



Focus on the Future

MID-HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL
PROGRESS REPORT

Governor Andrew M. Cuomo
September 2012

A Message from the Co-Chairs

WE ARE PLEASED TO SHARE THE MID-HUDSON REGION'S PROGRESS ON IMPLEMENTING ITS STRATEGIC PLAN.

It continues to be an honor for us to co-chair this Council of talented individuals as we begin the work of implementing the Strategic Plan unanimously adopted in November, 2011. This past year, the Council redoubled its efforts to position our region for future success by focusing our strategies and seeking out synergies between the various projects, actions, and efforts that are taking place throughout the region. Our four, focused core strategies and four supporting strategies represent unique opportunities for the Mid-Hudson, and it is our belief that continued targeted investment in the region will result in employment and economic opportunities that will reach beyond our borders to make the future brighter for all New Yorkers.

As always, we'd like to acknowledge the hard work and expertise of the state officials and staff who helped us prepare this document, as well as the members of the public who offered valuable feedback and helped us to focus and reshape our strategies. In 2011, the region was unified by the charge given to it by Governor Cuomo; for the first time, we came together to establish common ground and common purpose. Now the Mid-Hudson continues to speak with one voice, a voice focused on the future and creating "jobs, jobs, jobs."



Dennis J. Murray



Leonard S. Schleifer

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GENERAL MEMBERS

James S. Bernardo, CLMC, CLEP, LC, CEO/Founder, Candela Systems Corporation

John J. Bonacic, New York State Senate, 42nd District

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Ned Sullivan, President, Scenic Hudson, Inc.

James Taylor, III, CEO, Taylor BioMass, LLC

Terri Lynn Ward, President/CEO, Sullivan County Chamber of Commerce

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

ELECTED OFFICIALS

Robert P. Astorino,
Westchester County Executive

Edward A. Diana, Orange County Executive

Mary Ellen Odell, Putnam County Executive

Mike Hein, Ulster County Executive

Marcus J. Molinaro,
Dutchess County Executive

C. Scott Vanderhoef,
Rockland County Executive

Scott B. Samuelson,
Chairman of Sullivan County Legislature

Mike Spano, Mayor of the City of Yonkers

Sandy Leonard, Town of Monroe Supervisor

Christopher P. St.Lawrence,
Town of Ramapo Supervisor

PART 1

The Mid-Hudson Regional Economic Development Council Takes Note and Responds

Looking Back at 2011...

In the first year of its work, the Mid-Hudson Regional Economic Development Council (“the Council”) brought together stakeholders from across its diverse seven county region to engage in a comprehensive planning process and develop a strategic plan that would chart a path to job creation and economic vitality. The Council engaged key stakeholders through a comprehensive public outreach effort which included six public meetings, eight public forums, twelve working groups with more than 100 members, and scientific polling done through the Marist Institute for Public Opinion, amongst various meeting held with community leaders, stakeholders and elected officials. Together, Council Members, members of the State Agency Resource Team, business leaders, institutions of education, and community organizations came together to conduct a comprehensive assessment of the region’s strengths, weaknesses, opportunities, and threats, and to develop a plan that included fifteen goals and attendant strategies, represented by this model:



This model and its associated goals captured the complexity of our regional economy, and recognized that no single strategy would be sufficient to serve the region’s two million residents.

Additionally, the Council crafted an implementation agenda model to ensure the plan did not “remain on a shelf,” but instead would be treated as a living document to be used in the funding of projects and other directed support, both public and private. At that time, the Council set out to create four committees, including marketing; monitoring and compliance; strategies task force; and public participation. As was the case with the overall strategies section, in 2012, the Council forged ahead with a vibrant new implementation strategy that encompassed the reorganization of the strategies, CFA 2011 awarded projects, State Agency Resource Team plan, public outreach and marketing committee.

... Pressing Forward in 2012

However, the Council also recognized that the plan was not a finished document to be placed on a shelf, but rather a living document that would evolve through assessment and improvement, since planning is a process, never a product. Following the feedback received by the Council from both regional stakeholders and the statewide Strategic Plan Review Committee, the Council identified three imperatives for 2012:

- **REVISE:** Streamline and reorganize the 15 goals in the 2011 plan, eliminate redundancies, and find areas of synergies within the goals, coming up with a manageable number of strategies to carry forward in 2012;
- **FOCUS:** Recognizing that this is a five year plan, identify the Council’s priorities for the first stage of implementation, and focus accordingly; and
- **CONNECT:** Address the weakness noted by the Strategic Plan Review Committee that the Council presented a “limited number of Priority Projects that [did] not readily align with the plan’s goals and strategies” in its 2011 Plan, by developing a pipeline of potential Priority Projects to ensure that the Council could recommend a portfolio of projects in 2012, all of which link directly to an area of focus.

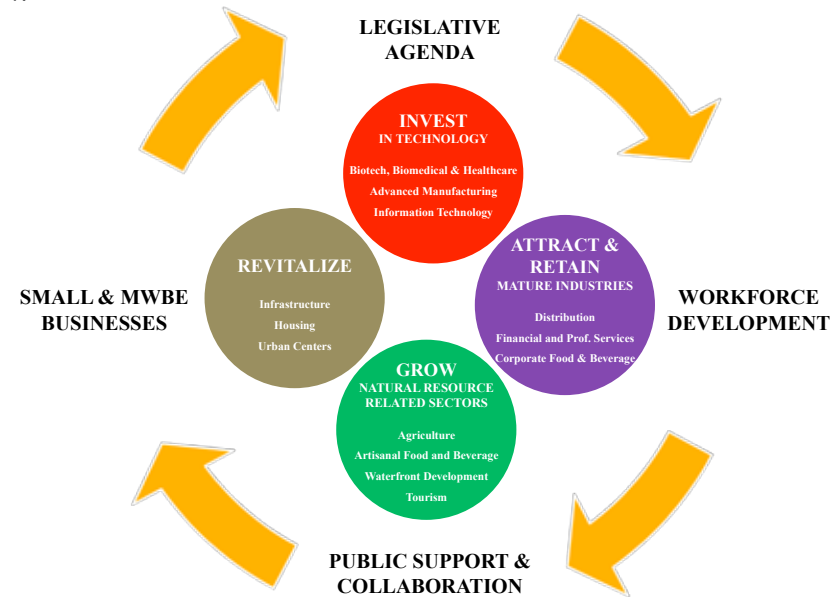
The Council also crafted an innovative approach to review its progress, the culmination of which is the creation of this report. The Council created a Strategies Committee, which in collaboration with the lead writers, revised the strategies as stated above. The Marketing Committee drafted a marketing plan, after careful consideration of the needs of the Council and the work of partnering organizations. The Marketing Committee ultimately submitted a CFA to execute the marketing plan. Finally, the Council once again leads the Regional Council statewide initiative with a comprehensive and aggressive approach to public engagement and participation, as discussed below.

Strategy Overview

FOCUSING OUR STRATEGIES TO PLAN FOR OUR FUTURE

In 2012, the Mid-Hudson Regional Economic Development Council acted decisively on the guidance it received from stakeholders and state reviewers. The Council streamlined its Strategic Plan, evaluated the first stages of implementation, developed a pipeline of Priority Projects that can begin to transform the region, and sharpened its vision for the region's 21st century growth. The result, presented here, is a focused vision for the Mid-Hudson's future.

The Council began by streamlining the 15 goals in its original Strategic Plan to four core strategies and four supporting strategies as follows:



Our Core Strategies Create Jobs in Targeted Industry Sectors

- 1. INVEST in Technology:** Strengthen the region's capacity for future growth with targeted job creation investments in the region's key industry "clusters," biotech, biomedical and healthcare; advanced manufacturing; and information technology. These clusters are pivotal to advance New York's 21st century economy.
- 2. ATTRACT & RETAIN Mature Industries:** Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, and corporate food and beverage, as these sectors represent large, vital anchor employers in the Mid-Hudson economy.
- 3. GROW Natural Resource-Related Sectors:** Leverage the region's outstanding natural resources, including its unique location between the Hudson River, Delaware River, and Long Island Sound, to sustain and promote waterfront development and industries including agriculture, tourism, artisanal food and beverage, and recreation that preserve the region's excellent quality of life.
- 4. REVITALIZE the Region's Infrastructure:** Support building projects that improve key regional infrastructure to make the region more business-ready; foster housing investment to create construction jobs and more housing supply; and support the revitalization of our urban centers as engines of regional prosperity.

Our Supporting Strategies Promote Growth in All Industry Sectors

- 1. ENHANCE** the region's workforce development initiatives through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs.
- 2. PROMOTE** entrepreneurship, start-ups, small businesses, and MWBEs through a variety of measures that will make it easier to access public- and private-sector resources for capital; workforce training; and business and technical consulting.
- 3. MAKE** the region and New York State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.
- 4. ENSURE** public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional Plan, the forthcoming Mid-Hudson Regional Sustainability Plan, and consideration of new opportunities.

The Result: An Integrated Approach to Economic Development in the Hudson Valley

This streamlining is designed to eliminate overlapping goals and categories and to provide more focus to the selection of priority projects, the implementation agenda, and performance evaluation.

Synergies achieved by the streamlining of strategies:

- One of our cluster industries, biotech and other life sciences, has been redefined to include biomedical as well as healthcare, classified last year among the region's mature industries. This change recognizes, first, that medical devices, diagnostic tests, and medical software (biomed) is a discrete opportunity separate from biotech and other life sciences and, second, that the network of hospitals, outpatient medical practices, and specialty care centers in our region is large and highly developed and is poised for further growth because of today's senior population and the Baby Boom generation, about half of which is now age 60 or older. Moreover, the Council sees an opportunity for the region to tie together its considerable health care assets to become a national center for expertise and innovation across the full health care continuum, from research and product development to patient care.
- We have refined last year's natural resources-related strategy by including waterfront development along the Hudson River and along Long Island Sound as major opportunities that tie to tourism and recreation. We have also added to the natural resources strategy support for businesses that produce or distribute locally grown food and beverage products, as we recognize that these businesses create many indirect jobs as well as direct jobs by buying ingredients from local farmers, attracting visitors to their retail establishments and tasting rooms, and contributing to the image of the Hudson Valley as a "hip" and eco-conscious region adjacent to the largest population cluster in the United States. We have also added reference to the forthcoming and complementary Mid-Hudson Regional Sustainability Plan and fuller reference to renewable energy, green industry, and sustainable development.

- Our “revitalize” strategy similarly groups infrastructure projects, housing investments, and urban improvements and redevelopment in a single strategy that promotes investments in the region’s physical assets, housing stock, and urban centers as a means of creating immediate construction jobs and a foundation for long-term growth.

2012 MHREDC STRATEGIES COMPARED WITH 2011 MHREDC GOALS	
2012 CORE STRATEGIES	2011 GOALS
<p>INVEST in Technology: Strengthen the region’s capacity for future growth with targeted job creation investments in the region’s key industry “clusters,” biotech, biomedical and healthcare; advanced manufacturing; and information technology. These clusters are pivotal to advance New York’s 21st century economy.</p>	<p>Invest in “cluster” industries such as biotech, high-tech manufacturing, and information technology.</p> <p>*Note: Broadened to include healthcare in 2012.</p>
<p>ATTRACT & RETAIN Mature Industries: Undertake initiatives to retain and stimulate more mature industries such as distribution, financial and professional services, and corporate food and beverage, as these sectors represent large, vital anchor employers in the Mid-Hudson economy.</p>	<p>Retain and stimulate more mature industries such as distribution, financial and professional services, food and beverage, and healthcare.</p>
<p>GROW Natural Resource-Related Sectors: Leverage the region’s outstanding natural resources, including its unique location between the Hudson River, Delaware River, and Long Island Sound, to sustain and promote waterfront development and industries including agriculture, tourism, artisanal food and beverage, and recreation that preserve the region’s excellent quality of life.</p>	<p>Leverage the region’s outstanding natural resources, tourism industry, and agriculture in a “natural infrastructure” strategy that protects agriculture and the environment and recognizes these as important to tourism and as quality-of-life attributes that are critical to attracting and retaining high-quality jobs for all key industry sectors.</p> <p>Develop non-mandated programs that encourage, educate and foster green development projects as part of developing a green Hudson Valley Economy.</p> <p>Build on the unique location of the Hudson Valley and promote waterfront development in order to enhance tourism, recreation, and trade.</p> <p>*Note: Broadened to include waterfront development (Goal 13 in 2011) in 2012.</p>

<p>REVITALIZE the Region’s Infrastructure: Support building projects that improve key regional infrastructure to make the region more business-ready; foster housing investment to create construction jobs and more housing supply; and support the revitalization of our urban centers as engines of regional prosperity.</p>	<p>Improve key regional infrastructure to make the region more business-ready.</p> <p>Foster housing investment to attract jobs to the region, create construction jobs, and support the overall health of the regional economy through a vibrant housing market.</p> <p>Support the revitalization of our urban centers as engines of regional prosperity.</p>
<p>2012 SUPPORTING STRATEGIES</p>	
<p>ENHANCE the region’s workforce development initiatives through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs.</p>	<p>Enhance the region’s talent pipeline.</p> <p>Make the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region.</p>
<p>PROMOTE entrepreneurship, start-ups, small businesses, and MWBEs through a variety of measures that will make it easier to access public- and private-sector resources for capital; workforce training; and business and technical consulting.</p>	<p>Promote entrepreneurship, start-ups and small businesses.</p> <p>Support MWBEs (Minority and Women Business Enterprises).</p>
<p>MAKE the region and New York State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.</p>	<p>Make the region and NY State more business friendly by considering tax and administrative policy initiatives to ensure businesses locate and state in the region.</p>
<p>ENSURE public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional Plan, the forthcoming Mid-Hudson Regional Sustainability Plan, and consideration of new opportunities.</p>	<p>Embrace inter-regional partnerships that leverage cross-region resources.</p> <p>Align public-private support to ensure implementation of the regional Plan and consideration of new opportunities.</p>

Our Revised Strategies Play to Our Regional Strengths

We reaffirm our analysis of the region in the 2011 Strategic Plan, including these distinguishing features of the region:

