, LLC	Starbuck Island Development Capital	Albany
<span style="color: green;">●</span>	77176	Apex Capital, LLC	West Mountain Capital	Albany
<span style="color: black;">●</span>	84249	The Case Group LLC	Case Advanced Manufacturing Product Development	Albany
<span style="color: green;">●</span>	90216	City of Albany	Livingston Square Parking	Albany
<span style="color: yellow;">●</span>	93499	Pearl Over Look Corporation	Steamboat 20	Albany
<span style="color: green;">●</span>	94107	Community Loan Fund of the Capital Region	Community Loan Fund Incubator Expansion - Clinton Avenue	Albany
<span style="color: orange;">●</span>	94513	Best Medical International	Particle Therapy Systems	Albany
<span style="color: yellow;">●</span>	94688	Capital District Cooperative Inc	Expansion of Agricultural Producers Marketplace in Capital Region	Albany
<span style="color: green;">●</span>	89315	Albany Schoharie Schenectady Saratoga BOCES	Center for Technology Education Expansion	Albany, Saratoga, Schenectady
<span style="color: black;">●</span>	29043	Berkshire Mountain Club, LLC	Berkshire Mountain Club Capital	Columbia
<span style="color: black;">●</span>	30713	Hudson Valley AgriBusiness Development Corporation	Hudson Valley Agribusiness LTL Local Food Distribution Hub Network Capital	Columbia
<span style="color: black;">●</span>	40499	Premier Personal Products Corporation	Premier Personal Products Capital	Columbia
<span style="color: green;">●</span>	50941	Agrial USA, Inc.	Hudson Valley Creamery	Columbia
<span style="color: blue;">●</span>	53874	City of Hudson	Hudson Opera House Capital	Columbia
<span style="color: blue;">●</span>	55576	41 Cross Street Hospitality, LLC	The Wick Hotel Capital	Columbia

**Table 5 continued**

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project concerns need to be resolved
- Project contract not yet executed
- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
●	65275	Original Sin Hard Cider	Original Sin Expansion Capital RC6	Columbia
●	67050	Hawthorne Valley Association, Inc.	Hawthorne Valley Farm Capital	Columbia
●	72449	PGS Millwork, Inc.	PGS Millwork Expansion Capital	Columbia
●	74184	Basilica Arts Inc.	Basilica Hudson Gallery Building Renovation/Upgrade Capital	Columbia
●	75420	River House Project LLC	River House Renovation Capital	Columbia
●	75505	NYSARC Inc. Columbia County Chapter	Coarc Ecycle Capital	Columbia
●	76646	723 Warren Street LLC	723 Warren Street Restoration Capital	Columbia
●	76728	Digital Fabrication Workshop, Inc.	Digital Fabrication Advanced Mfg Capital	Columbia
●	92110	Shaker Museum Library	A New Shaker Museum for Columbia County	Columbia
●	92916	Kleins Kill Fruit Farms Corp	New Cold Storage and Packing Facility	Columbia
●	4575	Windham Mountain Partners, LLC	Windham Mountain Partners Capital	Greene
●	40813	Field Goods LLC	Field Goods Local Distribution Capital	Greene
●	51730	American Dance Institute, Inc.	American Dance Institute Capital	Greene
●	65464	American Dance Institute, Inc.	ADI Lumberyard Waterfront Capital	Greene
●	89536	Flach Development & Reality, Inc.	Flach Development Hotel and Event Venue	Greene
●	90716	Sister Properties, LLC	Foreland and Book House Waterfront Development	Greene
●	4642	Etransmedia Technology, Inc.	Etransmedia Technology Excelsior	Rensselaer
●	7144	The United Group of Companies, Inc.	The United Group of Companies Capital	Rensselaer
●	8349	The Research Foundation for State University of New York	University at Albany - Biotechnology Training Center	Rensselaer
●	17620	Albany Molecular Research, Inc	AMI Diagnostic Imaging Agent Capital	Rensselaer
●	18592	GreenRenewable, Inc.	GreenRenewable Capital	Rensselaer
●	19811	Rensselaer Polytechnic Institute	RPI Research Facility Capital	Rensselaer
●	32235	Capital District Community Gardens, Inc.	Urban Grow Center Capital	Rensselaer
●	28815	St. Peter's Health Partners	St. Peter's Health Partners Troy Capital	Rensselaer
●	30762	City Station North, LLC	City Station North Capital	Rensselaer
●	31502	PJ & SJ Properties LLC	Dockside Lofts - Capital	Rensselaer
●	32235	Capital District Community Gardens, Inc.	Urban Grow Center Capital	Rensselaer
●	32469	Tech Valley Center of Gravity, Incorporated	Tech Valley Center of Gravity Capital	Rensselaer
●	42397	Monument Square LLC	Troy Waterfront Farmers Market	Rensselaer
●	52461	Hudson Valley Community College	AMT Training Facility Capital	Rensselaer
●	53006	Capital District Transportation Authority	Capital District Transportation Authority Capital	Rensselaer
●	54092	444 River Lofts, LLC	444 River Lofts Capital	Rensselaer

Table 5 continued



- Project is complete
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- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
<span style="color: blue;">●</span>	56754	Gramercy Communications, LLC	Troy Innovation Garage Capital	Rensselaer
<span style="color: black;">●</span>	57456	Fuller Road Management Corporation	Rensselaer Clean Energy Capital	Rensselaer
<span style="color: black;">●</span>	64598	SAFE Holding Co., LLC	Sustainable Agriculture Business Expansion	Rensselaer
<span style="color: black;">●</span>	65124	Brown's Brewing Company, LLC	Brown's Brewery Sustainable Development Capital RC6	Rensselaer
<span style="color: red;">●</span>	65941	Dauchy River Triangle LLC	American Theater Capital RC6	Rensselaer
<span style="color: black;">●</span>	66812	STRIDE, Inc.	Stride Share Center Capital	Rensselaer
<span style="color: black;">●</span>	67820	River King Development, LLC	155 River Street Capital	Rensselaer
<span style="color: green;">●</span>	67829	Town of East Greenbush	Town of East Greenbush-Tempel Lane Infrastructure	Rensselaer
<span style="color: green;">●</span>	68182	University at Albany Bioscience Development Corporation	Rensselaer Bioscience Development Upgrades Capital	Rensselaer
<span style="color: yellow;">●</span>	74144	Capital District Community Gardens, Inc.	The Urban Grow Center Capital	Rensselaer
<span style="color: red;">●</span>	75245	Quackenbush Properties LLC	Troy Innovation District Capital	Rensselaer
<span style="color: green;">●</span>	75342	Hudson Valley Community College	Advanced Manufacturing Training Capital	Rensselaer
<span style="color: red;">●</span>	76944	The Sabre Companies LLC	Hedley Training Facility Capital	Rensselaer
<span style="color: green;">●</span>	72149	Hudson Valley Community College	HVCC Nursing Program Expansion	Rensselaer
<span style="color: red;">●</span>	83448	669 River Street LLC.	The Paint Factory Mixed-use Building	Rensselaer
<span style="color: black;">●</span>	83475	12th Street Ventures, LLC	AI Incubator Project	Rensselaer
<span style="color: yellow;">●</span>	83839	City Station North II, LLC	City Station North II 2018	Rensselaer
<span style="color: green;">●</span>	90477	The Sage Colleges	Health Sciences & Nursing Simulation Lab Expansion	Rensselaer
<span style="color: yellow;">●</span>	92897	Troy Savings Bank Music Hall	Troy Music Hall Expansion - The Alliance for Music Performance in Troy	Rensselaer
<span style="color: red;">●</span>	94380	Children's Museum of Science and Technology	CMOST 2019	Rensselaer
<span style="color: red;">●</span>	94795	Troy Waterfront Farmers Market	The Troy Public Market	Rensselaer
<span style="color: blue;">●</span>	26518	Infrastructure Technologies, LLC	Infrastructure Capital	Saratoga
<span style="color: green;">●</span>	54799	City of Saratoga Springs	Universal Preservation Hall Capital	Saratoga
<span style="color: red;">●</span>	49005	Polyset Company, Inc.	Polyset Expansion	Saratoga
<span style="color: blue;">●</span>	66228	Hudson Valley Community College	HVCC Building Systems Technology Programs	Saratoga
<span style="color: blue;">●</span>	67389	Common Roots Brewing Company	Common Roots Brewery Expansion Capital	Saratoga
<span style="color: blue;">●</span>	68532	JW Danforth	JW Danforth Expansion Capital	Saratoga
<span style="color: black;">●</span>	71567	Z-HUB	Craft NY Supply Chain Capital	Saratoga
<span style="color: black;">●</span>	77159	The Pike Companies, Ltd	Manufacturing Technology Education Center (MTEC) Capital	Saratoga