- The Mid-Hudson Region is the physical and economic bridge between downstate and upstate New York.
- More than 2,000,000 people call the Mid-Hudson home. Since the last census, Orange County grew 9.2%, Rockland grew 8.7%, Dutchess grew 6.2%, Sullivan grew 4.8%, Putnam grew 4.1% Westchester grew 2.8%, and Ulster grew 2.7% -- a dramatic contrast to the 2.1% rate of growth for the state as a whole. The Mid-Hudson is also home to a large percentage of the state's population as a whole: 17.8% of NYS's population, not residing in New York City, lives in the Mid-Hudson.
- The Mid-Hudson is the most diverse region in the state, with a broad a mix of urban, suburban, and rural areas; a diverse population with respect to demographic, workforce and economic characteristics; and a full spectrum of businesses within its borders, including six Fortune 500 corporate headquarters – IBM, Pepsico, ITT, Jarden, Mastercard, and Universal American – to small professional service and financial concerns; from industrial manufacturing to commercial operations; from expansive retail operations to important agricultural producers. The region is also home to the state's 4th largest city, Yonkers, as well as many small cities, towns, and rural villages.
- The region's proximity to New York City, the Long Island region, Connecticut, Northern New Jersey, and Pennsylvania is an important asset, as it expands job opportunities for commuting residents; positions the region to participate in inter-regional economic growth opportunities; and provides access to and markets (including for tourism, agriculture, and locally produced, premium-quality food and beverages) for its businesses. However, the region's proximity is also a challenge as it makes competition to retain and attract businesses to the region aggressively competitive. Still, the NYC- NY-NJ-PA region is the fourth fastest growing region in the United States, and the easy access to the city's world-class entertainment and cultural offerings adds to the attractiveness of the region as a place to live.
- The presence of many colleges and universities and progressive educational and work ethic exhibited throughout the region has produced a highly diversified and educated workforce of 1.2 million, one that has skills needed by the economy of the 21st century and, where these are lacking, a capacity for training to acquire those skills. A hefty 85 percent of Hudson Valley residents have graduated high school, and 37 percent of adults of at least 25 years of age in the Mid-Hudson Valley possess at least a Bachelor's Degree, a significantly higher percentage than the statewide average of 32 percent and the national average of 28 percent. A total of 17 percent of adults of at least 25 years of age in the region have earned a graduate degree, higher than the New York State average of 14 percent and significantly better than the national average of just 10 percent.
- The Mid-Hudson region has eight State University of New York campuses (two-year and four-year institutions) conveniently located throughout the region that have total enrollment of more than 55,000 students, a workforce of 7,135 employees, and an annual payroll of \$256 million. There are also 18 independent colleges and universities that offer varied curricula to prepare students for the ever-changing needs of both the public and private sectors in the Mid-Hudson region. They are directly and indirectly responsible for an estimated 25,900 jobs and nearly \$1.3 billion in annual payroll, have an enrollment (fall 2009) of 52,156 students and grant 13,842

degrees. It is estimated that these campuses contribute \$4.2 billion to the New York State economy each year. Collectively, these institutions provide the region with an extraordinary infrastructure for the life-long learning requirements associated with 21st century economic change and growth.

- The region also has many highly ranked school districts, an important factor for highly skilled workers when they are deciding where to raise children. A significant number of school districts in the region are considered among the best in New York State, making the Mid-Hudson an attractive location for companies seeking to relocate and expand.
- Other regions and states catalyze technology-based companies through technology transfer and co-location on or near research universities. Short of establishing a research university in the region, there is an opportunity for New York State to fund Centers for Advanced Technology in the Mid-Hudson, one of the few regions in the state that does not have such a center today. Academic institutions such as SUNY New Paltz and Marist College are well integrated with local high-tech and IT industries, and the large universities and medical schools in Manhattan are resources for the life science cluster in Westchester County, as is New York Medical College in Westchester and a school of osteopathic medicine that Touro College is planning in Orange County.

THE NEW MID-HUDSON CORE STRATEGIES ADVANCE UNIQUE ECONOMIC DEVELOPMENT OPPORTUNITIES:

Core Strategy 1: INVEST in Technology

Biotech, Biomedical, and Healthcare

The Mid-Hudson Region offers the best hope for New York State to build a vibrant commercial bioscience industry. Critical commercial mass is clearly evidenced by more than 200 life science and pharmaceutical companies that call the Mid-Hudson home, and by the excellence evidenced in its biotech, biomedical and healthcare sectors. The region is home to Regeneron Pharmaceuticals, now the largest biotechnology company in the state and one of the six largest in the world, as well as Novartis, Pfizer, Avon, Par Pharmaceutical, OSI Pharmaceuticals, Amgo Pharmaceuticals; Charles River Laboratories; ContraFect; Orogenisis; Profectus; PsychoGenics; Teva; Acorda Therapeutics, and many small development-stage companies.

The cluster effect means that it is easier to hire local talent here than in less commercially developed life science clusters and easier to attract talent from other states. When nurtured, a cross-fertilization of ideas, alliances and strategic partnerships can take place. The region's close proximity to the robust life sciences sectors in New Jersey, Long Island, New York City, and Eastern Pennsylvania further enrich the region's potential for economic and workforce growth in the life sciences. Another benefit of an established cluster is the range of business (accounting, legal, HR) and technical services available to local firms, not only in the region but also nearby in New York City and northern New Jersey, home to many Big Pharma headquarters.

On the downside – and one that underscores the need for an active state economic development role in support of bioscience in the region – is that the state's largest bioscience employer and facility for nearly 100 years is currently being downsized, shedding jobs, R&D and manufacturing capacity, and economic security for the

region. The facility, currently operated by Pfizer, Inc. in Rockland County, is shrinking its workforce from over 6,000 a few years ago to under 1,200. The 535 acre campus, complete with research, manufacturing, and laboratory space in one of the premier research and manufacturing facilities in the world, offers unparalleled potential for refurbishment to other bioscience/biomedical uses. Members of the Mid-Hudson Council (Rockland Community College and Rockland Economic Development Corporation) continued discussion with Pfizer Inc. this year, as well as Stony Brook University and the New York State Biotechnology Association. In the next several months, communications will continue with the State of New York, private entities and not for profits as the concepts embraced by Pfizer evolve.

The Mid-Hudson region has the further advantage of being close to the world-class biomedical research institutions and hospitals in New York City. This is important because proximity provides local companies with opportunities for research collaborations and for recruiting graduate students. Proximity to New York City can also be a draw for Manhattan professors who want to start life science companies and for Manhattan bioscience start-ups that are expanding, as by moving only a short distance north of the city they can find less expensive and more plentiful lab space, generally good public school systems for their children and their employees' children, and still keep their ties to New York City.

In-region resources for research collaborations and recruiting include New York Medical College in Westchester, the new Touro College school of osteopathic medicine in Orange County, and two nationally-renowned specialty research and patient care organizations -- the Burke Rehabilitation Center for patients with neurological injuries in Westchester and the Center for Discovery for children and adults with developmental disabilities in Sullivan County. The region's colleges have a tremendous capacity to educate, train, and support the professional development of the region's health care workforce: Rockland Community College alone has nearly 500 students in its nursing pipeline. Westchester, Orange, Dutchess and Ulster County Community Colleges are also leaders in educating the region's health care workforce in the wide range of high wage, in-demand middle-skill health care jobs (jobs requiring advanced education and training at the associates level, such as nursing, occupational and physical therapy, diagnostic medical sonography, dental hygiene, and other areas).

Advanced Manufacturing

Manufacturing has long been a mainstay of the Mid-Hudson economy, and the adaptability of this sector has allowed it to evolve and thrive in the 21st century. In fact, the transformation from a labor-intensive manufacturing to the technology-intensive, innovative, and collaborative manufacturing processes now being undertaken on a national scale, actually began in the Hudson Valley nearly two decades ago, as the region rebuilt its manufacturing base after the significant downsizings of IBM. It is a region and industry cluster that has also learned to innovate and collaborate to survive.

More than 1,700 manufacturing organizations exist in the Mid-Hudson Region, an axis of economic growth with a biotechnology cluster at its southern pole; a diverse manufacturing base (food processing to medical device manufacturing to machining and high tech) in its mid-section; and a world-class nanotechnology hub to the north. This manufacturing and innovation plexus is supported by a highly educated (and still under-employed) workforce; a developing innovation ecosystem linking university and private research capacity, venture capital, and workforce training resources; and an unparalleled transportation network comprising six interstates, access to six

international airports and five commuter rail lines with 75 stations.

Economic studies and experience have shown convincingly that a technology-based regional economy rests upon an intellectual infrastructure (universities, community colleges and research laboratories); mechanisms for knowledge transfer between individuals and companies (industrial consortia, for example); high-quality telecommunications and transportation capabilities; a technical workforce; and sources of risk capital. All of these elements are abundantly present in the region.

Economic development work along this advanced manufacturing axis is well underway: Federal grants, in the millions of dollars, awarded from the Economic Development, Education and Training and Small Business Administrations, and the US Department of Energy, informed by detailed analysis of technology cluster life-cycles, are funding ambitious programs in places like Newburgh and Kingston and throughout our region and are already producing results. We will leverage those federal dollars as well as the region's technology infrastructure and its efforts to strengthen the global economic competitiveness of the region, the state, and the nation as a whole.

Information Technology

The Mid-Hudson is uniquely positioned to become not only a state, but a world-wide leader in the information technology (IT) industry, due to the combination of manufacturing, training, and research that occurs here.

The Mid-Hudson benefits from synergies between five major IBM sites and the Institute for Data Center Professionals, all located within the region. Therefore, not only are large systems like the IBM's zEnterprise manufactured in the Mid-Hudson, but the region also has the capacity to train workers on these systems, addressing a national shortfall in this area. The Institute for Data Center Professionals (IDCP), funded by the NSF in 2004 and housed at Marist College, offers online training and certificates to IT professionals, responding to the aforementioned critical skills deficit in the area of large systems and data center operations. Students from 24 countries across the globe have enrolled in one or more of these certificate programs. The IDCP also offers training in the area of analytics, using an analytics cloud that allows students access to cutting-edge analytics tools such as SPSS Modeler and Cognos.

In addition to the unique IT manufacturing and training that takes place in the region, the Mid-Hudson is also the home of advanced applied research in the areas of cloud computing and analytics, focusing on large-scale computing; remote hosted services; virtualization; grid computing; utility computing; provisioning; and metering and billing. Its work in these fields has been funded by several National Science Foundation (NSF) grants; the IBM-Marist Joint Study; foundation grants, including a recent grant from the Bill & Melinda Gates Foundation; and corporate partnerships with such companies as Cisco, Goldman Sachs, Brocade, and Juniper.

The convergence of IT manufacturing, training, and research in the region makes it a logical place to establish a center for cloud computing that could offer cloud-based IT services to New York businesses at lower than market prices. This would give local firms a competitive advantage, as commercial cloud computing service offerings are largely too expensive for small and medium sized businesses to utilize. Such a center, supported by Marist and IBM, would be a signature and unique economic development program in New York.

Core Strategy #2 – ATTRACT and RETAIN Mature Industries

Mature industries in the Mid-Hudson are the backbone of the economy, not only for our region, but for New York State as a whole. Highly developed (mature) industries in the Mid-Hudson include: financial and professional services (employment: 83,000) and corporate food and beverage producers and distributors (employment: 53,000), concentrated in the southern part of the region; and distribution centers (employment: 10,000), most of which are in Orange County close to major interstate highways and Stewart International Airport, where they are able to reach approximately 52 million people within a one day ground transportation.

Recent wins in attracting food and beverage companies such as Sabra Dipping and the R&D group at Dannon (U.S.) demonstrate that the region, already home to corporate offices of PepsiCo, Heineken USA, Dannon (U.S.), Kraft, and Pernod Ricard (U.S.), can be attractive for food and beverage corporations. The financial and professional services sector remains in transition from the financial crisis of the last years; retaining the current jobs in the region is the Council's immediate priority. The reduction/abolition of the MTA Tax, which affected a majority of counties in the region, is a decided plus for the competitiveness of the Mid-Hudson for financial and professional services and the corporate food and beverage sectors. So too is reconstruction of the Tappan Zee Bridge, which will ease congestion for commuters between Rockland and Westchester Counties.

The Mid-Hudson Region is located in the epicenter of the Boston-Washington Corridor and, because of its geographic location, distribution facilities are within a six-hour drive of 68 million U.S. and Canadian customers, 21% of American manufacturers, and a \$227 billion retail sales market. Their reach into the retail market is further moved by their access to the 4 R's of economic development: Road, Rail, River, and Runway. These distinguishable facts make the region the most desirable northeast location to site a distribution facility. Additionally, dozens of Build-Now New York shovel ready sites have been identified through a rigorous series of tests that confirm the sites are ready for immediate development, reducing the time to begin construction and providing valuable savings.

Core Strategy #3 – GROW Resource-Related Sectors

The Mid-Hudson region's world-class natural beauty, spectacular public parks, pivotal place in American history, its cultural attractions, and proximity and transportation links to Manhattan are tremendous assets in attracting and retaining new and existing employment opportunities. From the Hudson River and Highlands to Long Island Sound, the Catskills and rich and extensive farmland, the region's natural, cultural and touristic resources are both magnets for CEOs making decisions about where to locate headquarters and manufacturing facilities and sources of employment in natural resource-related industries. The \$5 billion tourism industry within the Mid-Hudson and the \$800 million agricultural industry possess job potential that spans the private, public and not-for-profit.

The Mid-Hudson has another asset that the Council recognizes as special: the proximity to New York City and its suburbs form an enormous nearby market from which (with more promotion and selective development) the region can draw more visitors on day trips and overnight visitors to grow our \$5 billion tourism industry. In addition, a study completed by SUNY New Paltz has shown that the Mid-Hudson is among the national leaders in the Community Supported Agriculture (CSA) movement, and proximity to the New York City market will continue to be important to the region's growing farm to market economy.

The Council's strategy will preserve, enhance, and restore our natural assets – including revitalization of former

industrial waterfronts and urban tributaries and historic resources. On a parallel track, we will develop the region's resource-related sectors – its agricultural economy and related food distribution and artisanal food and beverage industries create and promote new tourist destinations such as the Walkway over the Hudson that breathe new life into our urban areas and make the region more attractive for young members of the labor pool. The result will be a strengthened business climate for sustainable development in the region.

Core Strategy #4 – REVITALIZE Infrastructure, Housing, and Urban Centers

The Mid-Hudson Region has the fastest growing population in New York State, alongside New York City. This core strategy recognizes the need to upgrade the region's infrastructure, housing stock, and build on momentum to make its urban centers more attractive as places to live, work, and shop, and to direct new development into priority growth centers supported by transit. The strategy also recognizes the potential of such revitalization programs to create short-term construction jobs, and through improvements to the region's physical stock, spur long-term economic vitality.

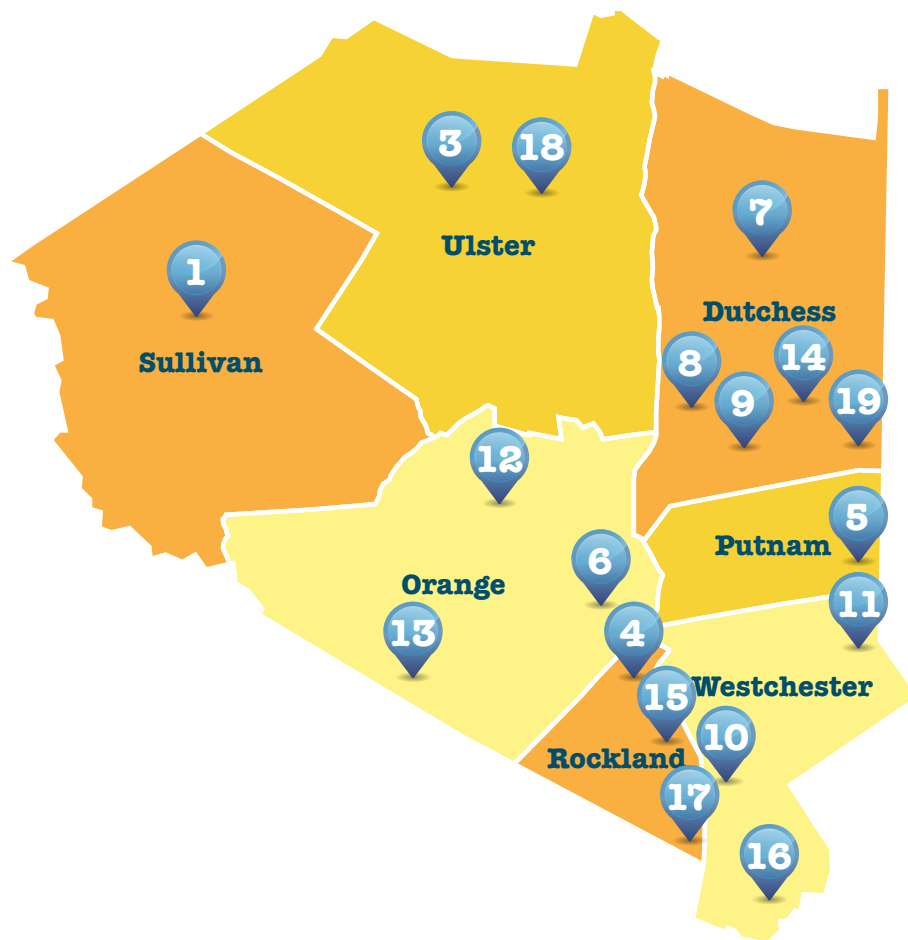
Some 13% of the Mid-Hudson workers are employed in construction, representing just under 40,000 individuals. Providing support for revitalizing the region's infrastructure helps keep these workers employed and helps stimulate the region's economy. The replacement of the Tappan Zee Bridge offers enormous potential for economic and job growth for the region, while underscoring the region's aging infrastructure, housing stock, and urban centers that grew around industrial development in the 19th and 20th centuries.

Public Engagement

WHERE WE'VE BEEN, WHO WE'VE SEEN

In 2012, the Council continued its extensive efforts to reach out to the public to solicit input, identify opportunities, and inform them on the CFA process. Throughout the past year, Hudson Valley Pattern for Progress, private county economic development agencies and chambers, and Empire State Development came together to organize meetings in each county to explain the CFA process and invite applications. This effort attracted more than 550 attendees, and resulted in 251 CFAs for this round – the second highest number in the state.

In addition, the Council identified the need to solicit Priority Projects in order to build a pipeline of transformative projects that were closely aligned with the Council's Core Strategies for 2012. In July 2012, the Council sent a Call for Priority Project Proposals. This solicitation described the Council's 2012 focus, priority project scoring criteria and Priority Project application. The response was an impressive 68 projects seeking consideration vs. approximately 12 last round. The Council ultimately endorsed 22 of these transformative projects (see Appendix 1 for a complete list), all of which map to one or more of the Council's core strategies.



1. Sullivan County: March 5 CFA Public Forum hosted by Empire State Development (ESD) and Hudson Valley Pattern for Progress (Pattern)
2. Local Government Day with Hudson Valley Municipal Officials in Albany, March 2, hosted by ESD
3. Ulster County: CFA Forum at SUNY Ulster, March 29, hosted by ESD and Pattern
4. Rockland County: CFA Forum at Rockland County Community College, March 29 hosted by ESD and Pattern
5. Putnam County: CFA Forum at Putnam Hospital, April 18, hosted by ESD and Pattern
6. Orange County: Meeting with Orange County Chambers of Commerce, April 24 hosted by ESD
7. Dutchess County: MHREDC Meeting, FDR Library, Hyde Park, April 25
8. Dutchess County: CFA Workshop at Marist College, April 25, hosted by ESD and Pattern
9. Dutchess County: Small Business Roundtable with Dr. Murray and ESD President/CEO Ken Adams, May 1
10. Westchester County: Hudson Valley Mayor's Roundtable at Pace University, hosted by ESD, May 9
11. Westchester County: CFA Workshop at Purchase College, May 16 hosted by ESD
12. Orange County: Stewart Airport Commission meeting with ESD, May 22
13. Orange County: CFA Workshop at SUNY Orange Middletown hosted by ESD and Pattern, May 23
14. Dutchess County: CFA Workshop at Marist College, June 25 hosted by ESD
15. Rockland County: Rockland Real Estate Roundtable with ESD, June 25
16. Westchester County: MHREDC Meeting, College of New Rochelle, June 29
17. Rockland County: MHREDC Meeting, St. Thomas Aquinas College, August 22
18. Ulster County: Public Forum at SUNY Ulster, August 23, hosted by ESD and Pattern
19. Dutchess County: MHREDC Meeting, Marist College, August 31

The Council continues to use all avenues to communicate with the Public. Facebook and Twitter have proved useful sources for disseminating information and receiving feedback with both platforms increasing in followers.

Performance Measures

HOW ARE WE DOING?

The Council has been charged with analyzing the success of the 2011 Strategic Plan, evaluating the effectiveness of the Plan's strategies and, over time, calculating the benefit of the region's transformative priority projects. The Plan initially anticipated that at least 16 months would need to elapse between the time projects were funded and the useful evaluation of their value for realizing planning goals, and thus for validation of strategies. Therefore, the year-to-year data contained below was primarily produced to assist the Council in evaluating the Plan and its strategies, and to identify economic development trends in the region that may be useful to the Council in identifying priority projects and adjusting its strategies going forward.

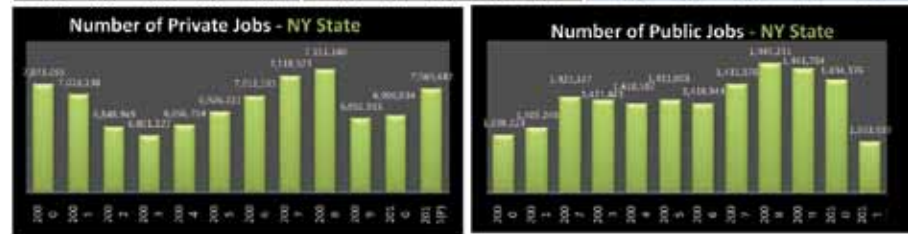
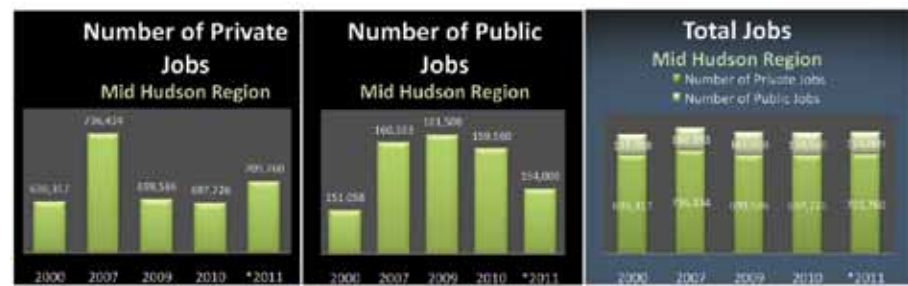
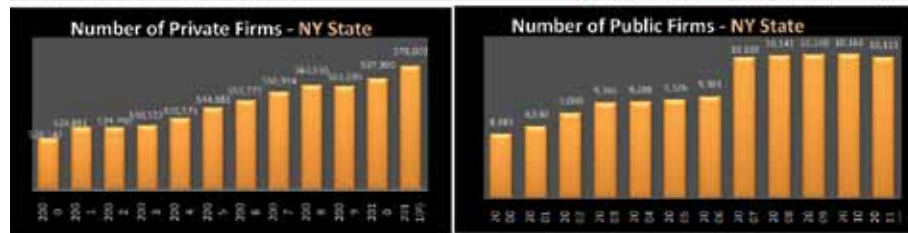
The 2011 Plan identified nine indicators in a "Regional Dashboard," which is intended to be used to identify economic development trends in the region. These indicators are:

1. Number of Employees/Businesses
2. Number of Jobs
3. Wages
4. Productivity
5. Economic Well-Being
6. Tax Burden
7. Population Migration
8. Workforce Commuting
9. Perceptions of Economic Outlook

This data will be used and modified, as necessary, to give the Council, stakeholders and the public the information needed to evaluate the plan and its components. Moving forward, this data will be presented and analyzed at the regional, sector, and project level in order to evaluate the plan's impact. As an initial baseline, this report presents the indicators for the region as a whole.

1 and 2. Number of Employees/Businesses and Number of Jobs

The Hudson Valley Region's economy has improved from the depths of the recession, and the number of businesses and private sector jobs created has increased from 2010 to 2011. The total number of businesses increased by 0.5 percent to 71,762 over the period, while the number of jobs created totaled 12,034 for a growth of 1.7 percent over the period. Budget crises have contributed to a large number of layoffs in the public sector, down 3.5 percent, or 5,551 jobs.



* Data for 2011 is preliminary and subject to revision

Source: Quarterly Census of Employment and Wages, developed through a cooperative program between the State of New York and the U. S. Bureau of Labor Statistics.

3. Wages

From 2010 to 2011, the average yearly salary in the region's private sector increased by 1.5 percent, to \$52,530, ranking second highest in the state, trailing only the New York City Region which boasted an average wage of \$83,704. Meanwhile over the same period, average yearly wages in the public sector increased by 2.0 percent, to \$61,707.



* Data for 2011 is preliminary and subject to revision.

Source: Quarterly Census of Employment and Wages, developed through a cooperative program between the State of New York and the U. S. Bureau of Labor Statistics.

4. Productivity

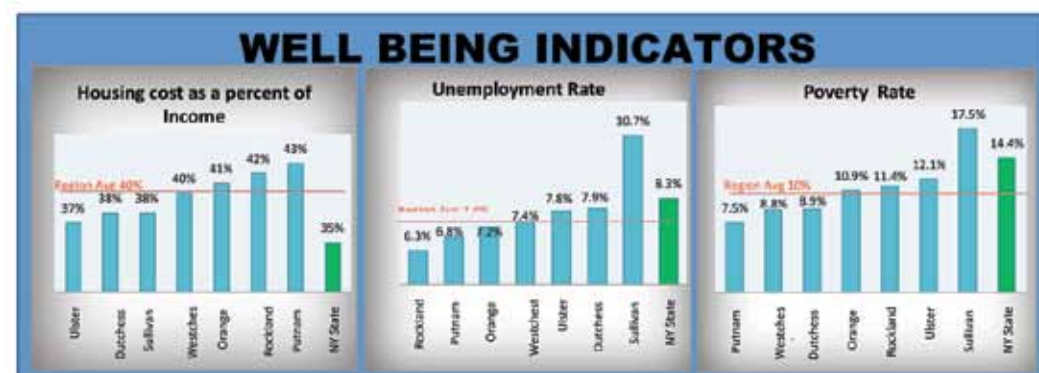
The Metrics Committee will measure and analyze labor output data to determine the effectiveness of the Plan and gauge the economic impact of the Regional Council's priority projects as the year continues. To date, the 2011 CFA Awards garnered a total investment of \$389,589,871 in the region, leveraging \$37,837,585 in CFA funds. The 61 projects will retain about 500 jobs, and total job projections equal 1235. Additionally, ESD has provided leveraged approximately \$21,000,000 in incentives to approximately 20 projects throughout the region for a total investment of \$345,561,700 in New York State. The projects have the potential of creation 6,500 jobs in the region.

5. Economic Well-Being

“Economic Well Being” is one of eight areas measured for the SUNY New Paltz CRREO Regional Well Being Index. Economic Well Being is tracked through the separate and combined use of three measures selected as indicative of the capacity of the region’s economy to reasonably support its population. A vital region provides good paying jobs for its workforce. Low and/or declining unemployment and poverty rates, relative to state and national levels and levels elsewhere in New York, are clear indicators that the regional economy is performing to this standard. A vital regional economy supports a region’s residents at a level at which they can afford the essentials of life. Housing is one such essential. An agreed norm is that family housing costs should not exceed 30% of income. The degree to which the region approaches this norm is a powerful and practical measure of the performance of the regional economy for citizens.

County	Housing Cost/ Income	Unemployment Rate	Poverty Rate
Dutchess	38%	7.9%	8.9%
Orange	41%	7.2%	10.9%
Putnam	43%	6.8%	7.5%
Rockland	42%	6.3%	11.4%
Sullivan	38%	10.7%	17.5%
Ulster	37%	7.8%	12.1%
Westchester	40%	7.4%	8.8%
Region	40%	7.4%	10.0%

Source: U.S. Census American Community Survey 2008-2010. Note: Housing cost is the percent of Households with 30% or more of income needed for housing.



The common definition of affordable housing is housing that requires less than 30% of a household’s total income. Four in ten households in our region have housing costs that exceed 30% of their income. The average unemployment rate for the region was 7.4%. All counties in the region fell within the 6%-8% range with the exception of Sullivan County, where the unemployment rate was 10.7%. The poverty rate for the region was 10%; again, Sullivan County, at 17.5%, was a high outlier.