Table 5 continued

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- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
<span style="color: green;">●</span>	82089	Saratoga Performing Arts Center, Inc	SPAC Improvement Project	Saratoga
<span style="color: green;">●</span>	90963	King Brothers Dairy LLC	Yogurt Manufacturing and Cold Storage Facility	Saratoga
<span style="color: green;">●</span>	94542	Saratoga Performing Arts Center	SPAC Roosevelt II Rehabilitation Project	Saratoga
<span style="color: black;">●</span>	18935	Railex	Rotterdam Multi-Modal Center Capital	Schenectady
<span style="color: black;">●</span>	19647	Schenectady Metroplex Development Authority	Transfinder Capital	Schenectady
<span style="color: blue;">●</span>	28865	Maxon ALCO Holdings, LLC	Mohawk Harbor Capital	Schenectady
<span style="color: blue;">●</span>	30861	Schenectady County Community College	Kindl Workforce Development Building Capital	Schenectady
<span style="color: blue;">●</span>	31508	Challenger Learning Center of the Greater Capital Region	Challenger Learning Center Capital	Schenectady
<span style="color: green;">●</span>	43361	Schenectady Metroplex Development Authority	Robinson Block Capital	Schenectady
<span style="color: blue;">●</span>	52140	Arts Center & Theatre of Schenectady, Inc.	Adeline Graham Center Capital	Schenectady
<span style="color: black;">●</span>	53344	Schenectady Museum Association	New York Arboretum Capital	Schenectady
<span style="color: black;">●</span>	53911	Arts Center & Theatre of Schenectady, Inc.	American Acoustic TV Series Capital	Schenectady
<span style="color: green;">●</span>	65254	Mill Lane Apartments LLC	The Mill Capital	Schenectady
<span style="color: black;">●</span>	65554	DHA Holdings, Inc.	P1 Advanced Manufacturing Center	Schenectady
<span style="color: green;">●</span>	75232	Mill Lane Apartments LLC	Schenectady Innovation Capital	Schenectady
<span style="color: black;">●</span>	77148	Albany Barn, Inc	Maker Space at Hillside View Capital	Schenectady
<span style="color: orange;">●</span>	83885	192 Erie Blvd LLC	Erie Trustco Revitalization	Schenectady
<span style="color: red;">●</span>	83888	PiSA BioPharm Inc	PiSA BioPharm Manufacturing Pilot Plant	Schenectady
<span style="color: black;">●</span>	93235	Highbridge Prime Development 2 INC	Erie Landing	Schenectady
<span style="color: red;">●</span>	95074	Dagen Trucking Inc	Port Schenectady	Schenectady
<span style="color: black;">●</span>	2720	Creative Stage Lighting	Creative Stage Lighting Capital	Warren
<span style="color: red;">●</span>	7489	Economic Development Corporation Warren County	Warren County EDC Capital	Warren
<span style="color: yellow;">●</span>	16369	Ames Goldsmith Corp	Ames Goldsmith Capital	Warren
<span style="color: blue;">●</span>	17407	City Of Glens Falls	Glens Falls Garage/Mixed Use Capital	Warren
<span style="color: black;">●</span>	17499	Davidson Brothers, Inc.	Davidson Brothers	Warren
<span style="color: black;">●</span>	19382	NYSARC Inc. Warren Washington and Albany Counties Chapter	WWARC Community Kitchen Capital	Warren
<span style="color: blue;">●</span>	28251	City Of Glens Falls	Glens Falls Mixed Use Capital	Warren
<span style="color: black;">●</span>	30224	NYSARC Inc. Warren Washington and Albany Counties Chapter	WWAARC - Capital	Warren
<span style="color: blue;">●</span>	32083	Adirondack Civic Center Coalition	Glens Falls Civic Center Capital	Warren

Table 5 continued

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project concerns need to be resolved
- Project contract not yet executed
- Project canceled or funding declined

Project Status	CFA #	Applicant	Project	County
<span style="color: blue;">●</span>	40887	Finch Paper Holdings LLC	Finch Modernization Capital	Warren
<span style="color: black;">●</span>	64040	Adirondack Pub Brewery	Adirondack Craft Beverage Campus Capital	Warren
<span style="color: green;">●</span>	66142	Hudson Headwaters Health Network	Hudson Headwaters Women's Wellness Center Capital	Warren
<span style="color: black;">●</span>	67104	Finch Paper Holdings LLC	Finch Paper Residuals Project	Warren
<span style="color: blue;">●</span>	67911	EASM Properties, LLC	The Park Theater Capital	Warren
<span style="color: black;">●</span>	72561	Stored Technology Solutions Inc.	Tech Park Capital	Warren
<span style="color: green;">●</span>	73276	Flomatic Corporation	Flomatic Plant Expansion Capital	Warren
<span style="color: black;">●</span>	73926	Hudson Hollow Hops, Inc.	Ops Microbrewery Capital	Warren
<span style="color: black;">●</span>	81869	Ski Bowl Mountain Inn, LLC	Ski Bowl Mountain Inn	Warren
<span style="color: green;">●</span>	83656	City Of Glens Falls	South Street Garage	Warren
<span style="color: green;">●</span>	91500	Lumazu LLC dba Nettle Meadow	Nettle Meadow Cheese Plant Expansion	Warren
<span style="color: black;">●</span>	19617	GL&V USA Inc.	GLV USA Capital	Washington
<span style="color: blue;">●</span>	31836	GF Labels Development, LLC	Glens Falls Labels Capital	Washington
<span style="color: red;">●</span>	42081	Morcon, Inc.	Morcon Tissue Excelsior	Washington
<span style="color: green;">●</span>	53191	Village of Greenwich	Greenwich Anchor Capital	Washington
<span style="color: red;">●</span>	55554	Washington County	Green Infrastructure Redevelopment Capital	Washington
<span style="color: black;">●</span>	55741	Saint Gobain Performance Plastics	Saint-Gobain Business Capital	Washington
<span style="color: green;">●</span>	83462	EASM Machine Works, LLC	Computer Numeric Control Machine Purchase	Washington
<span style="color: black;">●</span>	90999	Luncrest Farm LLC	New Milking Center and Free Stall Facility	Washington

Table 5 continued



CAPITAL REGION PRIORITY PROJECTS



Map 3

## SUMMARY STATUS OF PAST PRIORITY PROJECTS BY ROUND



		2011	2012	2013	2014	2015	2016	2017	2018	2019	Total	Total % of projects
●	Completed	6	10	17	3	10	6	1	1		54	28.57%
●	On schedule				2	10	7	10	4	13	46	24.34%
●	Progressing more slowly than expected		1					2	1	5	9	4.76%
●	Project concerns need to be resolved	1	1	1	2	4	2	2	3	3	19	10.05%
●	Project contract not yet executed				1			2	1	1	5	2.65%
●	Project canceled or funding denied	4	8	8	3	8	11	9	3	2	56	29.63%
	<b>Total</b>	<b>11</b>	<b>20</b>	<b>26</b>	<b>11</b>	<b>32</b>	<b>26</b>	<b>26</b>	<b>13</b>	<b>24</b>	<b>189</b>	<b>100.00%</b>

Table 6

## LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

	Total Awards	Total Project Cost	Total Awards	Total ESD Capital Funds	Leverage
<b>Round I</b>	11	\$63,849,089	\$8,611,000	\$8,611,000	13%
<b>Round II</b>	17	\$95,394,622	\$7,565,000	\$7,365,000	8%
<b>Round III</b>	23	\$263,699,789	\$21,956,956	\$21,792,000	8%
<b>Round IV</b>	10	\$52,070,370	\$5,500,000	\$5,500,000	11%
<b>Round V</b>	29	\$118,140,126	\$21,813,000	\$21,750,000	18%
<b>Round VI</b>	25	\$144,353,425	\$23,900,000	\$23,651,220	16%
<b>Round VII</b>	23	\$143,982,633	\$19,470,000	\$19,470,000	14%
<b>Round VIII</b>	11	\$106,600,312	\$10,000,000	\$10,000,000	9%
<b>Round IX</b>	20	\$120,324,430	\$17,499,000	\$17,499,000	15%
<b>Totals</b>	<b>169</b>	<b>\$988,090,366</b>	<b>\$118,815,956</b>	<b>\$118,139,220</b>	<b>12%</b>

\*\*\*\*\* Excludes Cancelled, Terminated, Declined, Open Enrollment and Excelsior Awards

Table 7

# Overview of All Previously Funded CFA Projects

## SUMMARY STATUS OF ALL PAST PROJECTS

Since 2011, 958 CFA projects have been selected for funding, with 82 percent of them completed or on track. Among these projects, 816 received \$290,902,519 in CFA awards, leveraging \$1,442,544,098 in private investment (5 percent leverage rate). On top of creating 3,968 jobs, an additional 7,618 at-risk jobs have been retained.



		2011	2012	2013	2014	2015	2016	2017	2018	2019	Total	Total % of projects
●	Completed	80	70	83	68	68	63	37	14	3	486	50.73%
●	On schedule		2	10	7	27	38	57	64	99	304	31.73%
●	Progressing more slowly than expected		2	1	1	1	2	2	3	7	19	1.98%
●	Project concerns need to be resolved	2	1	1	2	5	2	3	3	5	24	2.51%
●	Project contract not yet executed				1			5	6	4	16	1.67%
●	Project canceled or funding denied	15	16	15	14	12	18	11	5	3	109	11.38%
	<b>Total</b>	<b>97</b>	<b>91</b>	<b>110</b>	<b>93</b>	<b>113</b>	<b>123</b>	<b>115</b>	<b>95</b>	<b>121</b>	<b>958</b>	<b>100.00%</b>

Table 8



## LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS: ALL AGENCIES

	Total Projects	Total Project Cost	Total Amount of CFA Awards	Ratio of Total Project Cost to CFA Awards
Round I	82	\$179,382,053	\$52,203,992	3.4
Round II	73	\$168,016,893	\$33,988,168	4.9
Round III	93	\$283,644,780	\$34,921,845	8.1
Round IV	74	\$73,051,575	\$15,889,990	4.6
Round V	98	\$155,701,227	\$43,576,905	3.6
Round VI	98	\$176,607,614	\$35,194,598	5.0
Round VII	95	\$169,956,175	\$40,272,214	4.2
Round VIII	89	\$236,183,781	\$34,854,807	6.8
Round IX	114	\$238,758,911	\$57,197,391	4.2
<b>Total</b>	<b>816</b>	<b>\$1,442,544,098</b>	<b>\$290,902,519</b>	<b>5.0</b>

\*\*Calculations and project count excludes cancelled, terminated or declined awards.