6. Tax Burden

County	Average Tax Bill	Median Income	Average Tax Burden
Dutchess	\$5,541	\$69,739	8%
Orange	\$5,634	\$69,144	8%
Putnam	\$7,939	\$88,619	9%
Rockland	\$8,248	\$82,245	10%
Sullivan	\$4,052	\$46,209	9%
Ulster	\$4,967	\$56,434	9%
Westchester	\$12,341	\$77,881	16%
Region	\$8,744	\$73,661	12%

Source: For Average Tax Bill, NYS Office of Real Property Tax 2010. For Median Income, U.S. Census American Community Survey 2008-2010. Note: Average Tax Bill includes total residential property taxes: county, city/town/village, and school. Average Tax Burden is computed Average Tax Bill / Median Income.

The average monthly tax bill in the Mid-Hudson region ranges from \$4,052 (Sullivan) to \$12,341 (Westchester). Adjusted in relation to income, the average tax burden is 12%; the highest burden is in Westchester at 16%.

7. Population Migration

	Population			
	2000	2010	Net Change	% Change
Hudson Valley	2,179,189	2,290,851	111,662	5.10%
Dutchess County	280,150	297,488	17,338	6.20%
Orange County	341,367	372,813	31,446	9.20%
Putnam County	95,745	99,710	3,965	4.10%
Rockland County	286,753	311,687	24,934	8.70%
Sullivan County	73,966	77,547	3,581	4.80%
Ulster County	177,749	182,493	4,744	2.70%
Westchester County	923,459	949,113	25,654	2.80%

Source: U.S. Census (to confirm)

The region’s population grew by 5.1 percent, or 111,662 people, over the past decade (2000 to 2010). Within the region, all seven counties experienced an increase in population. Orange County experienced the largest percentage increase in population over the period, adding 31,446 people, and accounted for close to 30 percent of all population growth in the region. Westchester (+25,654), Rockland (+24,934), Dutchess (+17,338), Ulster (+4,744), Putnam (+3,965), and Sullivan (+3,581) followed.

8. Workforce Commuting

County	Work in Own County	Work in NYS Outside of Home County	Work Outside of NYS
Dutchess	67%	30%	3%
Orange	64%	27%	8%
Putnam	33%	60%	6%
Rockland	58%	28%	14%
Sullivan	70%	27%	3%
Ulster	66%	33%	1%
Westchester	63%	31%	6%
Region	62%	31%	7%

Source: U.S. Census American Community Survey 2008-2010.

9. Perceptions of Economic Outlook

Every five years, the Marist Institute for Public Opinion conducts a comprehensive poll analyzing the region's perception of its economic conditions. The last poll was released in 2007; an update is expected by the fall of 2012. The Council will consider the results of that poll in future planning.

The Metrics Committee will continue to monitor and revise the data presented in this section to provide the Regional Council with the performance measures necessary to evaluate the strength and effectiveness of the regional plan, to assist in proposing solutions to advance the plan's objectives and to enhance the economic well being of the region.

PART 2

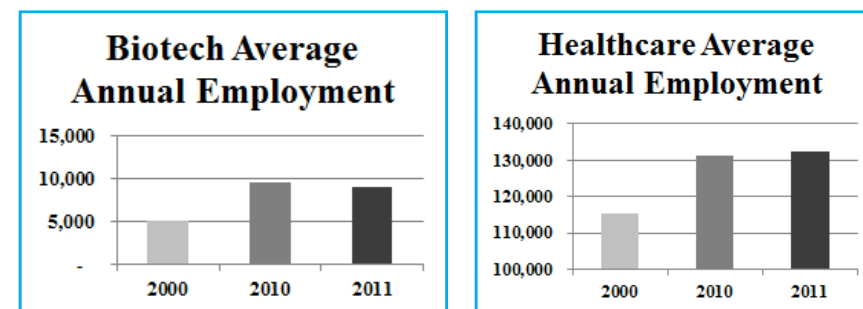
The Mid-Hudson Regional Council Implements its Strategic Plan for Job Growth

Core Strategy 1: Invest In Technology

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

BIOTECH, BIOMEDICAL AND HEALTHCARE

Progress Overview



The largest biotech companies in the Mid-Hudson region continued to expand staff this year, including Tarrytown-based Regeneron (1,700 employees at year-end 2011, expanding toward 2,000 by year-end 2012); Acorda, which in July 2012 moved 200 employees into new corporate offices and R&D labs in Ardsley; and ContraFect Corporation, which grew to 35 employees in 2012 and began renovation of additional office/lab space in Yonkers. Acorda is the lead tenant at the Ardsley Park life science campus, a facility that had been substantially vacant for several years until it was purchased in 2011 and renovated by BioMed Realty Trust, a large specialty REIT that also owns The Landmark at Eastview in Tarrytown, where Regeneron is the anchor tenant.

Several smaller bio-medical firms made important progress that positions them for growth in the region in the coming years. Life Medical Technologies of East Fishkill, Dutchess County raised \$1.3 million from high net-worth individuals, bringing total capital raised to \$8 million. The new funds will enable the company to move its breast cancer diagnostics into production and helped Life Medical recruit an experienced medical device executive to be the company's Chief Executive Officer.

NY BioHud Valley, a regional cluster development initiative co-led by Westchester County Office of Economic Development and Hudson Valley Economic Development Corporation, has seen Westchester County on the forefront of promoting growth in the life sciences industry. Promotion activities include conducting Ivy League-level, mini-MBA programs for biotechnology employees of local firms in order to encourage expansion of life sciences firms; actively participating in educational and attraction activities at industry trade shows such as the BIO International annual meeting; and attracting new companies to the region. Westchester County has actively recruited new companies and health-related organizations (some new to the area, some here and established) to assist in the further development of the NY BioHud Valley – these include Axon Communications, Leason Ellis, Burke Rehabilitation Research, and Curry Rockefeller Group.

Other noteworthy accomplishments in the region include:

- SilaRx Pharmaceuticals was awarded nearly \$1 million in Excelsior Tax Credits and is moving forward with its relocation within the Hudson Valley, after having secured a location in Putnam County. The project will retain 40 jobs, while creating another 69.
- Histogenics, Waltham, MA, recently expanded in Westchester by purchasing two large vacant buildings that will house a massive campus for current and future employees. Empire State Development played a critical role in the expansion of this project, providing incentives for jobs to be created.
- Kolmar Laboratories, located in the City of Port Jervis, is a leading contract manufacturer of fine color cosmetics, personal care products and over the counter pharmaceuticals. Kolmar received over \$5 million in incentives to remain in New York, where it employs 400. Kolmar operates from a 264,000 square foot facility and is vital to the economy of Port Jervis.
- Vitane Pharmaceuticals, Congers, NY completed a renovation of its existing facility and established a new manufacturing and packaging facility in August, 2012, creating between 30 to 40 FTE jobs.
- Affina Biosciences – a start-up contract research company, moved from Stamford, CT to Elmsford, NY, bringing with it 7 jobs and the expectation of more to follow.

Average total employment in biotech and other life sciences in the Mid-Hudson region in 2011 was 9,047, down 560 jobs from the prior year average, due primarily to job reductions at Pfizer's large R&D and production campus in Pearl River, Rockland County and the closure of Aureon Biosciences in Yonkers, Westchester County. Employment in biotech and other life sciences is dwarfed by the more than 132,000 jobs in the health care sector, the region's largest sector by employment. These numbers include approximately 30,000 jobs with the 30 hospitals in the region that belong to the Northern Metropolitan Hospital Association. The region is also home to nationally renowned specialty facilities such as the Burke Rehabilitation Center in Westchester and the Center for Discovery (for adults and children with developmental disabilities) in Sullivan County.

The hospitals, outpatient clinics, and private physician practices in the region – and indeed, across New York State¹ -- comprise a rich network of clinical-care resources for the region's research and development-focused biotech and biomedical sectors. Opportunities exist to conduct clinical trials of new product candidates locally and, more generally, to tie resources together to create in the Mid-Hudson region excellence across the health care continuum.

¹ Biopharmaceutical companies are or have conducted more than 6,200 clinical trials of new medicines in New York State since 1999, according to a recent report by the Pharmaceutical Research and Manufacturers Association, "Pharmaceutical Clinical Trials in New York." These represent approximately one third of all clinical trials conducted in the United States.

Spotlight on Regional Council Member-led Initiatives: New York Medical College (NYMC), a private, not-for-profit health sciences university, has commenced renovation of an existing biotechnology research and development facility at its Valhalla, Westchester County campus. Phase 1 of the project is being funded by NYMC and includes infrastructure upgrades to the current facility and space for the Hudson Valley Biotechnology Center for Disaster Medicine and Emerging Infectious Diseases, a nationally-recognized program based at NYMC that draws on the College’s expertise in vaccine development. Construction of the first phase of the biotech incubator at NYMC (formally called Phase 2 of the overall project), one of the Council’s 2011 Priority Projects, is scheduled to start Spring 2013. Phase 2 includes a build-out of 2,000 sq. ft. of laboratory and office incubator space for life science start-ups in the same facility that will house the disaster medicine program. The Council has also endorsed this as a 2012 Priority Project. This project would expand the incubator space fivefold to house for up to 3 years 12 resident start-up bioscience companies and 12 non-resident companies.

Rockland Community College and the Rockland Economic Development Corporation, with involvement from Stony Brook University and others, continued their dialogue with Pfizer, Inc. about the potential for establishing an “innovation accelerator” on the 535 acre Rockland campus. The group will continue to discuss and develop the potential project in the upcoming year.

NY BioHud Valley may organize a networking event for fall 2012 that will bring together Hudson Valley bio-medical companies, entrepreneurs, investors, technology transfer officials of leading academic research institutions in Manhattan, professional service providers, and others who comprise the “ecosystem” that bioscience companies depend upon.

Council members have undertaken an initiative to identify and convene venture capitalists who reside in New York State, Fairfield County, CT, and northern New Jersey who are active investors in life science companies. New York ranks third among states, after California and Massachusetts, in total venture dollars under management and in NIH grant awards but seventh in terms of where life science venture dollars were invested in the period “2004-2009”, with only 8% of the bioscience investments made in California, 23% of those made in Massachusetts, and 45% of those made in New Jersey. In its 2011 Plan, the Council identified expanding the capital available to local early-stage companies as a critical need if the region is to capitalize on its current biotech, high-tech and IT clusters. To raise the profile of Hudson Valley bio-medical companies and to start a dialogue with investors who engage in both early- and later-stage venture investments, the Council is organizing a meeting with leading VCs at Regeneron’s Tarrytown offices for fall 2012. The VCs will be asked what public-sector and private-sector programs and policies would, if adopted, stimulate more life science venture capital investments in New York State. The discussion is likely to include a review of a number of investment incentive programs that have been adopted by other states.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Establish a life science “incubator” in the region that offers start-up firms low-cost, well-equipped lab space, as well as business support and access to broader biological research infrastructure.	New York Medical College (NYMC) has commenced renovation of an existing biotechnology research and development facility at its Valhalla, Westchester County campus, and received \$4 million in NY State funding in the 2011 round of CFA funding.	Monitor progress and advocate for funding for Phase 2 of the project through NYMC’s 2012 CFA application (12/2012 and ongoing until the project’s completion).
Improve access to capital for start-up life sciences firms.	An Innovate NY Fund has been funded and investments of NY State dollars (from a federal grant) have been made in several NY-focused venture capital funds.	Discuss with NY State Comptroller’s Office the business case for allocating more Retirement Fund assets to venture funds that invest in NY State companies (12/2012). Convene a meeting for Lt. Gov. Duffy and the Council co-chairs with venture capitalists resident in New York State, Fairfield County, CT, and northern New Jersey who are active investors in life science companies (01/2013). Partner with the NY Biotechnology Association to make the business case for renewed and expanded Emerging Tax Credit, allowing R&D Tax credits to be bought and sold between companies, and developing a state matching grant for NY companies that win SBIR-STTR grants. Present findings to ESD and the governor’s executive staff (12/2012).
Provide specialized training to further develop the local workforce. Encourage publicly-supported training for skills development and enhancement to deepen the labor pool and defray in-house training costs for small, cash-limited firms.	Through Westchester Community College, NY Bio-Hud Valley conducted Ivy League-level, mini-MBA programs for biotechnology employees of local firms.	The Council will continue to partner with community colleges and business organizations to ensure that specialized training programs are offered in the region (ongoing).

<p>Deepen relationships with New York City's world-class research universities, which can be the source of employees, ideas, collaborations, and patents for many biotech and other life sciences firms.</p>	<p>Contacts made with NY Biotechnology Association, president of Rockefeller University, tech transfer offices of NYC-based research universities, and NYC Economic Development Corp., which is involved in spearheading life science investments in NYC.</p>	<p>With NY Bio Hud Valley, organize a 2nd networking and educational event in Westchester (first event held in fall 2011) to bring together the regional life science community. This year's event to target venture capitalists and tech transfer officials and scientists of NYC research universities to make business-academic connections that may lead to more technology transfer and company formation in the region (11/2012).</p>
<p>Advocate for the restoration of full funding for the Centers for Advanced Technology (CAT) program, which capitalizes on the \$2 billion annual investment by the federal government in New York's academic research infrastructure by bridging the gap between early-stage discovery and commercial development. Funds for life sciences workforce training programs, such as the Building Skills in New York State (BUSINYS) training grant program, should be expanded immediately, as this can be an immediate spur to job growth.</p>		<p>Present the case for these to ESD and the governor's executive staff (12/2012) alongside the NY Biotechnology Association, the originator of this proposal.</p>
<p>Seek New York State funds for more competitive marketing programs and business start-up assistance programs, as both are needed to raise the profile of the Mid-Hudson Region and make the process of locating in the region easier for start-up and growing life sciences companies.</p>	<p>NY Biotechnology Association, NY Bio-Hud Valley and Regeneron staffed booths on the tradeshow floor of the BIO International annual meeting. NY Bio Hud Valley and Hudson Valley Economic Development Corp. actively marketed the region to new companies and were successful in attracting several small companies.</p>	<p>The Council has submitted a CFA for marketing to further promote the region.</p>
<p>Convene regional stakeholders to explore opportunities to repurpose the excess capacity/surplus real estate at Pfizer's Pearl River facility and provide funding in 2012 for a third-party feasibility analysis.</p>	<p>SUNY Rockland developed a proposal to lease vacant Pfizer space and create a jobs accelerator for the life sciences and other technology-based industries with participation from SUNY Stony Brook and other parties.</p>	<p>Continue to monitor and encourage discussions currently underway. Work with participants to submit a Priority Project application in 2013 (10/2012 and ongoing).</p>



PRIORITY PROJECT

iBio - Westchester County

A transformational project for the regional economy and New York State, iBio-NY is a public-private partnership enterprise on the campus of New York Medical College (NYMC), the region's premier medical research university. The iBio Project is a biotech incubator which will allow residents access to shared resources, including equipment and a wet lab. The incubator and workforce training suites will be housed in the structure as well. NYMC has committed \$10 million of its own funds for this project and federal funds have been committed as well to ensure the project is completed successfully.

Phase 1, which has already begun, will include the build out of 25,000 square feet of space in the facility, which will be fitted out as a disaster medicine, clinical skills laboratory and workforce training suites. Once the funding from the first round of the REDC process is received, Phase 2 of the project, which is the build out of 2,000 sq. ft. of incubator space will commence. If the \$6 million requested in this application is received, it will become Phase 3 of the project.

Slated to open its initial phase in 2013, iBio-NY is designed to generate exceptional enterprise opportunities and attract new scientists and biotech firms to the region. The creation of a biotechnology incubator is a regional economic priority because it will create and retain jobs; establish the platform for entrepreneurs and start up biotechnology companies to create even more jobs; provide specialized workforce training; and create a sustainable, energy efficient facility in a revitalized vacant building. The region has 83 biotechnology companies and over 10,000 biotechnology jobs. iBio-NY will create an incubator space for entrepreneurs, a shared resources facility for virtual incubator participants and a workforce-training program for all of the region's existing biotechnology companies to train and retrain displaced workers, disenfranchised communities, and returning veterans.

Potential Funding Source: Regional Council Capital Fund

Total Cost: \$20,000,000

Requested Allocation: \$6,000,000

Total Jobs: 10 direct; 197 indirect

Total Construction Jobs: 125

Budget: \$3,250,000 NYS Gen * NY * sis Program; \$6,750,000 sponsor equity and private philanthropy; \$4,000,000 CFA 2011 Award



PRIORITY PROJECT

Center for Discovery – Sullivan County

The Regional Children’s Assessment Center licensed as a Specialty Hospital will expand The Center for Discovery’s capabilities through the creation of a 60 bed Assessment Center and Integrated Specialty Hospital for Children with Autism, Severe Development Disabilities, and Medical Complexities in Harris, Sullivan County. This premier Specialty care facility and its innovative model will be a statewide resource for people with disabilities, their families, schools, and their communities and stand as a national model. Once operational, this project will create 300 jobs and is projected to save the State of New York more than \$30,000,000 annually.

This transformational project will serve as a national model by dramatically improving the way in which services are delivered to people with disabilities. This new paradigm of specialty care for developmentally disabled children prevents dependence on costly out-of-state life-long placements, extended hospitalizations, emergency room visits, and nursing home admissions.

As the single largest employer in Sullivan County with 1,432 full-time employees – and an operating budget of approximately \$90,000,000 annually – The Center for Discovery has long been an important part of the Mid-Hudson Region’s economy.

Potential Funding Source: Regional Council Capital Fund

Total Cost: \$36,000,000

Requested Allocation: \$6,000,000

Total Jobs: 300 (direct)

Total Construction Jobs: 120

**Budget: \$27,000,000 private financing;
\$3,000,000 private philanthropic gifts**



PRIORITY PROJECT

**Touro College of Osteopathic Medicine
Orange County**

The Touro College of Osteopathic Medicine plans to open a four-year medical campus geared to training physicians with emphasis on primary care. This will create over 800 direct and indirect jobs and will educate well over 600 trainees (students and residents). This project is designed to address the regions’ low health indices while elevating the platform of Orange Regional Medical Center to that of a center for graduate medical education. Experience in Harlem shows a conservative infusion of \$60 million dollars by year three. This will serve as a base for physician recruitment in this area with a shortage of health professionals.

The expected outcomes of this project include a completed renovation of the Horton Tower facility, the hiring of staff and faculty, and the recruitment and admission of the school’s inaugural class which will begin their first semester of medical school in the summer of 2014. The expected deliverables for the Touro College of Osteopathic Medicine Horton Hospital project will be the submission of the renovation plan, job creation reporting, and job monitoring reporting.

The creation of a Touro College of Osteopathic Medicine campus in Middletown directly addresses priority needs established by the Mid-Hudson Regional Development council such as making scientific classrooms available to healthcare workers and making the Mid-Hudson region more attractive to young educated professionals in order to stop “youth flight” and “brain drain” in the region. Approval of funding will also ensure that the Horton facility will immediately be reused by a healthcare educational institution which can adapt the hospital setting into a medical school setting in an attainable and expedient fashion.

Accreditation for the school is under consideration and expected by the end of 2012.

Potential Funding Source: Regional Council Capital Fund

Total Cost: \$8,500,000

Requested Allocation: \$1,500,000

Total Jobs: 150

Total Construction Jobs: 150 (direct), 800 (indirect)

Budget: \$7,000,000 private equity



PRIORITY PROJECT

Crystal Run Healthcare – Orange County

Crystal Run Healthcare, a premier, for-profit, multispecialty medical practice providing medical services in Orange and Sullivan Counties, will construct a 128,000 square foot outpatient medical building in the Village of Monroe, Orange County. Construction costs are in excess of \$35,000,000 and total costs approximate \$54.3 million. The owner occupied facility will create over 200 construction jobs and 452 net new permanent jobs (with benefits) providing payroll of over \$144 million during the first 5 years.

Crystal Run has completed multiple similar projects successfully and plans to open this facility July 2014. All permits are substantially in place.

Funding Source: Regional Council Capital Fund; Excelsior Tax Credits

Total Cost: \$54,293,798

Requested Allocation: \$5,000,000 capital; \$6,000,000 tax credits

Total Jobs: 452

Total Construction Jobs: 200

Budget: \$43,293,798 private equity and financing



PRIORITY PROJECT

**Bon Secours/Good Samaritan Hospital
Rockland County**

Bon Secours Charity Health System proposes a three-story, 100,000 square-foot, state-of-the-art, LEED-certified, medical office building that will house a regional cancer center, a regional medical reference lab, and physician practice offices.

Proposed for Village of Montebello, within the town of Ramapo, Rockland County, New York, this new center will not only meet the critical healthcare needs of a currently-underserved population in the Mid-Hudson region, but also to act as a catalyst and engine for economic growth throughout the region.

The project will create over 75 construction jobs in the short term, but, more importantly, approximately 90 high-paying, sustainable full time positions. Moreover, this project will be a “force multiplier,” with a regional employment impact that will extend far beyond the actual operation of the facility. Creating jobs, saving lives, easing the burden on families faced with a cancer diagnosis. This project is a winner for the Mid-Hudson region.

Funding Source: Regional Council Capital Fund

Total Cost: \$51,022,000

Requested Allocation: \$20,000,000

Total Jobs: 80

Total Construction Jobs: 75

Total Budget: \$31,122,000 private equity



PRIORITY PROJECT

Northern Westchester Hospital Westchester County

This project will construct six new, state-of-the-art regulatory compliant operating rooms, surgical support space and a 13 universal bed Post Anesthesia Care Unit in the existing 17,000 square feet shell space (entire project is about 43,000 sf) above the Hospital's new Emergency Department. The project will modernize the surgical suite and increase surgical capacity to accommodate NWH's growing surgical volume. As a result of this project, NWH anticipates hiring 116 full-time employees (primarily New York State residents who live in the Hudson Valley) over the next five years and estimates that 128 temporary construction jobs will also be created by this project.

Funding Source: Regional Council Capital Fund

Total Cost: \$42,172,321

Requested Allocation: \$1,000,000

Total Jobs: 116

Total Construction Jobs: 128

**Total Budget: \$36,000,000 private financing;
\$3,086,160 private equity; \$3,086,161 not-for-profit funding**



PRIORITY PROJECT

Sound Shore Medical Center Westchester County

Sound Shore Medical Center (SSMC) has partnered with Landmark Healthcare Facilities (LHF) to build a medical office building on hospital property. This project will allow SSMC to expand existing emergency services, as well as inpatient and outpatient services, to better serve the community. The project will result in long-range operational efficiency, while improving the hospital's competitive position in the marketplace. A new, 530-space parking structure is the cornerstone of the project, which advances the health industry and produces taxes and jobs in New Rochelle.

The facility will provide reserved physician parking, an additional 233 spaces to accommodate the long term parking needs of the hospital, as well as an opportunity to provide some shared parking for the residents in the vicinity.

While it is the new medical office building on the hospital's campus that will lead to increased market-share for Sound Shore Medical Center in our region, this parking structure is the linchpin to the entire development, as it will accommodate the current and future parking needs of the medical center.

Funding Source: Regional Council Capital Fund

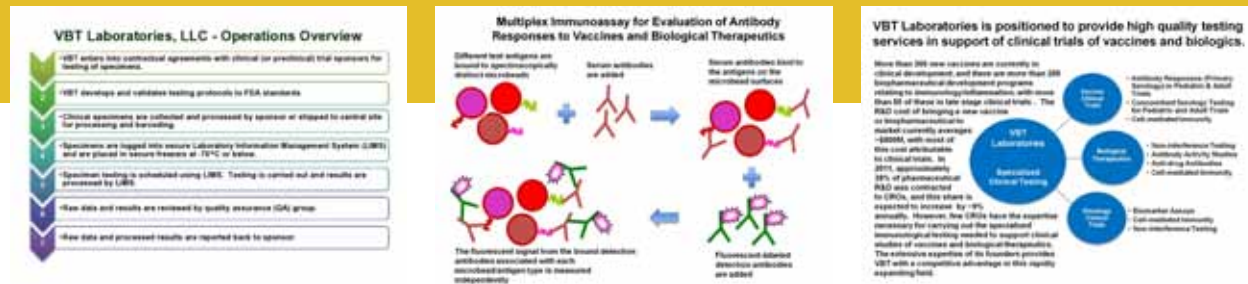
Total Cost: \$59,725,430

Requested Allocation: \$3,600,000

Total Jobs: 160

Total Construction Jobs: 600

**Total Budget: \$43,825,430 private financing;
Tax exempt IDA bond financing \$12,300,000**



PRIORITY PROJECT

**VBT Laboratories
Westchester County**

VBT Laboratories, LLC is a start-up contract research organization providing high quality testing services supporting preclinical and clinical studies of vaccines and biotherapeutics. VBT utilizes the extensive expertise of the founders and cutting-edge technologies to meet all regulatory requirements for highly specialized testing applications.

Substantial initial infrastructure plus requirements for validation of equipment and testing protocols mean limited profitability in the first 24 months. Subsequently, the return on investment is expected to be highly favorable.

We forecast the employment of 10 to 13 highly trained individuals in the first year of operations. Partnerships and investments by established research institutions are being investigated.

VBT Laboratories will provide support services, primarily specialized testing, for biotechnology and pharmaceutical companies. By providing these services to biotech and pharma companies in the Mid-Hudson region, as well as to companies located elsewhere, VBT will form synergistic partnerships with the cluster of biotech companies already located in the area. As the number of biotech companies in the Mid-Hudson area reaches critical mass, more biotech startup and small to mid-sized pharmaceutical companies will be attracted to the area, due to the region's many advantages and to committed support from the area economic development council. This will result in continued job growth in the private biotech sector in the Mid-Hudson, providing a prolonged economic boost for this region.

Funding Source: Regional Council Capital Fund

Total Cost: \$8,100,000

Requested Allocation: \$800,000 capital; \$156,650 tax credits

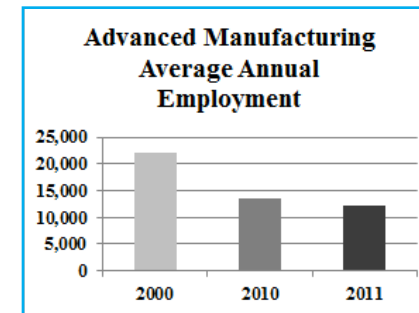
Total Jobs: 26

Total Construction Jobs: 3

Total Budget: \$7,143,350 private equity

ADVANCED MANUFACTURING

Progress Overview



Manufacturing in the Mid-Hudson continues to position itself well to take advantage of the industry-wide shift from high volume, labor intensive processes to high value added, technology intensive ones. Nowhere is this more apparent than in the growth of both semiconductor and nanotech manufacturing in the region. Several Ulster County manufacturers are now supply chain vendors to the semiconductor and nanotechnology industries, including Precision Flow Technologies, VEECO, Fala Technologies, Sonotek and others.

Several manufacturers in the Mid-Hudson continued to expand both space and staff this past year. Notably, Ceres Technologies – located in the Town of Ulster and Saugerties, Ulster County – is adding 75 jobs over the next several years to meet the needs of the Photovoltaic Manufacturing Consortium created by CNSE. Ceres is a 2011 CFA awardee (\$764,000 in Excelsior Tax Credits; the reduction from the \$1 million award came after the company modified its job milestones) and was recently highlighted by Lieutenant Governor Duffy at an event in its Saugerties facility. The project moves forward toward completion in 2016.

Hunter Panels, a manufacturer of rigid foam insulation roofing materials, is constructing a 360,000 square foot facility in Hamptonburgh, Orange County that will add 70-90 employees to staff the facility. Orange Packaging, which manufactures point-of-purchase displays and custom protective packaging and employs more than 100 Mid-Hudson residents, expanded its production capacity by leasing 55,000 square feet of additional space in Newburgh, Orange County. Aurochemicals, a manufacturer of natural aroma chemicals for the flavor and fragrance industry, invested approximately \$3 million in its facility in Washingtonville, Orange County and added 20,000 square feet and 9 new jobs to accommodate a growing inventory.

Retention efforts kept a significant number of manufacturing jobs from leaving the region this past year. Wolf-tec and Stavo, manufacturers of food processing equipment and pharmaceutical filtration equipment, respectively, were successfully retained in Kingston, Ulster County, through local efforts. The two companies partnered to buy an existing vacant 200,000 square foot warehouse in the heart of the City of Kingston, a \$12 million investment that will retain more than 120 jobs and create 45 more over the next 4 years. Intercos, one of the world's leading operators in the creation, development and production of make-up, is renovating its Congers, Rockland County facility, retaining 120 jobs and creating 45 new full-time equivalents.