Table 9

## JOB CREATION: ALL AGENCIES

	Jobs Created	Jobs Retained at Risk	Jobs Projected	Construction Jobs	Indirect Jobs
Round I	155	193	182	112	526
Round II	50	231	574	2,741	1,003
Round III	287	1,646	719	2,428	2,070
Round IV	226	681	203	237	832
Round V	136	49	74	0	554
Round VI	88	590	108	1,153	964
Round VII	149	104	45	1,589	1,413
Round VIII	5	41	5	1,312	1,004
Round IX	145	17	145	850	1,156
<b>Open Enrollment</b>	<b>2,087</b>	<b>4,066</b>	<b>2,087</b>	<b>619</b>	<b>7,964</b>
<b>Total</b>	<b>3,968</b>	<b>7,618</b>	<b>4,142</b>	<b>11,041</b>	<b>17,486</b>

\*\*Calculations exclude projects that were cancelled, terminated or where the award was declined.

Table 10







# Appendix

## LIST OF ALL FUNDED CFA PROJECTS

- Project is complete
- Project concerns need to be resolved
- Project is on schedule
- Project contract not yet executed
- Project is progressing more slowly than anticipated
- Project canceled or funding declined

Application Round I			
CFA System Application Number	Applicant Name	Project Name	Agency Name
2406	Tech Valley Communications, Inc	TVC Albany Capital	ESD
2720	Creative Stage Lighting	Creative Stage Lighting Capital	ESD
4575	Windham Mountain Partners, LLC	Windham Mountain Partners Capital	ESD
4642	Etransmedia Technology, Inc.	Etransmedia Technology Excelsior	ESD
5365	Albany IDA	Swan St Lofts	ESD
6161	Ecovative Design, LLC	Ecovative Design EIP Capital	ESD
7144	The United Group of Companies, Inc.	The United Group of Companies Capital	ESD
7489	Economic Development Corporation Warren County	Warren County EDC Capital	ESD
8333	The Research Foundation for The State University of New York	University at Albany Capital - RNA Institute Capital	ESD
8349	The Research Foundation for State University of New York	University at Albany - Biotechnology Training Center	ESD
8470	Albany Medical College	Albany Medical College Capital & Working Capital - NYCAP Research Alliance	ESD
8575	Center For Economic Growth	Center for Economic Growth Working Capital	ESD



	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Economic Development Purposes Fund	Albany	\$250,000	\$1,068,837	\$0	●	X
	Economic Development Purposes Fund	Warren	\$125,000	\$3,820,000	\$0	●	X
	Regional Council Capital Fund	Greene	\$1,500,000	\$3,500,000	\$1,450,000	●	X
	Economic Development Purposes Fund	Rensselaer	\$1,500,000	\$18,267,000	\$0	●	X
	Industrial Development Bond Cap	Albany	\$5,400,000	\$9,663,900	\$5,400,000	●	
	Environmental Investment Program - Capital	Albany	\$250,000	\$1,457,103	\$0	●	X
	Regional Council Capital Fund	Rensselaer	\$2,500,000	\$42,315,676	\$2,500,000	●	X
	Economic Development Purposes Fund	Warren	\$250,000	\$500,000	\$0	●	X
	Economic Development Purposes Fund	Albany	\$2,036,000	\$9,335,328	\$2,036,000	●	X
	Regional Council Capital Fund	Rensselaer	\$1,000,000	\$1,570,000	\$1,000,000	●	X
	Economic Development Purposes Fund	Albany	\$950,000	\$5,032,093	\$950,000	●	X
	Economic Development Purposes Fund	Albany	\$125,000	\$138,889	\$125,000	●	X

- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project concerns need to be resolved
- Project contract not yet executed
- Project canceled or funding declined

Application Round II			
CFA System Application Number	Applicant Name	Project Name	Agency Name
15161	Free Form Fibers LLC	Free Form Fibers - EIP -RC2	ESD
15161	Free Form Fibers LLC	Free Form Fibers - EIP -RC2	ESD
15496	Hudson Valley Tourism, Inc.	Hudson River Valley Tourism: A Plan of Action	ESD
15544	Greenway Heritage Conservancy, HRV, Inc.	Hudson Rlver Greenway Water Trail Marketing Materials	ESD
16369	Ames Goldsmith Corp	Ames Goldsmith Capital	ESD
16897	Albany Medical Center	Albany Medical Center Capital	ESD
17026	City of Albany Industrial Development Agency	TMG NY Albany I LP	ESD
17275	Hyde Collection Trust	Modern Nature: Georgia O'Keefe and Lake George	ESD
17407	City Of Glens Falls	Glens Falls Garage/Mixed Use Capital	ESD
17499	Davidson Brothers, Inc.	Davidson Brothers	ESD
17620	Albany Molecular Research, Inc	AMI Diagnostic Imaging Agent Capital	ESD
17649	Albany Medical College	Albany Medical College Capital	ESD
17759	Fuller Road Management Corporation	Smart Cities Technology Innovation Center Capital	ESD
18592	GreenRenewable, Inc.	GreenRenewable Capital	ESD
18790	City Of Albany	Albany Waterfront	ESD
18935	Railex	Rotterdam Multi-Modal Center Capital	ESD

	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Environmental Investment Program - Capital	Saratoga	\$100,000	\$130,000	\$0	●	X
	Environmental Investment Program - RD & D	Saratoga	\$100,000	\$130,000	\$0	●	X
	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	Dutchess	\$300,000	\$525,000	\$300,000	●	X
	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	Albany	\$90,000	\$180,000	\$90,000	●	X
	Empire State Development Grant Funds	Warren	\$465,000	\$1,848,850	\$0	●	
	Empire State Development Grant Funds	Albany	\$500,000	\$30,026,800	\$500,000	●	X
	Industrial Development Bond Cap	Albany	\$11,500,000	\$17,620,000	\$0	●	X
	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	Warren	\$45,000	\$140,000	\$45,000	●	X
	Empire State Development Grant Funds	Warren	\$500,000	\$30,000,000	\$0	●	X
	Empire State Development Grant Funds	Warren	\$50,000	\$3,025,000	\$0	●	X
	Empire State Development Grant Funds	Rensselaer	\$200,000	\$3,500,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$500,000	\$2,500,000	\$384,736	●	X
	Empire State Development Grant Funds	Albany	\$2,625,000	\$10,000,000	\$2,625,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$250,000	\$1,390,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$750,000	\$3,750,000	\$0	●	X
	Empire State Development Grant Funds	Schenectady	\$1,000,000	\$12,500,000	\$0	●	X



19382	NYSARC Inc. Warren Washington and Albany Counties Chapter	WWARC Community Kitchen Capital	ESD
19617	GL&V USA Inc.	GLV USA Capital	ESD
19647	Schenectady Metroplex Development Authority	Transfinder Capital	ESD
19712	Albany College of Pharmacy and Health Services	Albany College of Pharmacy Capital	ESD
19811	Rensselaer Polytechnic Institute	RPI Research Facility Capital	ESD
25101	Fuller Road Management Corporation	Smart Cities Technology Innovation Center UCDP	ESD
32235	Capital District Community Gardens, Inc.	Urban Grow Center Capital	ESD
Application Round III			
CFA System Application Number	Applicant Name	Project Name	Agency Name
17994	Fuller Road Management Corporation	Tech Valley High School STEM Connect Capital	ESD
26518	Infrastructure Technologies, LLC	Infrastructure Capital	ESD
26982	New England Waste Services of ME, Inc. dba Casella Organics	Casella Organics	ESD
27043	Capital District Cooperative, Inc.	Menands Farmers Market Capital	ESD
27538	Eagle Street Corporation	Wellington Row Capital	ESD
27556	Greene County Economic Development, Tourism & Planning	Kaaterskill Clove-Working Capital	ESD
28077	New York Golf Trail, LLC	Market Golf-Working Capital	ESD
28251	City Of Glens Falls	Glens Falls Mixed Use Capital	ESD
28275	Arts Center & Theatre of Schenectady, Inc.	Cirque Eloize Marketing Campaign Working Capital	ESD
28815	St. Peter's Health Partners	St. Peter's Health Partners Troy Capital	ESD
28865	Maxon ALCO Holdings, LLC	Mohawk Harbor Capital	ESD
29043	Berkshire Mountain Club, LLC	Berkshire Mountain Club Capital	ESD
29043	Rock Solid Development, LLC	Catamount Resort Capital	ESD

	Empire State Development Grant Funds	Warren	\$125,000	\$800,000	\$0	●	X
	Empire State Development Grant Funds	Washington	\$150,000	\$2,759,210	\$0	●	X
	Empire State Development Grant Funds	Schenectady	\$150,000	\$750,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$150,000	\$1,076,775	\$150,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$200,000	\$1,200,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$1,375,000	\$10,000,000	\$1,375,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$250,000	\$2,370,315	\$238,709	●	X