A number of new manufacturers were successfully attracted to the Mid-Hudson over the course of the past year. Takasago International Corporation, a company that develops flavors and fragrances for food, beverage, fine fragrance, household and personal care products opened a facility in Harriman, Orange County in 2011. The company invested \$15 million in the 130,000 square foot facility that immediately employed 70, with incentives from ESD totaling \$189,000. Shelbourne Plastics, a Vermont based company that manufactures HDPE and polypropylene bottles and containers, was recently recruited by the Sullivan County Partnership to purchase and rehabilitate an existing facility in Bridgeville, NY, and will create 50 new jobs.

Spotlight on Regional Council Member-led Initiatives: The Council continues to pursue its strategy defined in the 2011 plan of creating a regional center to provide base studies, applied science and engineering, business systems support, business process support, and a facility to help foster shared research or collaborations between companies:

- The Center for Global Advanced Manufacturing (CGAM), a regional, industry-led, public/private partnership dedicated to providing programs and services to Mid-Hudson manufacturers, recently incorporated as a 501 (c) (3). In 2011 it formed a Board of Directors, drafted by-laws and key governance documents and will file an application for tax exempt status later this year. Its operations are in several strategic locations to be proximate to the manufacturers and its home address is 434 Old Neighborhood Road, Kingston, NY. CGAM is currently installing a proof of concept design center in Rockland, a machinist training program in Orange, and a shared test and characterization equipment laboratory in Ulster for use by the regions manufacturers. All this enhances viability and global competitiveness.

<p>Create a regional center to provide base studies, applied science and engineering, business systems support, business process support, and a facility to help foster shared research or collaborations between companies. This would be the applied manufacturing equivalent of the CNSE (Center for Nanoscale Engineering) in Albany.</p>	<p>The Center for Global Advanced Manufacturing (CGAM), a regional, industry-led, public/private partnership dedicated to providing programs and services to Mid-Hudson manufacturers, recently incorporated as a 501 (c) (3). In 2012 it formed a Board of Directors, drafted by-laws and key governance documents. It has locations across the region's, and is installing a proof of concept design center in Rockland, a machinist training program in Orange, and a shared test and characterization equipment laboratory in Ulster for use by the regions manufacturers. All this enhances viability and global competitiveness.</p>	<p>Machinists Training Program will be operational by 09/2013 in Orange County with its first enrolled class. A proof of concept design center in Rockland will service the region with 3D printing and design tool support operational by 03/2013. The Characterization and Test Equipment Lab will be open in Ulster County beginning 12/2012. Additional equipment will be added to the lab with CFA funds (03/2013).</p> <p>Utilize cloud technologies and link in the Cloud Computing Center at Marist to host and distribute design tools and applications that will enhance productivity of the manufacturing cluster (12/2013).</p> <p>Continue academic collaboration with SUNYIT and MSMC to provide technical and business resources to support the regions manufacturers. A Manufacturing Technology course will be available 09/2013 and a "Business of Manufacturing" course (03/2013).</p>
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Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Offset the relative high costs of real estate and other cost disadvantages by investing in shovel-ready development sites to mitigate the time and expense typically associated with construction projects in the region, and collaborating with county IDAs and local development corporations to provide low-cost building loans and tax abatement plans to improve affordability.</p>	<p>Council Members and/or Center for Global Advanced Manufacturing (CGAM) representatives have met with each county to describe the benefits of these actions.</p>	<p>CGAM will meet with every IDA and county economic development staff, as well as HVEDC, to assure a focus on ready space and economic incentives appropriate to keep our manufacturers competitive (01/2013).</p>



PRIORITY PROJECT

Center for Global Advanced Manufacturing Orange, Ulster Counties

The Center for Global Advanced Manufacturing will support the 1,771 manufacturing firms in the Mid-Hudson (an industry with \$4 billion wages and 50,000 employed) with an aligned technology and business support structure to enable the sector’s growth, competitiveness, and sustainability. The Center addresses technology and innovation, business issues, and startup requirements unique to the manufacturing sector. SUNYIT and Mount St. Mary College in Newburgh are academic leads with the Council of Industry, Hudson Valley Technology Development Center and The Solar Energy Consortium, joining to form the Center. A Machinists Training program, Proof of Concept Design lab, and a \$1 million Characterization and Test lab are underway.

Funding Source: Regional Council Capital Fund

Total Cost: \$6,125,000

Requested Allocation: \$1,525,000

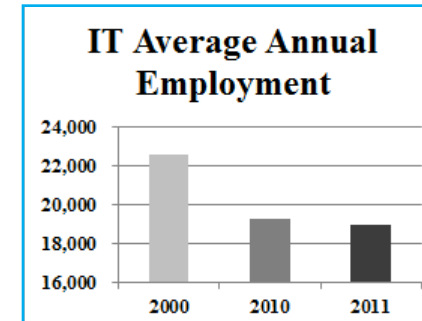
Total Jobs: 1150 (indirect)

Total Construction Jobs: 2

Total Budget: \$4,525,000 philanthropic commitments,
including in-kind contributions

INFORMATION TECHNOLOGY

Progress Overview



The Mid-Hudson’s information technology cluster continues to thrive, anchored by the presence of five major IBM sites located within the region and its world headquarters located in Armonk, Westchester County. In 2011, the Watson Research Center showcased a break-out achievement in analytic software in the Watson/Jeopardy Challenge, establishing the Mid-Hudson as a world center for analytics research.

IBM’s new zEnterprise System is a major hardware platform supporting cloud computing, and represents an opportunity for the region to not only produce hardware and software, but to take a leadership position in the ability to do research and training on the platform. This past June, Marist College hosted the Enterprise Computing Community Conference (ECCC), funded by a grant from the National Science Foundation (NSF), on its Poughkeepsie campus. The conference brought together 150 corporate leaders and technologists on topics including zEnterprise applications, technology, migration, and research projects; and virtualization technologies. The College also recently received a \$678,883 grant from the NSF in order to acquire an Enterprise level system for research and research training, which will benefit the institution’s ongoing efforts in the area of cloud computing.

This grant comes on the heels of two other awards in the area of information technology recently awarded to the College. The first, a \$400,000 NSF CPATH Grant will support work with academic and industry partners to revitalize undergraduate education in enterprise computing. The second, a \$250,000 EDUCAUSE Next Generation Learning Challenges grant from the Bill and Melinda Gates Foundation, will fund the Open Academic Analytics Initiative (OAAI), which applies business intelligence (academic analytics) tools as means to identify students who are at risk of not completing college courses successfully.

While Dutchess and Westchester Counties employ the highest number of IT professionals in the region, Rockland and Orange Counties have distinguished themselves for the high concentration of data centers located there. Hudson Valley Economic Development Corporation (HVEDC) has been actively marketing the region’s IT/Data Center cluster as part of its “Choose NY Hudson Valley campaign.”

Spotlight on Regional Council Member-led Initiatives – Council members have been active in pursuing the goal outlined in last year’s plan of “establishing the region as a world leader in cloud computing and analytics.”

Thanks to Council-led efforts, the High Performance Computing (HPC) Consortium recently invited Marist

College to join the consortium in the area of cloud computing. HPC is a statewide effort to keep New York State in a leading technological position with respect to high performance computing both nationally and internationally. HPC is a critical enabling technology upon which many other major technological advances depend for the ability to rapidly produce accurate models and simulations of complex phenomena as needed in the development of new products and services. It is crucial to moving forward in advanced manufacturing, biotechnology, nanotechnology, energy, environmental change, etc.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Establish the region as a world leader in cloud computing and analytics by developing a regional public Cloud Center to foster development projects and new application of cloud and analytics technology.	<p>IBM and Marist College submitted a CFA and the Council selected it as a 2012 Priority Project a proposal that, if funded would create such a center.</p> <p>Marist currently deploys a suite of cloud-based services to corporations, 14 local school districts, and other non-profits throughout the region.</p>	<p>Monitor progress and advocate for funding for this project through the 2012 CFA application (09/2012 and ongoing until the project's completion).</p> <p>The Council will continue to advocate for further deployment of cloud-based technologies to local businesses (9/2012 and ongoing).</p>
Promote collaboration between university computer science and information technology faculty, government officials, and research companies in the region and throughout the state.	Thanks to Council-led efforts, the New York State High Performance Computing (HPC) Consortium recently invited Marist College to join the consortium in the area of cloud computing. HPC is a statewide effort to keep NYS in a leading technological position with respect to high performance computing both nationally and internationally.	The Council will continue to promote collaboration and research through the HPC2's member institutions: Rensselaer, Stony Brook National Labs, the University at Buffalo, and Marist College (9/2012 and ongoing).
Provide workforce development through existing technology training programs at regional community colleges and the NSF-funded Institute for Data Center Professionals (IDCP).	<p>The IDCP's cloud-based virtual computing laboratory offers analytics tools to people in the U.S. and 21 different countries</p> <p>The z/OS Knowledge Center, another cloud-based initiative, allows students around the world to access the z/OS operating system for research and lab work.</p>	The Council will continue to work through its educational partners to ensure that training in the region is responsive to emerging needs (09/2012 and ongoing).

Offer incubation and support for early-stage development and innovation projects, especially SMBs, start-ups, veteran-owned, minority-owned and women-owned businesses.	Marist currently incubates a woman-owned publishing company, which has developed an interactive electronic textbook alternative, which it makes available through the Cloud.	The Council will continue to support projects in the region that are consistent with this goal (9/2012 and ongoing).
Make the Region more attractive to IT businesses by building out regional infrastructure.	Governor Cuomo has announced the Connect NY Program, which will provide \$25 million in grants to bring high speed Internet access to unserved communities throughout the state.	The Council will promote the Connect NY Program throughout the region (9/2012 and ongoing).

Core Strategy 2: Attract & Retain



PRIORITY PROJECT

Cloud Computing and Analytics Center Dutchess County

The Cloud Computing and Analytics Center (CCAC), a first-of-its-kind partnership between IBM and Marist College, will take advantage of a significant and unique opportunity to establish New York as a leader in the use of advanced technology for economic development. The Center will also play a role in the New York State High Performance Computing Consortium (HPC2), allowing the Consortium to include analytics and big data as part of their offerings, increasing New York State's competitiveness in this vital area that is not currently part of the HPC2 offerings.

The Center will have regional and state-wide impact by providing access to emerging technologies that all businesses will need to exploit to remain competitive in the future. The Center will transform the region by supporting all stages of business growth: innovation, development, business planning, incubation, technical consultation, prototyping and testing, product launch, and workforce training. It will do so through its three components: a Workforce Development Cloud, which will provide critical education and training; a Cloud Computing Incubation and Analytics Center, which will nurture the companies of the future and encourage them to stay in the region; and an Analytics Cloud, that will make some of the world's most powerful business intelligence tools available and affordable to companies in the region. The Center will immediately generate 28 positions, and a conservative estimate of 100 other jobs created/retained per year.

Funding Source: Regional Council Capital Fund

Total Cost: \$42,375,000

Requested Allocation: \$3,750,000

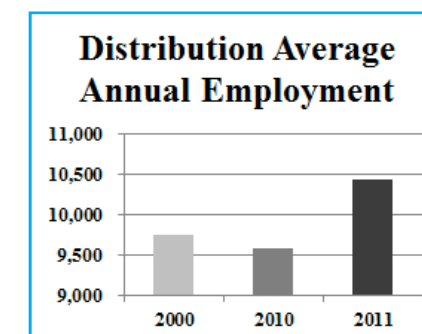
Total Jobs: 18 (direct), 300 created or retained (indirect)

**Total Budget: \$32,400,000 in-kind contribution;
\$4,335,000 private equity; \$1,890,000 NSF Award**

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

DISTRIBUTION

Progress Overview



Distribution continues to flourish as an anchor industry in the Mid-Hudson, a result of the region's proximity to six international airports, extensive rail system, and highway system. The region, which is already home to more than 800 firms operating 4,100 distribution facilities, saw a number of new jobs created this past year.

Perhaps the largest expansion in this area is being undertaken by the furniture company Raymour and Flanigan, which is renovating an 893,000 square foot warehouse and distribution facility in Montebello, Rockland County. When the project is complete in summer/fall 2012, it will create 200 jobs in the first year, and an additional 100 over the course of the next several years. ESD played a critical role in securing Raymour and Flanigan to this site providing a competitive and ultimately winning incentive package to ensure it be sited at this important facility. Also of note, FedEx is currently constructing a 100,000 square foot ground transportation facility in Blauvet, Rockland County that will create 62 new jobs upon its completion in summer 2012.

In other facility expansion news, K&M Packing, grower/processors on more than 1,000 acres, invested \$4 million in a new 23,000 square foot facility in the Town of Newburgh, Orange County this year. SunWize Technologies, a distributor of solar panels, leased a 55,000 square foot facility in the Town of Wallkill, Orange County that created 45 new jobs. Barette Outdoor Living, a leading vinyl, wood and aluminum manufacturer of fencing and decking products that distributes its product across North America, leased a 60,000 square foot distribution facility in Town of Wallkill, Orange County that employs 15 workers. Orange County is home of the majority of Big-Box sites in the Mid-Hudson and is a formidable leader in distribution attraction in the northeast.

Ace Endico Food Distribution Services in Brewster, Putnam County currently employs 175 associates and services more than 2,000 customers from a newly expanded 120,000 square foot distribution center with a fleet of more than 50 trucks. The company services Yankee Stadium, Applebee's and a number of other small chain food operators. First year sales in Putnam reached \$75 million, and estimates project over \$150 million in years to come.

Although Ulster County has had some success in small to mid-sized distribution facilities, it is in expansion of existing facilities that has offered the greatest opportunity for both counties. Ulster lacks the large sites and the basic infrastructure to support the needs of distribution.

Both Sullivan and Dutchess Counties have the basic infrastructure and available workforce to support distribution and have reported incremental success in the small to mid-size range over the last 2 years.