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	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Empire State Development Grant Funds	Albany	\$1,500,000	\$9,000,000	\$1,500,000	●	X
	Empire State Development Grant Funds	Saratoga	\$750,000	\$4,060,000	\$550,000	●	X
	Environmental Investment Program - Capital	Columbia	\$180,000	\$570,000	\$0	●	
	Empire State Development Grant Funds	Albany	\$100,000	\$600,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$950,000	\$10,260,000	\$950,000	●	X
	Market New York	Greene	\$150,000	\$765,000	\$149,713	●	
	Market New York	Monroe	\$150,000	\$150,000	\$149,639	●	
	Empire State Development Grant Funds	Warren	\$2,500,000	\$30,000,000	\$0	●	X
	Market New York	Schenectady	\$60,000	\$300,000	\$60,000	●	
	Empire State Development Grant Funds	Rensselaer	\$1,250,000	\$9,214,388	\$1,250,000	●	X
	Empire State Development Grant Funds	Schenectady	\$5,000,000	\$90,065,000	\$5,000,000	●	X
	Empire State Development Grant Funds	Columbia	\$1,000,000	\$19,274,312	\$0	●	X
	Market New York	Columbia	\$200,000	\$19,274,312	\$0	●	X

29302	Center for Disability Services, Inc.	Commercial Services Printing Capital	ESD
29344	Catskills Assoc. & Tourism	Catskill Association for Tourism Services Working Capital	ESD
29413	Columbia Economic Development Corp.	Goat Industry Development Plan	ESD
29761	FC 705 Broadway, LLC	Downtown Albany - Capital	ESD
29922	Carey Institute for Global Good	Dutch Barn Model Brewery-Capital	ESD
30204	Saratoga Economic Development Corp.	Stewart Shops Capital	ESD
30224	NYSARC Inc. Warren Washington and Albany Counties Chapter	WWAARC - Capital	ESD
30341	Albany Institute of History & Art	Mystery of the Albany Mummies Working Capital	ESD
30406	Lakes to Locks Passage, Inc.	Lakes to Locks Passage Geotourism Working Capital	ESD
30713	Hudson Valley AgriBusiness Development Corporation	Hudson Valley Agribusiness LTL Local Food Distribution Hub Network Capital	ESD
30762	City Station North, LLC	City Station North Capital	ESD
30861	Schenectady County Community College	Kindl Workforce Development Building Capital	ESD
31501	The Paper Battery Company, Inc.	Paper Battery EIP	ESD
31501	The Paper Battery Company, Inc.	Paper Battery EIP	ESD
31502	PJ & SJ Properties LLC	Dockside Lofts - Capital	ESD
31508	Challenger Learning Center of the Greater Capital Region	Challenger Learning Center Capital	ESD
31603	Schenectady Museum Association	Suits Bueche Planetarium at miSci Capital	ESD
31691	Fuller Road Management Corporation	DO-IT Center Capital	ESD
31758	Park South Partners, LLC	Park South Redevelopment Capital	ESD
31770	Center for Economic Growth	Center for Economic Growth Feasibility Study	ESD
31836	GF Labels Development, LLC	Glens Falls Labels Capital	ESD



	Empire State Development Grant Funds	Albany	\$350,000	\$1,583,167	\$313,181		X
	Market New York	Greene	\$270,000	\$270,000	\$270,000		
	ESD - Strategic Planning and Feasibility Studies	Columbia	\$35,000	\$70,000	\$35,000		
	Empire State Development Grant Funds	Albany	\$1,200,000	\$31,015,000	\$0		X
	Market New York	Albany	\$108,000	\$700,000	\$0		
	Environmental Investment Program - Capital	Saratoga	\$128,500	\$317,100	\$0		
	Empire State Development Grant Funds	Warren	\$100,000	\$605,000	\$0		X
	Market New York	Albany	\$21,519	\$147,299	\$21,519		
	Market New York	Warren	\$100,000	\$155,000	\$100,000		
	Empire State Development Grant Funds	Columbia	\$225,000	\$2,139,174	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$1,000,000	\$32,000,000	\$0		X
	Empire State Development Grant Funds	Schenectady	\$150,000	\$750,000	\$150,000		X
	Environmental Investment Program - Capital	Rensselaer	\$83,282	\$208,205	\$0		X
	Environmental Investment Program - Research Development and Demonstration (RD&D)	Rensselaer	\$83,282	\$208,205	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$1,000,000	\$10,338,000	\$0		
	Empire State Development Grant Funds	Schenectady	\$250,000	\$1,056,787	\$250,000		X
	Market New York	Schenectady	\$20,137	\$68,227	\$20,137		
	Empire State Development Grant Funds	Albany	\$3,500,000	\$17,500,000	\$0		X
	Empire State Development Grant Funds	Albany	\$2,500,000	\$41,726,196	\$2,500,000		X
	ESD - Strategic Planning and Feasibility Studies	Albany	\$65,000	\$130,000	\$65,000		
	Empire State Development Grant Funds	Washington	\$75,000	\$628,500	\$75,000		X

31956	College of Nanoscale Science and Engineering	Tech Valley Business Incubator	ESD
32083	Adirondack Civic Center Coalition	Glens Falls Civic Center Capital	ESD
32235	Capital District Community Gardens, Inc.	Urban Grow Center Capital	ESD
32306	Trinity Alliance of the Capital Region, Inc.	ATTAIN Capital	ESD
32306	Trinity Alliance of the Capital Region, Inc.	ATTAIN Working Capital (Opportunity Agenda)	ESD
32336	Adirondack Association of Towns and Villages	Adirondack Park Recreation Web Portal Working Capital	ESD
32469	Tech Valley Center of Gravity, Incorporated	Tech Valley Center of Gravity Capital	ESD
32522	Thomas Cole National Historic Site	Thomas Cole House Capital	ESD
32572	Rensselaer Polytechnic Institute	RPI Business Incubator	ESD
32597	Saratoga Rowing Association	Regatta Center Saratoga Capital	ESD

#### Application Round IV

<b>CFA System Application Number</b>	<b>Applicant Name</b>	<b>Project Name</b>	<b>Agency Name</b>
38891	Greene County Economic Development, Tourism & Planning	Greene County Infrastructure Working Capital	ESD
39401	Albany Convention Visitor Bureau	Capital Sports Events Working Capital	ESD
39622	Windham Area Recreation Foundation	Windham Mountain Bike World Cup Working Capital	ESD
39730	Proctors Theatre	Proctors We Are Broadway Working Capital	ESD
40499	Premier Personal Products Corporation	Premier Personal Products Capital	ESD
40813	Field Goods LLC	Field Goods Local Distribution Capital	ESD
40887	Finch Paper Holdings LLC	Finch Modernization Capital	ESD
42081	Morcon, Inc.	Morcon Tissue Excelsior	ESD
42330	Washington County Ldc	SUNY Adirondack Regional Education Center Working Capital	ESD

	New York State Business Incubator and Innovation Hot Spot Support Program	Albany	\$125,000	\$2,250,000	\$306,208	●	
	Empire State Development Grant Funds	Warren	\$675,000	\$750,000	\$675,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$250,000	\$2,370,315	\$238,709	●	X
	Empire State Development Grant Funds	Albany	\$375,000	\$416,677	\$337,500	●	X
	ESD Technical Assistance and Training Grants - Opportunity Agenda Projects	Albany	\$100,000	\$111,111	\$90,000	●	
	Market New York	Fulton	\$82,500	\$82,500	\$82,500	●	
	Empire State Development Grant Funds	Rensselaer	\$550,000	\$2,750,000	\$550,000	●	X
	Market New York	Greene	\$500,000	\$1,100,000	\$500,000	●	
	New York State Business Incubator and Innovation Hot Spot Support Program	Rensselaer	\$125,000	\$650,000	\$339,233	●	
	Market New York	Saratoga	\$42,000	\$210,000	\$42,000	●	

	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	ESD - Strategic Planning and Feasibility Studies	Greene	\$37,500	\$2,114,969	\$37,500	●	
	Market New York	Albany	\$125,000	\$175,000	\$125,000	●	
	Market New York	Greene	\$247,875	\$330,500	\$246,222	●	
	Market New York	Schenectady	\$150,000	\$850,000	\$150,000	●	
	Empire State Development Grant Funds	Columbia	\$200,000	\$1,323,000	\$0	●	X
	Empire State Development Grant Funds	Greene	\$100,000	\$696,346	\$100,000	●	X
	Empire State Development Grant Funds	Warren	\$1,000,000	\$5,079,924	\$1,000,000	●	X
	Empire State Development Grant Funds	Washington	\$300,000	\$5,975,000	\$0	●	X
	ESD - Strategic Planning and Feasibility Studies	Saratoga	\$65,000	\$125,000	\$65,000	●	



42397	Monument Square LLC	Troy Waterfront Farmers Market	ESD
42899	Hudson Opera House	Market Hudson NY Working Capital	ESD
43081	Albany Medical College	NYCAP Research Alliance Capital	ESD
43204	The Olana Partnership	River Crossing Creative Marketing Working Capital	ESD
43230	The Research Foundation for the State University of New York	NY QUALITY for Weather Detection	ESD
43233	Trinity Alliance of the Capital Region, Inc.	Nano Alliance Center for Careers in Subsystems and Site Services	ESD
43286	Eagle Street Corporation	Eagle Street Garage Capital	ESD
43361	Schenectady Metroplex Development Authority	Robinson Block Capital	ESD
43423	Research Foundation of the State University of NY (Albany)	Capital Region Innovation Hot Spot	ESD

#### Application Round V

<b>CFA System Application Number</b>	<b>Applicant Name</b>	<b>Project Name</b>	<b>Agency Name</b>
50941	Agrial USA, Inc.	Hudson Valley Creamery	ESD
51040	Proctors Theatre	Visit Schenectady Tourism Promotion Working Capital	ESD
51343	Erie Canalway Heritage Fund, Inc.	Erie Canalway Tourism Working Capital	ESD
51730	American Dance Institute, Inc.	American Dance Institute Capital	ESD
52073	Nine Pin Ciderworks LLC	Nine Pin Ciderworks Capital	ESD
52140	Arts Center & Theatre of Schenectady, Inc.	Adeline Graham Center Capital	ESD
52461	Hudson Valley Community College	AMT Training Facility Capital	ESD
53006	Capital District Transportation Authority	Capital District Transportation Authority Capital	ESD
53030	The Arsenal Partnership/Watervliet Arsenal	Arsenal Accelerator Feasibility Study	ESD
53080	Albany Medical College	AMC BACC NYS Certified Business Incubator	ESD
53191	Village of Greenwich	Greenwich Anchor Capital	ESD

	Empire State Development Grant Funds	Rensselaer	\$1,500,000	\$25,641,000	\$0	●	X
	Market New York	Columbia	\$60,000	\$75,000	\$60,000	●	
	Empire State Development Grant Funds	Albany	\$500,000	\$2,500,000	\$0	●	X
	Market New York	Columbia	\$200,000	\$250,000	\$200,000	●	
	Empire State Development Grant Funds	Albany	\$900,000	\$4,173,078	\$817,556	●	X
	Empire State Development Grant Funds	Albany	\$400,000	\$3,750,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$900,000	\$6,890,000	\$900,000	●	X
	Empire State Development Grant Funds	Schenectady	\$1,200,000	\$19,777,000	\$0	●	X
	New York State Innovation Hot Spot Support Program	Albany	\$250,000	\$2,250,000	\$742,567	●	

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
	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Empire State Development Grant Funds	Columbia	\$500,000	\$4,391,000	\$0	●	X
	Market New York	Schenectady	\$60,750	\$82,000	\$0	●	
	Market New York	Albany	\$126,500	\$169,000	\$126,500	●	
	Empire State Development Grant Funds	Greene	\$500,000	\$3,750,000	\$500,000	●	X
	Empire State Development Grant Funds	Albany	\$100,000	\$511,000	\$100,000	●	X
	Empire State Development Grant Funds	Schenectady	\$330,000	\$2,147,194	\$330,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$1,000,000	\$14,500,000	\$0	●	X
	Empire State Development Grant Funds	Rensselaer	\$650,000	\$3,500,000	\$0	●	X
	ESD - Strategic Planning and Feasibility Studies	Albany	\$25,000	\$0	\$0	●	
	New York State Business Incubator Support Program	Albany	\$125,000	\$1,125,000	\$366,015	●	
	Empire State Development Grant Funds	Washington	\$300,000	\$1,500,000	\$0	●	X

53284	Coeymans Recycling Center	Coeymans Recycling Center Capital	ESD
53344	Schenectady Museum Association	New York Arboretum Capital	ESD
53874	City of Hudson	Hudson Opera House Capital	ESD
53911	Arts Center & Theatre of Schenectady, Inc.	American Acoustic TV Series Capital	ESD
54021	Columbia County	Columbia County Feasibility Study Working Capital	ESD
54092	444 River Lofts, LLC	444 River Lofts Capital	ESD
54799	City of Saratoga Springs	Universal Preservation Hall Capital	ESD
54968	Albany Water Board	Albany Water Board Capital	ESD
55126	The Good Market of Upstate New York, LLC	The Good Market Capital	ESD
55554	Washington County	Green Infrastructure Redevelopment Capital	ESD
55576	41 Cross Street Hospitality, LLC	The Wick Hotel Capital	ESD
55621	City of Albany	Capital Repertory Theatre Capital	ESD
55724	Behold! New Lebanon, Inc.	Behold! New Lebanon Working Capital	ESD
55741	Saint Gobain Performance Plastics	Saint-Gobain Business Capital	ESD
55888	Underground Railroad History Project of the Capital Region, Inc.	Underground Railroad History Project of the Capital Region Capital	ESD
56000	Albany Medical College	NYCAP Research Alliance Investment Fund Capital	ESD
56312	Rotterdam-Mohonasen Central School District	Center for Advanced Technology Capital	ESD
56345	Albany Port District Commission	Port of Albany Big Lift Capital	ESD
56754	Gramercy Communications, LLC	Troy Innovation Garage Capital	ESD
56806	The Tower on the Hudson, LLC	Tower on the Hudson Capital	ESD
56915	Saratoga Rowing Association	Saratoga Regattas: Elevating the Spectator Experience	ESD
57082	Community Loan Fund Of The Capital Region, Inc.	Community Loan Fund Infusion Capital	ESD



	Empire State Development Grant Funds	Albany	\$2,000,000	\$10,000,000	\$0	●	X
	Empire State Development Grant Funds	Schenectady	\$100,000	\$1,212,800	\$0	●	X
	Empire State Development Grant Funds	Columbia	\$1,300,000	\$10,500,000	\$1,300,000	●	X
	Empire State Development Grant Funds	Schenectady	\$90,000	\$456,364	\$0	●	X
	ESD - Strategic Planning and Feasibility Studies	Columbia	\$75,000	\$91,647	\$45,824	●	
	Empire State Development Grant Funds	Rensselaer	\$300,000	\$1,800,000	\$0	●	X
	Empire State Development Grant Funds	Saratoga	\$800,000	\$9,092,008	\$800,000	●	X
	Empire State Development Grant Funds	Albany	\$1,900,000	\$9,500,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$260,000	\$1,500,000	\$0	●	X
	Empire State Development Grant Funds	Washington	\$1,000,000	\$6,165,000	\$0	●	X
	Empire State Development Grant Funds	Columbia	\$1,500,000	\$7,800,000	\$1,500,000	●	X
	Empire State Development Grant Funds	Albany	\$950,000	\$7,566,250	\$0	●	X
	Market New York	Columbia	\$25,000	\$52,300	\$18,750	●	
	Empire State Development Grant Funds	Washington	\$1,250,000	\$10,267,411	\$0	●	X
	Empire State Development Grant Funds	Albany	\$70,000	\$279,600	\$0	●	X
	Empire State Development Grant Funds	Albany	\$2,250,000	\$11,000,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$300,000	\$1,503,831	\$300,000	●	X
	Empire State Development Grant Funds	Albany	\$4,000,000	\$8,121,691	\$4,000,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$100,000	\$1,000,000	\$100,000	●	X
	Empire State Development Grant Funds	Albany	\$5,000,000	\$48,159,376	\$0	●	X
	Market New York	Saratoga	\$35,000	\$175,000	\$0	●	
	Empire State Development Grant Funds	Albany	\$700,000	\$3,500,000	\$350,000	●	X

57393	The Research Foundation for the State University of New York	NYS Mesonet XCITE Laboratory Capital	ESD
57456	Fuller Road Management Corporation	Rensselaer Clean Energy Capital	ESD
57889	Central District Management Association, Inc.	STEAM Garden Capital	ESD
Application Round VI			
<b>CFA System Application Number</b>	<b>Applicant Name</b>	<b>Project Name</b>	<b>Agency Name</b>
49005	Polyset Company, Inc.	Polyset Expansion	ESD
64040	Adirondack Pub Brewery	Adirondack Craft Beverage Campus Capital	ESD
64598	SAFE Holding Co., LLC	Sustainable Agriculture Business Expansion	ESD
65124	Brown's Brewing Company, LLC	Brown's™s Brewing Company "Destination BEER" Working Capital	ESD
65124	Brown's Brewing Company, LLC	Brown's Brewery Sustainable Development Capital RC6	ESD
65199	Tech Valley Center of Gravity Inc.	The Manufacturing Incubator at Tech Valley Center of Gravity	ESD
65254	Mill Lane Apartments LLC	The Mill Capital	ESD
65275	Original Sin Hard Cider	Original Sin Expansion Capital RC6	ESD
65313	Greene County	Greene County Bike Ride Center Working Capital	ESD
65464	American Dance Institute, Inc.	ADI Lumberyard Waterfront Capital	ESD
65554	DHA Holdings, Inc.	P1 Advanced Manufacturing Center	ESD
65811	Albany Symphony Orchestra, Inc.	Water Music Working Capital	ESD
65941	Dauchy River Triangle LLC	American Theater Capital RC6	ESD
66142	Hudson Headwaters Health Network	Hudson Headwaters Women's Wellness Center Capital	ESD
66160	Erie Canalway Heritage Fund, Inc.	Erie Canal Water Trail Working Capital	ESD
66228	Hudson Valley Community College	HVCC Building Systems Technology Programs	ESD
66307	Legal Aid Society of Northeastern New York, Inc.	LASNNY Center for Legal Services Capital	ESD