The Mid-Hudson has also experienced some success in retaining distribution businesses in the region. We Ship Express, a local logistics firm formerly based in Bloomingburg, Sullivan County, has relocated to Wurtsboro, Sullivan County. The Sullivan County Partnership was able to help the company meet its expansion needs while remaining a vital part of the local economy. The firm, which distributes specialty wines and imported beverages and also supports the region's food and beverage industry, has now entered into a long-term lease and grown from a 10,000 square foot facility in Bloomingburg to a 34,000 square foot facility in the Town of Mamakating.

The Mid-Hudson Region is located in the epicenter of the Boston-Washington Corridor and, because of its geographic location, distribution facilities are within a six-hour drive of 68 million U.S. and Canadian customers, 21% of American manufacturers and a \$227 billion retail sales market. Their reach into the retail market is further moved by their access to the 4 R's of economic development: Road, Rail, River and Runway. These distinguishable facts make the region the most desirable northeast location to site a distribution facility.

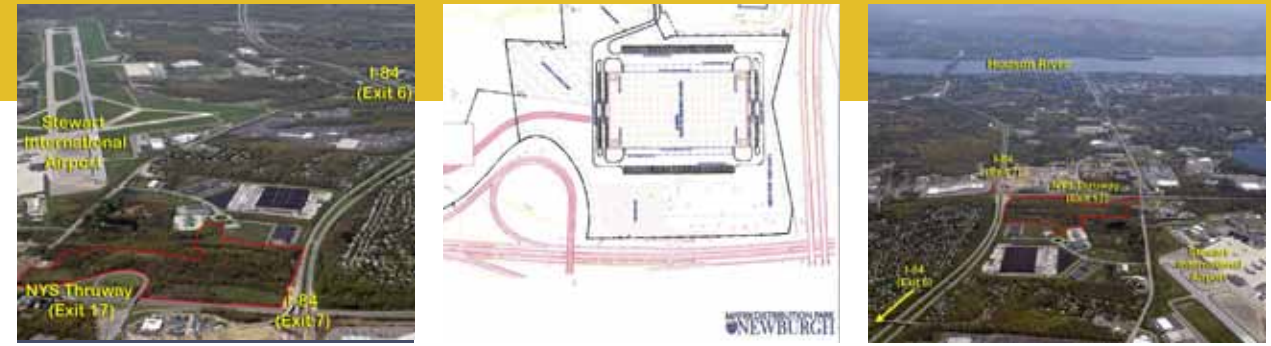
Besides its location, dozens of Build-Now New York shovel ready sites have been through a rigorous series of tests that confirm the sites are ready for immediate development, reducing the time to begin construction and providing valuable savings.

The Mid-Hudson's incredible infrastructure and extraordinary inventory of commercial land and real estate are marketed, with regularity, at Trade Shows, in Site Selection Magazine, and most recently, through an insert in the Wall Street Journal.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Initiate a marketing campaign to raise awareness of the inventory of distribution sites in the Mid-Hudson, highlighting the proximity of the Mid-Hudson to the major economic centers of the northeastern United States, including Boston, New York, Washington DC, and Philadelphia.	Several national tradeshows have been attended in the 2011-2012 season where the top distribution sites of the Mid-Hudson region have been featured. In addition, advertising campaigns have been run in national site-selection magazines, the Wall Street Journal and NJ-CT Cable TV Ad campaign. The Council has developed a marketing plan and submitted a CFA for a grant to support marketing the Mid-Hudson region. HVEDC continues to market the Hudson Valley Region, specific to distribution and the availability of sites. The "New-New York" Ad campaign includes the Mid-Hudson Region.	The Regional EDC and the county members are actively marketing sites to national site-selectors and commercial brokers through a variety of venues. Upon the award of the NYS Marketing grant, the MHRC will launch their marketing plan (12/2012).
Advocate for the creation of a program similar to the former Build Now NY Program, which shared the costs with property owners for developing a site to shovel-ready status. This would be an incentive for companies to invest in modifications to existing structures while receiving government assistance that is necessary to share in the costs.	NYS has not released a program that compares to the powerful Build-Now NY programs of the past. However, Ulster County has launched a "Ready2Go Program" that targets development in priority growth areas, assists property owners with technical assistance, reduces the cost of approvals through shared consultants and fee waivers, and ultimately reduces time for the approval process. The Program assumes a mortgage on the property (50%) which is reimbursed at the time the property is developed or sold and matches up to 50% of funding for site plan approvals.	The Council will monitor the success of the Ulster County initiative and promote it and other similar initiatives to other counties, where feasible (09/2012 and ongoing).

<p>Create customized workforce training programs that target distribution careers to improve and enhance labor force skills here in the Mid-Hudson.</p>	<p>There are soft skills training programs through the County employment and training offices. For several years, Orange County has provided customized workforce training programs specific to the distribution industry. However, distribution training today is largely provided in-house and designed for specific company needs.</p>	<p>The Council has advanced a Center for Global Advanced Manufacturing, which contains a training program currently under design, which would partially address skilled distribution labor needs in the region (12/2012).</p>
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PRIORITY PROJECT

Matrix Distribution Park – Orange County

Matrix Distribution Park is a 69-acre tract of land in the Town of Newburgh assembled by Matrix Development Group for development of a state-of-the-art, 500,000 square foot warehouse/distribution facility. The project has a prime location in the Boston-Washington supply chain with direct frontage along I-84, I-87, and Route 17K. The highway access is unparalleled, thanks to the new 121M, I-84/I-87 interchange. Stewart International Airport is adjacent and provides air-freight synergies and overnight carrier support. Matrix Development Group has developed over 15 million square feet in its 30+ year history, and specialized in providing efficient facilities for discerning clients.

Matrix Distribution Park - Newburgh is expected to create approximately 300-400 permanent warehouse and office jobs, and approximately 150 construction jobs. The project is located at the intersection of two interstate highways and one state highway, adjacent to Stewart International Airport. Therefore it optimizes existing infrastructure. The required economic investment for this project is \$39,750,000.

Funding Source: Regional Council Capital Fund

Total Cost: \$39,750,000

Requested Allocation: \$7,000,000

Total Jobs: 350 (indirect)

Total Construction Jobs: 150

Total budget: \$32,750,000 in private financing and equity

FINANCIAL AND PROFESSIONAL SERVICES

Progress Overview



The financial and professional services cluster remains one of the largest industries by employment in the region. Front office/business services professionals and corporate headquarters continue to be attracted to the region, benefiting from its close proximity to the New York City market, as well as its relative affordability when compared to counties to the south.

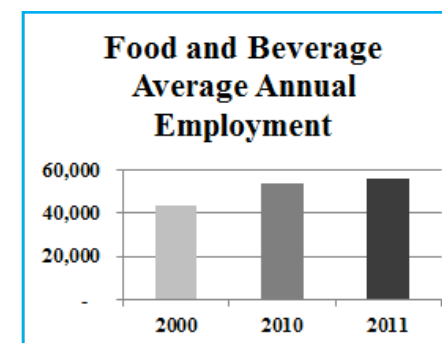
Coach USA is expected to break ground this year on a 192,000 square foot complex in the Town of Chester, Orange County that will house roughly 225 employees, including office, maintenance, and operations personnel. United Healthcare also created a large number of jobs in the region. The healthcare provider has already created 180 professional services jobs in the Town of Ulster, with plans to add another 200 over the next year, based on the quality of the workforce and the relatively lower cost of operating north of metro-NYC.

In other expansion news, Mediacom Communications, which is the eighth-largest cable communications company in the nation, is currently constructing a 110,000 square foot facility in the Town of Blooming Grove, Orange County at a cost of \$35 million, creating scores of construction jobs.

The Council will continue to work with this industry sector to identify actions which will advance the Strategic Plan for 2013 – 2014.

CORPORATE FOOD AND BEVERAGE

Progress Overview



The corporate food and beverage industry is anchored by the presence of several prominent corporate headquarters in the Mid-Hudson, among them PepsiCo (which includes Pepsi Bottling), Heineken USA, Dannon (U.S.), Kraft Foods, Pernod Ricard (U.S.) and Sabra Dipping, among others.

While these corporate food and beverage giants were (and continue to be) significantly impacted by the economic slowdown in global markets and volatile commodity prices, these firms are still investing in the Mid-Hudson region. For example, Dannon recently relocated its entire research and development team from Texas to their expanded R&D lab space in Greenburgh, Westchester County.

Several other food and beverage companies have expanded their operations in the region. Satin Fine Foods, Inc., which produces fondant icing for use in the baking industry, expanded from a 12,000 square foot leased facility into a 92,000 square foot building, which the company purchased in the Town of Chester, Orange County. The project created 50 new jobs and represents a capital investment of approximately \$7.5 million. Ideal Snacks, in Liberty, Sullivan County, is anticipating yet another expansion, which will add production space to its existing facility. The company has expanded from 30,000 to 250,000 square feet in less than a decade. With the rise in healthy, all natural snack alternatives, Ideal has capitalized on the trend and is now a contract manufacturer for a variety of national brands. The latest expansion is a result of a continuation of offerings in this market segment, which could add well over an additional 100 net new jobs.

C&S Wholesale Grocers, the largest wholesale grocery supply company in the United States, continues to supply independent supermarkets, chain stores, and institutions with over 95,000 products. Their Orange County operations employ over 1,300 workers at three sites; Chester, Montgomery and Newburgh, which includes plans announced in early 2012 to buy an existing 175,000-square-foot facility, construct a 345,000 square-foot refrigerated addition, and acquire and install machinery (and equipment) to expand the company's operations in Chester.

The Mid-Hudson has also enjoyed recent success in attracting food and beverage related industries to the region. Medora Snacks (dba Fairbanks Manufacturing LLC) relocated to the Town of Wallkill, Orange County from Pennsylvania in 2011, creating 50 new jobs. The company currently manufactures corn chips in a 58,000 square foot leased building, and plans a 14,000 square foot expansion in 2012.

Spotlight on Council Member-led Initiatives: In its 2011 Plan, the Council identified its desire to assist existing businesses in food and beverage distribution, bottling, food processing, corporate headquarters, and R&D. This year, the Council can happily report the creation of a new organization in the region with that very same mission, co-founded by several Council Members representing various Mid-Hudson counties and the Hudson Valley Economic Development Corporation:

The Hudson Valley Food & Beverage Alliance was founded in February 2012 at the Culinary Institute of America, which acts as the central hub for this new regional cluster initiative's business and educational activities. Major partners include Heineken, PepsiCo, Dannon, the New York Restaurant Association, Culinary Institute of America, POP Displays and a host of small to mid-size businesses. More than 220 business leaders attended the initial kick-off event already resulting in business being conducted between previously disconnected companies. This group encourages the local sourcing of goods and services between these entities; educates food and beverage owners on a variety of industry-related topics; conducts a major advertising campaign to spur interest in the Mid-Hudson region as a food and beverage hub; as well as assists companies to expand through the deployment of private venture capital resources and state/federal government funding.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Assist existing businesses in food and beverage distribution, bottling, food processing, siting (and maintaining) corporate headquarters and R&D facilities.	In February of 2012, several Council Members co-founded the Hudson Valley Food & Beverage Alliance in close partnership with a major regional economic organization (Hudson Valley Economic Development Corporation).	Expand the Hudson Valley Food & Beverage Alliance Founding Members by 25 organizations to include more regional firms, educational institutions, small-to-mid size businesses, government entities and non-profits (12/2013).
Stimulate growth of these firms through education on topics critical to the industry, as well as educate current (and future) employees for the purposes of workforce development.	Hudson Valley Food & Beverage Alliance has already conducted the first of its major educational forums known as the Food for Thought Series at Heineken USA HQ on protecting intellectual property rights taught by Leason Ellis, one of the nation's top IP firms. Over 100 food & beverage business executives and owners attended.	HV Food & Beverage Alliance is planning several educational forums for the fall of 2012 and spring 2013, including a tour of Hudson Valley farms and vineyards to teach locally sourcing products (12/2012 and ongoing). The Hudson Valley Food & Beverage Alliance is working to open its own Alliance training facility in 2013 in order to train current (and future) food and beverage employees similar to the recently federally funded NY BioHud Valley Training Center expected to open in 2013 on the campus of NY Medical College (12/2013).

Encourage local sourcing of products from the Hudson Valley region.	HV Food & Beverage Alliance actively promotes local sourcing in its messaging – both through traditional print advertising and social media, as well as face-to-face networking forums. HV Food & Beverage Alliance – in partnership with Today's Media – has run a six-month advertising campaign in Hudson Valley Magazine promoting Hudson Valley locally sourced goods to potential in- and out-of-state buyers.	In late 2012 and early 2013, HV Food & Beverage Alliance will conduct several educational tours of locally sourced products (produce, wines, etc.) for executives of major food and beverage corporations, as well as head chefs from major restaurants and hotels in the region (03/2012). HV Food & Beverage Alliance – in partnership with Today's Media – is planning to launch in 2013 a web portal for food and beverage business owners so they can source locally produced products (12/2013).
Encourage networking between major food and beverage corporations and small-to-mid size businesses who wish to conduct business with the larger firms.	HV Food & Beverage Alliance has already conducted two such events.	HV Food & Beverage Alliance is planning a large product showcase for 2013, which will include product suppliers from throughout the Mid-Hudson region matched with an attendee list comprised of several hundred food and beverage executives and product purchasers from throughout the area (12/2013).

Core Strategy 3: Grow Resource-Related Sectors



PRIORITY PROJECT

Crown Maple Phase II – Dutchess County

In just two years, Crown Maple at Madava Farms in Dutchess County’s Town of Dover has become New York State’s leading supplier of pure, certified-organic maple syrup, creating jobs and increasing economic vitality in the region. The creation of a new Visitor Center and the increase of manufacturing capacity and output at Madava Farms, LLC’s Crown Maple facility in Dutchess County will bring significant economic impact to both the county and the Mid-Hudson Valley region. Through new maple tapping, increased agri-tourism, and expanded manufacturing capacity and within five years of completion, Crown Maple projects will attract up to 28,000 visitors annually to the Visitor Center, a 7,000-square-foot Visitor Center in currently vacant space located on the second floor of its manufacturing and bottling center at Madava Farms. This shovel ready project will result in the creation of 59 new full-time jobs on site, generate over \$30 million in new revenue, increase local and state tax revenues, and will be transformational for the New York State maple syrup industry.

Funding Source: Regional Council Capital Fund

Total Cost: \$4,318,000

Requested Allocation: \$863,760

Total Jobs: 59

Total Construction Jobs: 20

Total Budget: \$3,454,240 private equity.