	Empire State Development Grant Funds	Albany	\$800,000	\$2,272,407	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$1,600,000	\$12,500,000	\$0		X
	Empire State Development Grant Funds	Albany	\$350,000	\$1,786,692	\$0		X
	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Empire State Development Grant Funds	Saratoga	\$250,000	\$1,250,000	\$0		X
	Empire State Development Grant Funds	Warren	\$325,000	\$1,552,000	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$3,000,000	\$20,000,000	\$0		X
	Market New York	Rensselaer	\$107,450	\$203,615	\$0		
	Empire State Development Grant Funds	Rensselaer	\$450,000	\$3,497,900	\$0		X
	New York State Business Incubator and Innovation Hot Spot Support Program	Rensselaer	\$125,000	\$3,004,240	\$470,516		
	Empire State Development Grant Funds	Schenectady	\$2,325,000	\$44,545,612	\$2,325,000		X
	Empire State Development Grant Funds	Columbia	\$200,000	\$1,149,000	\$0		X
	Market New York	Greene	\$75,000	\$100,000	\$75,000		
	Empire State Development Grant Funds	Greene	\$300,000	\$1,994,133	\$0		X
	Empire State Development Grant Funds	Schenectady	\$750,000	\$3,910,142	\$0		X
	Market New York	Albany	\$296,055	\$394,775	\$296,055		
	Empire State Development Grant Funds	Rensselaer	\$600,000	\$3,647,450	\$0		X
	Empire State Development Grant Funds	Warren	\$250,000	\$1,551,500	\$250,000		X
	Market New York	Albany	\$182,936	\$243,915	\$182,936		
	Empire State Development Grant Funds	Saratoga	\$75,000	\$93,824	\$13,599		X
	Empire State Development Grant Funds	Albany	\$300,000	\$1,500,000	\$300,000		X

66508	Albany Medical College	AMC MS/ME Basement Rehabilitation Capital RC6	ESD
66812	STRIDE, Inc.	STRIDE SHARE Center Capital	ESD
67050	Hawthorne Valley Association, Inc.	Hawthorne Valley Farm Capital	ESD
67104	Finch Paper Holdings LLC	Finch Paper Residuals Project	ESD
67389	Common Roots Brewing Company	Common Roots Brewery Expansion Capital	ESD
67555	Thomas Cole National Historic Site	Thomas Cole Exhibit Working Capital	ESD
67663	Albany Port District Commission	Port of Albany Expansion Capital RC6	ESD
67752	Greenway Heritage Conservancy	Hudson River Sojourn Working Capital	ESD
67820	River King Development, LLC	155 River Street Capital	ESD
67829	Town of East Greenbush	Town of East Greenbush-Tempel Lane Infrastructure	ESD
67911	EASM Properties, LLC	The Park Theater Capital	ESD
67954	Hubbard Hall Projects, Inc.	Washington County Arts Working Capital	ESD
68182	University at Albany Bioscience Development Corporation	Rensselaer Bioscience Development Upgrades Capital	ESD
68267	Albany County	Times Union Garage Egress Capital	ESD
68346	Nipper Apartments LLC	Nipper Apartments Capital RC6	ESD
68532	JW Danforth	JW Danforth Expansion Capital	ESD
68656	Tri-City Valley Cats Inc.	TriCity ValleyCats All-Star Working Capital	ESD
68677	Greenway Heritage Conservancy	Hudson River Train Model Tour App Working Capital	ESD



	Empire State Development Grant Funds	Albany	\$500,000	\$4,542,071	\$0	●	X
	Empire State Development Grant Funds	Rensselaer	\$100,000	\$4,100,000	\$0	●	X
	Empire State Development Grant Funds	Columbia	\$600,000	\$2,201,100	\$440,220	●	X
	Empire State Development Grant Funds	Warren	\$1,000,000	\$5,000,000	\$0	●	X
	Empire State Development Grant Funds	Saratoga	\$100,000	\$500,000	\$100,000	●	X
	Market New York	Greene	\$165,000	\$220,000	\$165,000	●	
	Empire State Development Grant Funds	Albany	\$5,000,000	\$34,300,000	\$0	●	X
	Market New York	Albany	\$100,000	\$125,000	\$50,000	●	
	Empire State Development Grant Funds	Rensselaer	\$1,000,000	\$5,643,600	\$0	●	X
	Empire State Development Grant Funds	Rensselaer	\$2,000,000	\$10,637,200	\$0	●	X
	Empire State Development Grant Funds	Warren	\$600,000	\$3,000,000	\$600,000	●	X
	Market New York	Washington	\$15,000	\$20,000	\$15,000	●	
	Empire State Development Grant Funds	Rensselaer	\$4,000,000	\$15,000,000	\$0	●	X
	Empire State Development Grant Funds	Albany	\$200,000	\$809,442	\$162,000	●	X
	Empire State Development Grant Funds	Albany	\$500,000	\$12,500,000	\$0	●	X
	Empire State Development Grant Funds	Saratoga	\$575,000	\$4,200,000	\$575,000	●	X
	Market New York	Rensselaer	\$135,000	\$180,000	\$128,308	●	
	Market New York	Albany	\$100,000	\$158,020	\$55,840	●	

Application Round VII			
CFA System Application Number	Applicant Name	Project Name	Agency Name
71567	Z-HUB	Craft NY Supply Chain Capital	ESD
71662	University at Albany	Innovate 518 - Capital Region Innovation Hot Spot	ESD
72449	PGS Millwork, Inc.	PGS Millwork Expansion Capital	ESD
72561	Stored Technology Solutions Inc.	Tech Park Capital	ESD
73043	New York State Brewers Association	New York State Craft Brewers Conference Working Capital	ESD
73276	Flomatic Corporation	Flomatic Plant Expansion Capital	ESD
73323	Lake George Regional Chamber of Commerce	Adventure Travel Trade Association 2019 ELEVATE Conference Working Capital	ESD
73809	Thomas Cole National Historic Site	Skywalk Marketing Campaign Working Capital	ESD
73926	Hudson Hollow Hops, Inc.	Ops Microbrewery Capital	ESD
74144	Capital District Community Gardens, Inc.	The Urban Grow Center Capital	ESD
74184	Basilica Arts Inc.	Basilica Hudson Gallery Building Renovation/Upgrade Capital	ESD
74540	Erie Canalway Heritage Fund, Inc.	Erie Canalway 200 Marketing Campaign Working Capital	ESD
74963	Children's Museum of Science and Technology	The Children's Museum of Science and Technology Capital	ESD
75147	City of Albany	Broadway Streetscape Capital	ESD
75232	Mill Lane Apartments LLC	Schenectady Innovation Capital	ESD
75245	Quackenbush Properties Llc	Troy Innovation District Capital	ESD

	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Empire State Development Grant Funds	Saratoga	\$300,000	\$1,500,000	\$0	●	X
	New York State Innovation Hot Spot Support Program	Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, Washington	\$250,000	\$3,751,000	\$504,010	●	
	Empire State Development Grant Funds	Columbia	\$300,000	\$1,940,000	\$0	●	X
	Empire State Development Grant Funds	Warren	\$255,000	\$3,000,000	\$0	●	X
	Market New York	Monroe	\$53,796	\$95,128	\$0	●	
	Empire State Development Grant Funds	Warren	\$350,000	\$2,894,180	\$153,475	●	X
	Market New York	Warren	\$166,410	\$169,071	\$126,803	●	
	Market New York	Columbia, Greene	\$225,000	\$300,000	\$225,000	●	
	Empire State Development Grant Funds	Warren	\$90,000	\$600,000	\$0	●	X
	Empire State Development Grant Funds	Rensselaer	\$700,000	\$3,500,000	\$0	●	X
	Empire State Development Grant Funds	Columbia	\$75,000	\$375,000	\$0	●	X
	Market New York	Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, Washington	\$124,575	\$166,825	\$124,575	●	
	Market New York	Rensselaer	\$200,000	\$3,500,000	\$0	●	
	Empire State Development Grant Funds	Albany	\$150,000	\$750,000	\$0	●	X
	Empire State Development Grant Funds	Schenectady	\$2,900,000	\$44,545,612	\$2,900,000	●	X
	Empire State Development Grant Funds	Rensselaer	\$4,000,000	\$21,675,000	\$0	●	X

75342	Hudson Valley Community College	Advanced Manufacturing Training Capital	ESD
75420	River House Project LLC	River House Renovation Capital	ESD
75478	Palace Performing Arts Center, Inc.	Palace Theatre Capital	ESD
75505	NYSARC Inc. Columbia County Chapter	Coarc Ecycle Capital	ESD
75685	Town of Glenville	Town of Glenville Feasibility Study Working Capital RC-7	ESD
75846	Capital Region BOCES	Capital BOCES - CTE Welding and HVAC Program Capital	ESD
76185	Albany County	Soldier-On Capital	ESD
76378	EDC Warren County	Warren County Opportunity Zone	ESD
76646	723 Warren Street LLC	723 Warren Street Restoration Capital	ESD
76728	Digital Fabrication Workshop, Inc.	Digital Fabrication Advanced Mfg Capital	ESD
76784	South Island Apartments, LLC	Starbuck Island Development Capital	ESD
76944	The Sabre Companies LLC	Hedley Training Facility Capital	ESD
77148	Albany Barn, Inc	Maker Space at Hillside View Capital	ESD
77159	The Pike Companies, Ltd	Manufacturing Technology Education Center (MTEC) Capital	ESD
77176	Apex Capital, LLC	West Mountain Capital	ESD






#### Application Round VIII

<b>CFA System Application Number</b>	<b>Applicant Name</b>	<b>Project Name</b>	<b>Agency Name</b>
72149	Hudson Valley Community College	HVCC Nursing Program Expansion	ESD
81476	Albany Medical College	Biomedical Acceleration and Commercialization Center (BACC)	ESD
81488	City Of Albany	Lark Street Improvement Study	ESD
81869	Ski Bowl Mountain Inn, LLC	Ski Bowl Mountain Inn	ESD
82089	Saratoga Performing Arts Center, Inc	SPAC Improvement Project	ESD



	Empire State Development Grant Funds	Rensselaer	\$2,900,000	\$14,500,000	\$0		X
	Empire State Development Grant Funds	Columbia	\$225,000	\$1,126,143	\$225,000		X
	Empire State Development Grant Funds	Albany	\$2,500,000	\$0	\$0		X
	Empire State Development Grant Funds	Columbia	\$230,000	\$1,151,030	\$0		X
	ESD - Strategic Planning and Feasibility Studies	Schenectady	\$50,000	\$140,156	\$0		
	Empire State Development Grant Funds	Albany	\$130,000	\$650,000	\$130,000		X
	Empire State Development Grant Funds	Albany	\$100,000	\$500,000	\$0		X
	ESD - Strategic Planning and Feasibility Studies	Warren	\$25,000	\$55,500	\$0		
	Empire State Development Grant Funds	Columbia	\$120,000	\$604,400	\$0		X
	Empire State Development Grant Funds	Columbia	\$300,000	\$2,500,000	\$0		X
	Empire State Development Grant Funds	Albany	\$1,790,000	\$8,950,884	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$400,000	\$3,000,000	\$0		X
	Empire State Development Grant Funds	Schenectady	\$85,000	\$645,000	\$0		X
	Empire State Development Grant Funds	Saratoga	\$1,700,000	\$30,193,750	\$0		X
	Empire State Development Grant Funds	Albany	\$400,000	\$2,000,000	\$132,000		X

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	Program Name	County	CFA Award Amount	Total Project Cost	Grant Money Dispersed to Date	Status	Check Box if Priority Project
	Empire State Development Grant Funds	Rensselaer	\$200,000	\$1,166,144	\$0		X
	New York State Business Incubator Program	Albany	\$625,000	\$1,875,000	\$286,577		
	ESD - Strategic Planning and Feasibility Studies	Albany	\$20,000	\$40,000	\$0		
	Empire State Development Grant Funds	Warren	\$800,000	\$4,100,000	\$0		X
	Empire State Development Grant Funds	Saratoga	\$1,000,000	\$5,515,527	\$0		X

82493	Basilica Arts Inc.	Destination Expanded Basilica Hudson Working Capital	ESD
82900	Albany Symphony Orchestra, Inc.	Albany Symphony Orchestra Working Capital	ESD
83311	Metro Atlantic Athletic Conference	Hudson Valley Esports Invitational and Expo Working Capital	ESD
83448	669 River Street LLC.	The Paint Factory Mixed-use Building	ESD
83462	EASM Machine Works, LLC	Computer Numeric Control Machine Purchase	ESD
83475	12th Street Ventures, LLC	AI Incubator Project	ESD
83513	GymRat Basketball, LLC	GymRat CHALLENGE Sporting Event Working Capital	ESD
83656	City Of Glens Falls	South Street Garage	ESD
83712	South Front Street Holdings LLC	Red Barn Hudson	ESD
83815	Albany County	Times Union Center Capital Improvements	ESD
83839	City Station North II, LLC	City Station North II 2018	ESD
83885	192 Erie Blvd LLC	Erie Trustco Revitalization	ESD
83888	PiSA BioPharm Inc	PiSA BioPharm Manufacturing Pilot Plant	ESD
84249	The Case Group LLC	Case Advanced Manufacturing Product Development	ESD
84633	Saratoga Performing Arts Center, Inc	Saratoga Performing Arts Center Working Capital	ESD
Application Round IX			
CFA System Application Number	Applicant Name	Project Name	Agency Name
89315	Albany Schoharie Schenectady Saratoga BOCES	Center for Technology Education Expansion	ESD
89536	Flach Development & Reality, Inc.	Flach Development Hotel and Event Venue	ESD
89536	Flach Development & Reality, Inc.	Flach Development Hotel and Event Venue	ESD
90216	City of Albany	Livingston Square Parking	ESD




	Market New York	Columbia	\$58,500	\$78,000	\$20,302		
	Market New York	Albany, Columbia, Rensselaer, Saratoga, Schenectady	\$250,000	\$348,000	\$250,000		
	Market New York	Albany	\$152,168	\$211,168	\$0		
	Empire State Development Grant Funds	Rensselaer	\$700,000	\$4,785,000	\$0		X
	Empire State Development Grant Funds	Washington	\$400,000	\$1,336,056	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$337,000	\$2,132,982	\$0		X
	Market New York	Albany, Rensselaer, Saratoga, Schenectady	\$211,420	\$504,185	\$13,278		
	Empire State Development Grant Funds	Warren	\$1,500,000	\$7,900,000	\$0		X
	Market New York	Columbia	\$420,860	\$2,104,000	\$0		
	Market New York	Albany	\$995,000	\$4,970,000	\$0		
	Empire State Development Grant Funds	Rensselaer	\$1,700,000	\$16,300,000	\$0		X
	Empire State Development Grant Funds	Schenectady	\$363,000	\$1,906,233	\$0		X
	Empire State Development Grant Funds	Schenectady	\$2,500,000	\$57,850,000	\$0		
	Empire State Development Grant Funds	Albany	\$500,000	\$2,500,000	\$0		X
	Market New York	Saratoga	\$195,000	\$260,000	\$0		
	<b>Program Name</b>	<b>County</b>	<b>CFA Award Amount</b>	<b>Total Project Cost</b>	<b>Grant Money Dispersed to Date</b>	<b>Status</b>	<b>Check Box if Priority Project</b>
	Empire State Development Grant Funds	Albany, Saratoga, Schenectady	\$5,000,000	\$30,000,000	\$0		X
	Empire State Development Grant Funds	Greene	\$1,500,000	\$10,871,648	\$0		X
	Market New York	Greene	\$500,000	\$10,871,648	\$0		
	Empire State Development Grant Funds	Albany	\$150,000	\$850,000	\$0		X

90477	The Sage Colleges	Health Sciences & Nursing Simulation Lab Expansion	ESD
90716	Sister Properties, LLC	Foreland and Book House Waterfront Development	ESD
90963	King Brothers Dairy LLC	Yogurt Manufacturing and Cold Storage Facility	ESD
90999	Luncrest Farm LLC	New Milking Center and Free Stall Facility	ESD
91034	Erie Canalway Heritage Fund, Inc.	Erie Canal Accessibility Tourism	ESD
91357	The Olana Partnership, Inc.	2020 Collaborative Exhibition Marketing	ESD
91397	Senior Citizens Center of Saratoga Springs Inc	Senior Citizens Center Feasibility Study	ESD
91500	Lumazu LLC dba Nettle Meadow	Nettle Meadow Cheese Plant Expansion	ESD
91734	City of Hudson	Parking Improvement Feasibility Study - ESD	ESD
92110	Shaker Museum Library	A New Shaker Museum for Columbia County	ESD
92656	Town of Malta	Town of Malta Strategic Infrastructure Plan	ESD
92897	Troy Savings Bank Music Hall	Troy Music Hall Expansion - The Alliance for Music Performance in Troy	ESD
92916	Kleins Kill Fruit Farms Corp	New Cold Storage and Packing Facility	ESD
92920	Albany Symphony Orchestra, Inc.	American Music Festival Trail Blazing	ESD
93235	Highbridge Prime Development 2 INC	Erie Landing	ESD
93499	Pearl Over Look Corporation	Steamboat 20	ESD
94107	Community Loan Fund of the Capital Region	Community Loan Fund Incubator Expansion - Clinton Avenue	ESD
94195	ECAC Eastern College Athletic Conference	Hudson Valley Gamer Con	ESD
94359	335 Main Street LLC	Catskill Gateway	ESD
94380	Children's Museum of Science and Technology	CMOST 2019	ESD
94513	Best Medical International	Particle Therapy Systems	ESD



	Empire State Development Grant Funds	Rensselaer	\$40,000	\$200,000	\$0		X
	Empire State Development Grant Funds	Greene	\$400,000	\$3,701,000	\$0		X
	Empire State Development Grant Funds	Saratoga	\$225,000	\$2,100,000	\$0		X
	Empire State Development Grant Funds	Washington	\$350,000	\$3,100,000	\$0		X
	Market New York	Albany	\$137,104	\$182,804	\$0		
	Market New York	Columbia	\$200,000	\$266,667	\$0		
	ESD - Strategic Planning and Feasibility Studies	Saratoga	\$25,000	\$50,350	\$0		
	Empire State Development Grant Funds	Warren	\$120,000	\$678,000	\$0		X
	ESD - Strategic Planning and Feasibility Studies	Columbia	\$17,500	\$0	\$0		
	Empire State Development Grant Funds	Columbia	\$1,569,000	\$7,633,148	\$0		X
	ESD - Strategic Planning and Feasibility Studies	Saratoga	\$37,500	\$75,000	\$0		
	Empire State Development Grant Funds	Rensselaer	\$1,100,000	\$7,220,000	\$0		X
	Empire State Development Grant Funds	Columbia	\$200,000	\$1,700,000	\$0		X
	Market New York	Albany	\$250,000	\$455,000	\$0		
	Empire State Development Grant Funds	Schenectady	\$800,000	\$15,338,620	\$0		X
	Empire State Development Grant Funds	Albany	\$120,000	\$612,622	\$0		X
	Empire State Development Grant Funds	Albany	\$800,000	\$4,000,000	\$0		X
	Market New York	Albany	\$157,324	\$242,325	\$0		
	Market New York	Greene	\$607,899	\$3,039,495	\$0		
	Empire State Development Grant Funds	Rensselaer	\$600,000	\$4,444,000	\$0		X
	Empire State Development Grant Funds	Albany	\$1,070,000	\$10,304,000	\$0		X

94531	Hunter Foundation	2019 Tannersville Painted Village Culinary Hub Strategic Investment Plan	ESD
94542	Saratoga Performing Arts Center	SPAC Roosevelt II Rehabilitation Project	ESD
94688	Capital District Cooperative Inc	Expansion of Agricultural Producers Marketplace in Capital Region	ESD
94795	Troy Waterfront Farmers Market	The Troy Public Market	ESD
95062	City of Troy	Troy Waterfront Farmers Market Public Market Hall	ESD
95074	Dagen Trucking Inc	Port Schenectady	ESD

	ESD - Strategic Planning and Feasibility Studies	Greene	\$50,000	\$100,000	\$0		
	Empire State Development Grant Funds	Saratoga	\$1,500,000	\$7,766,392	\$0		X
	Empire State Development Grant Funds	Albany	\$280,000	\$1,400,000	\$0		X
	Empire State Development Grant Funds	Rensselaer	\$115,000	\$575,000	\$0		X
	ESD - Strategic Planning and Feasibility Studies	Rensselaer	\$100,000	\$200,000	\$0		
	Empire State Development Grant Funds	Schenectady	\$1,560,000	\$7,830,000	\$0		X

## APPENDIX

- <sup>1</sup> NYS DOL, QCEW, Capital Region Total Industries.
- <sup>2</sup> U.S. BEA, "Gross Domestic Product by County," chained 2012 dollars.
- <sup>3</sup> NYS DOL, LAUS, Capital Region, Unemployment Rate.
- <sup>4</sup> Brookings Institution, "The places a COVID-19 recession will likely hit hardest," March 2020, <https://www.brookings.edu/blog/the-avenue/2020/03/17/the-places-a-covid-19-recession-will-likely-hit-hardest/>.
- <sup>5</sup> NYS DOL, QCEW, total all industries.
- <sup>6</sup> NYS DOL < QCEW, Capital Region, total all private.
- <sup>7</sup> Data.NY.Gov, "Unemployment Insurance Beneficiaries and Benefit Amounts Paid: Beginning 2001," Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady counties, <https://data.ny.gov/Economic-Development/Unemployment-Insurance-Beneficiaries-and-Benefit-A/xbjp-8sra>.
- <sup>8</sup> Center for Economic Growth, "The Capital Region Sectors that Bounced Back Most Last Summer," News & Research, March 15, 2021, <https://www.ceg.org/articles/the-capital-region-sectors-that-bounced-back-the-most-last-summer/>.
- <sup>9</sup> NYS DOL, QCEW, Capital Region all sectors.
- <sup>10</sup> USA Trade Online, HS Port-level data: Exports/Imports, New York City, NY Port: Albany, NY.
- <sup>11</sup> Center for Economic Growth, "Capital Region Businesses Awarded \$1.6 B in PPP Loans," News & Research, December 14, 2020, <https://www.ceg.org/articles/capital-region-businesses-awarded-1-6-b-in-ppp-loans/>.
- <sup>12</sup> Greater Capital Association of Realtors, Market Report, Stats, December 2020; New York State Association of Realtors, "2020 Annual Housing Market Report," Research & Data: Housing Market Reports.
- <sup>13</sup> Office of the New York State Comptroller, "Local Sales Tax Collections Decline by 10 Percent in 2020, With Major Shifts in Consumer Spending," press release, February 2021, <https://www.osc.state.ny.us/files/local-government/publications/pdf/local-sales-tax-collections-decline-by-10-percent-in-2020.pdf>
- <sup>14</sup> NYS DOL, LAUS, Capital Region.
- <sup>15</sup> Center for Economic Growth, "These 3 Capital Region Counties Boosted Domestic Migration in 2020," News & Research, May 12, 2021, <https://www.ceg.org/articles/these-3-capital-region-counties-boosted-domestic-migration-in-2020/>.
- <sup>16</sup> Rounded from 23.7 minutes in 2019. Census Business Builder, Regional Analyst Edition, Capital Region counties, Average travel time to work (minutes), 2015-2019 estimates.
- <sup>17</sup> Two Census tracts with leisure and hospitality worker concentrations above the 140 percent regional average threshold were excluded from the Magnet community list because they predominately cover college campuses: Albany County Census Tract 4.04 and Saratoga County Census Tract 613.03.
- <sup>18</sup> U.S. Census Bureau, ACS, Poverty Status in the Last 12 Months (S1701), 5-year estimates, 2010-2014, 2015-2019.
- <sup>19</sup> U.S. Census Bureau, Community Resilience Estimates.
- <sup>20</sup> U.S. Census Bureau, ACS, Educational Attainment.
- <sup>21</sup> IPEDS, Completions, Degrees total. STEM degrees: Computer and Information Sciences, Engineering, Engineering Technologies and Engineering-related Fields, Biological and Biomedical Sciences, Physical Sciences, Science Technologies/Technicians, Mechanics and Repair Technologies/Technicians and Mathematics and Statistics.
- <sup>22</sup> NYS DOE, Counties: High School Graduation Rates, data.nysed.gov.
- <sup>23</sup> Center for Economic Growth, "4 in 5 Employed Capital Region SUNY Undergrads Are Still NYers 5 Years Post-Grad," November 13, 2020, News & Insights, <https://www.ceg.org/articles/4-in-5-employed-capital-region-suny-undergrads-are-still-nyers-5-years-post-grad/>.
- <sup>24</sup> NYS DOL, LAUS, Capital Region.
- <sup>25</sup> U.S. Census Bureau, ACS, Educational Attainment.
- <sup>26</sup> IPEDS, Completions, Degrees total, Health Professions and Related Programs.
- <sup>27</sup> NYS DOL, QCEW, Capital Region, Total Industries; US BLS, QCEW, US Total Wages.
- <sup>28</sup> NYS DOE, Counties: High School Graduation Rates, data.nysed.gov.
- <sup>29</sup> NYS DOL, QCEW, Capital Region Total Industries.
- <sup>30</sup> EMSI.
- <sup>31</sup> Albany International Airport.
- <sup>32</sup> International Trade Administration, Legacy Metropolitan Export Data Tool: Exports by Metropolitan Area.
- <sup>33</sup> GLOBALFOUNDRIES, "U.S. Department of Defense Partners with GLOBALFOUNDRIES to Manufacture Secure Chips at Fab 8 in Upstate New York," press release, February 15, 2021, <https://globalfoundries.com/press-release/us-department-defense-partners-globalfoundries-manufacture-secure-chips-fab-8-upstate>.
- <sup>34</sup> Applied Materials, "Applied's New Materials Engineering Technology Accelerator Is Open for Collaboration," press release, November 8, 2019, <https://www.appliedmaterials.com/company/news/press-releases/2019/11/applied%E2%80%99s-new-materials-engineering-technology-accelerator-is-open-for-collaboration>
- <sup>35</sup> Center for Economic Growth, "NY Capital Region Inventors Listed on 1,400+ Semiconductor Device Patents in 2019 – up 8%," News & Research, October 13, 2020, <https://www.ceg.org/articles/ny-capital-region-inventors-listed-on-1400-semiconductor-device-patents-in-2019-up-8/>.
- <sup>36</sup> Center for Economic Growth, "These Semiconductor Startups Drove the Capital Region to an NSF Seed Funding Record," News & Research, February 11, 2020, <https://www.ceg.org/articles/these-semiconductor-startups-drove-the-capital-region-to-an-nsf-seed-funding-record/>.
- <sup>37</sup> EMSI.
- <sup>38</sup> Center for Economic Growth, "Capital Region Has 40 FDA-Registered Drug Establishments, including Most API MFGs in NYS," Research & Insights, December 1, 2020, <https://www.ceg.org/articles/capital-region-has-40-fda-registered-drug-establishments-including-most-api-mfgs-in-nys/>.
- <sup>39</sup> Center for Economic Growth, "The Capital Region Has This Many FDA-Registered Medical Device Establishments," Research & Insights, <https://www.ceg.org/articles/the-capital-region-has-this-many-fda-registered-medical-device-establishments/>.
- <sup>40</sup> City of Fort Collins, "Regional Growth Opportunities: Select Industry Clusters in Fort Collins," October 2006, <https://www.fcgov.com/planning/pdf/industry-clusters-doc.pdf>.
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