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

NATURAL RESOURCES AND THE ENVIRONMENT

Progress Overview

The region saw major leaps forward in all natural resource-related sectors: priority farmland and open space preserved – leveraged with federal dollars; construction jobs created through new park and waterfront development projects through public-private partnerships; and expansions of artisanal food and beverage businesses supported by the creation of a private investment fund and a related alliance.

Hastings-on-the Hudson saw commencement of cleanup of a portion of its waterfront and selection of a remedy for another portion in what will be a \$250-million environmental cleanup of one of the Hudson River’s most contaminated and long-stalled projects. Council member Ned Sullivan assisted Village officials, Riverkeeper, and NYSDEC in achieving this milestone, overcoming three decades of delay.

Major progress was made on protecting the region’s open spaces, estuaries, and freshwater fisheries. In 2011-2012 approximately 3,000 acres of open space across the Mid-Hudson-Catskill Region were protected through public-private partnerships involving local government and non-profit land trusts working together on nine NYS DEC-funded projects, and approximately 180 acres of open space were protected through similar partnerships by OPRHP during the same time. An additional estimated 1,600 acres were protected by private organizations. The Mid-Hudson’s estuary and freshwater fisheries have seen actions initiated on their behalf by agencies (including the DEC’s Hudson River Estuary Program) geared to protect their long-term health. The \$3 million invested in these initiatives leveraged over \$5.7 million in additional funding.

In addition, the USEPA’s Harbor Estuary Program policy committee has embraced a “one-Hudson” strategy by extending the scope of the program from New York Harbor all the way to the Troy Dam. The Hudson Estuary has been incorporated into the national “Mighty Waters” coalition, while Congressman Paul Tonko has developed a bill to create a Mohawk-Hudson Basin Commission. All of these bode well for future federal funding of estuary-wide initiatives.

Recreation throughout the Mid-Hudson benefitted from the construction of four new park projects – the Kathryn W. Davis Riverwalk Center in Sleepy Hollow (Westchester County and Scenic Hudson), Scenic Hudson’s Long Dock Park in Beacon (Dutchess), Falling Waters Preserve in Saugerties (Scenic Hudson and the Esopus Conservancy in Ulster) and Scenic Hudson Riverwalk Park in Tarrytown – a collaboration of the Village of Tarrytown, private developer National Resources, Westchester County and New York State. In addition, a significant parcel connecting the Dutchess County Rail Trail with Walkway Over the Hudson was secured by the Dyson Foundation to provide future access.

Hiking trails are being mapped throughout Sullivan County thanks to the work of the Delaware Highlands conservancy, Catskill Mountainkeeper, Sullivan County Visitors Association (SCVA), Morgan Outdoors, NY NJ Trail Conference, Sullivan Renaissance, and area volunteers. Sullivan County Planning received a grant from the Upper Delaware Council that the group combined with a grant from Sullivan Renaissance to create a website for the hiking trails in Sullivan County. This website is nearly complete and will be launched soon. The website links up with the SCVA website in a way that allows hikers to see nearby related businesses and services.

Spotlight on Council Member-led Initiatives - Featured in two recent Wall Street Journal articles and one in the New York Times, the “daylighting” of the Saw Mill River has restored a historic natural resource in the heart of downtown Yonkers, while catalyzing a new wave of inner city development. Funded by a combination of Empire State Development Corporation (ESDC) grant, Environmental Facilities Corporation funding and city bonds, the project was initiated and guided over the past decade by MHREDC Council member Ned Sullivan of Scenic Hudson, NYS DEC, Hudson Valley Estuary and the City of Yonkers. ESDC has recently awarded the city an additional \$8 million for a third phase of “daylighting” in conjunction with additional redevelopment of a blighted area of the city; in all, the State has provided more than \$30 million in funding for the City of Yonkers revitalization and the Saw Mill River Daylighting.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Create and maintain landscape scale natural recreation areas consistent with the NYS Open Space Plan to ensure water quality, recreation-based tourism, and to attract business to the region.</p>	<p>The federal Highlands Conservation Act was allocated \$2.4 million; its governing board agreed that \$2 million of this should be made available for projects in Putnam County, subject to a match from the NYS Environmental Protection Fund or other source. The 261 Cranberry Lake property located in Carmel, Putnam County was recently protected using previously allocated Highlands Act funds. The Hudson Highlands Land Trust is in contract to acquire the Wang property in Phillipstown in a pre-acquisition role for NYS.</p> <p>An economic impact study of the 500,000 public acres in the Catskill Mountain region was conducted; the 1,200 acre Big Indian property was protected by NYS DEC.</p> <p>NYS DEC acquired 600 acres along the Black Creek, adjacent to the John Burroughs Sanctuary in the Town of Esopus and near the Town of Lloyd; Scenic Hudson protected the 300 acre Esopus Lakes property, located across the river from Wildenstein creating potential to develop recreation-based tourism in these communities.</p>	<p>Communicate to the Hudson Valley’s Congressional Delegation the importance of reauthorizing the Highland’s Conservation Act (01/2013).</p> <p>Communicate the importance of state funds through the Environmental Protection Fund to serve as matching funds for the federal Highlands Conservation Act (ongoing).</p> <p>Inventory potential capital investment opportunities in underutilized buildings on conserved land to enhance overnight stays in the Hudson Highland’s region (06/2013).</p> <p>Prioritize and support park and conservation projects that link city/town centers and multi-modal transportation centers with open space, cultural and heritage sites (09/2012 and ongoing).</p> <p>Prioritize and support creation and enhancement of public parks on waterfronts as a component of waterfront development (09/2012 and ongoing).</p> <p>In collaboration with the Catskill Center for Conservation and Development, recommend to other Councils working in the Catskill Forest Preserve that an inter-Regional Council task force be established to identify steps to increase recreational visits to the Preserve and develop related infrastructure (11/2012).</p> <p>Consult with leadership in the Towns of Lloyd and Esopus, the NYS DEC, HV Tourism, recreational outfitters and Scenic Hudson to determine actions that will support development of recreational access in the Black Creek corridor (12/2012).</p>

WATERFRONT DEVELOPMENT

Progress Overview

Once the site of junk yards, industrial, and utility projects, Hudson River waterfronts now represent a string of pearls, including waterfront parks (see above), mixed use developments with restaurants, marinas, and townhouses. In Yonkers, Dobbs Ferry, Haverstraw, Ossining, Cold Spring Tarrytown, Beacon, Poughkeepsie, Kingston, and Rhinebeck, waterfronts are becoming both destinations and catalysts for downtown development. One success story, the Newburgh waterfront, now contains a “critical mass” of restaurants and shops located on what had been contaminated brownfields. A Metro North ferry brings commuters to Beacon across the river where they can catch their trains to New York City. The City of Port Jervis has developed the Delaware Water Park plan to better link the waterfront and the downtown business district. Sullivan County has received two grants from The Local Waterfront Revitalization Program, one for the Upper Delaware River SC Planning, and a second grant to start doing designs for six accesses along the Delaware River and to begin implementing a water trail signage program that is part of the yet to be finalized plan. Finally, the upper landing, located in Poughkeepsie, Dutchess County was recently purchased by the Dyson Foundation, which will play a pivotal role in future transit-oriented waterfront development.

Scenic Hudson’s West Point Foundry project in Cold Spring, recipient of a 2011 CFA grant, broke ground on creation of a heritage park. Recently-opened Long Dock Beacon Park, owned by Scenic Hudson opened during the past year and hosted dozens of events in collaboration with Mill Street Loft. Walkway over the Hudson passed its millionth visitor during the past year and is engaged in a downtown zoning and branding project – a collaboration of the Dyson Foundation, the Dutchess Chamber of Commerce, NYS Office of Parks and Historic Preservation, and Scenic Hudson – to build economic growth on this water-front spanning destination.

Spotlight on Council Member-led Initiatives – The Clearwater, in conjunction with the Hudson River Maritime Museum, received a Consolidated Funding Award in 2011 and has now broken ground on a new Homeport for the Clearwater Sloop. The Homeport will serve as an environmental education center and continue to attract guests to the Rondout area of Kingston. The new waterfront promenade in Kingston saw its first full summer season of use during 2011 and a concurrent return of major waterfront festivals such as the July 4th celebration and others.

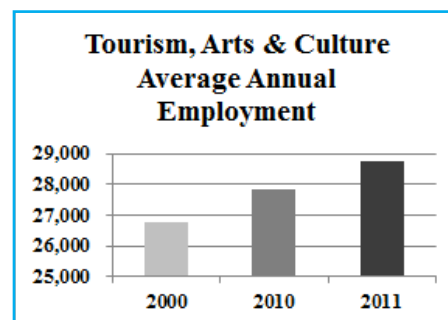
Additionally, the CFA 2011 awarded projects continue to move forward. In Sleepy Hollow, the Horseman’s Pier will study the rehabilitation of the former industrial pier at the Castle Oil waterfront sight for public recreational use. The contract for this project was executed in June. The City of Mount Vernon is also preparing a Hutchinson River Revitalization Plan to establish strategies for community and waterfront revitalization; the contract for this project was executed in August. In Ossining and Cold Spring, contracts were executed this summer as projects in area parts and down town revitalization efforts continue.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Support waterfront development projects, and shoreline restoration projects located along the Hudson River, Delaware River, Long Island Sound and within the Catskill watershed, that are generally consistent with environmental and coastal planning principles to make our waterfronts national models for destination tourism.	<p>Congressman Tonko introduced the Hudson-Mohawk Basin Act to create a commission with an annual capital budget of approximately \$25 million; the Long Island Sound Restoration and Stewardship Act is being considered for reauthorization by Congress.</p> <p>Significant progress was made to plan for the Hudson Fjord Trail, linking Beacon and Cold Spring; construct the Kingston Homeport Initiative; advance the Sing Sing Prison Museum, demolish the Castle Oil fuel tanks in Sleepy Hollow; develop gateway zoning for communities near the Walkway Over the Hudson; and secure land in Poughkeepsie which will play an important role in future transit oriented development.</p> <p>Riverkeeper’s water quality sampling program demonstrated a downward trend in Hudson River water quality in our region.</p>	<p>Conduct outreach to New York’s Congressional Delegation regarding the “One Hudson Watershed” policy articulated in Congressman Tonko’s Hudson-Mohawk Basin Act, and the importance of reauthorization of the Long Island Sound Restoration and Stewardship Act (01/2013).</p> <p>Communicate to federal agencies active on the Hudson River that a coordinated approach by these agencies is required to fully realize waterfront development and restoration objectives essential for economic growth (12/2012).</p> <p>Prioritize projects that link urban centers and their waterfronts via greenway trails, parking lots, ferries, parks and transit-oriented development (09/2012 and ongoing).</p> <p>Co-sponsor and promote a forum on Revitalizing Hudson River Waterfronts with Historic Hudson River Towns, Scenic Hudson, NYSDEC & DOS (11/2012).</p> <p>Consult with Empire State Future about financial benefits of smart growth development strategies (01/2013).</p> <p>Review Riverkeeper’s report and consult with NYS DEC, Historic Hudson River Towns and the Hudson River Watershed Alliance to develop a short list of priority water infrastructure projects in the region that would have a measurable impact on helping to meet swimmable/fishable river goals articulated in the Hudson River Estuary Action Agenda. Consider other policy recommendations (09/2013).</p>

TOURISM, ARTS & CULTURE

Progress Overview



In its 2011 Strategic Plan, the Council noted that “although the region has many tourist attractions and draws many visitors, many are day trippers from New York City and its environs. Growth in the tourist industry is limited by the paucity of attractive lodging options.” But over the past year, several destination hotels, inns, and conference centers have opened throughout the area, enhancing the region’s appeal to tourists. The Roundhouse at Beacon Falls (a destination hotel) opened this year, creating 20 permanent jobs in Beacon, Dutchess County. Diamond Mills, another destination hotel and conference center, also opened this year, creating 30-60 permanent jobs in Saugerties, Ulster County, and secured \$11 million of its total \$14 million cost through federal Recovery Zone Bonding. Finally, the Bear Mountain Inn in Bear Mountain State Park recently reopened to the public after being closed for nearly seven years, due to necessary repair. In 2011, approximately \$15 million was invested in this historic 1915 building which is listed on both national and state registers of historic places. Upgrades for this site were funded through a CFA 2011 award of \$400,000 and are moving forward. In addition to the opening of the Bear Mountain Inn, the Trails for People initiative was also awarded funding through the 2011 CFA round. The project, which entered into a contract with the State for funding in July 2012, is a permanent public exhibition designed to introduce the millions of non-hikers who visit the park each year to the Appalachian Trail, trail building, wilderness etiquette, and hiking. Construction is expected to begin this fall and is scheduled to be completed by 2014.

A number of tourist sites in the region expanded over the past year. The Orange County Choppers, a world renowned company located in Montgomery, Orange County and made famous through its TV series, is now planning to add a restaurant to its 98,000 square foot facility (\$13.4 million project creating 50 jobs in Orange County). The Castle Fun Center, a recreational destination in Chester, Orange County, committed \$1.2 million to its facility and created 10 new jobs when it added a raised go-cart track and created a 13,000 square foot indoor fun center. Bethel Woods Center for the Arts in Bethel, Sullivan County continues to be an economic engine, hosting a total of 255,300 visitors in 2011, creating an estimated 130 direct and indirect full-time equivalent jobs in Sullivan County alone, and paying an estimated \$9.10 million in direct and indirect wages and salaries.

2011 was also a key year for outdoor recreation in the Mid-Hudson. The Belleayre Ski Center was transferred to ORDA in 2011, subsequently retaining 200 plus jobs at the Greene County facility. Progress on the Rail Trail continued to add interconnections between the major rail corridors, including a substantial effort by Open Space Institute and the Walkill Valley Rail Trail to redeck the major rail trestle in Rosendale, and planning efforts made

for the Hudson Valley Rail Trail connection between the Walkway in Lloyd and the New Paltz Walkill Valley Rail Trail. A ribbon-cutting for the final major segment of the 45-mile North and South Country Trailway project (a unique collaboration on a premier bicycle and pedestrian path) was held on the path at the Yonkers site on April 30. The trailways meet at Old Saw Mill River Road, at the border of Mount Pleasant and Greenburgh. The combined trailway extends between Van Cortlandt Park in the Bronx and the Putnam County line in Somers. Putnam County has extended the trailway north to Brewster.

Mohonk Preserve in Ulster County has begun improvements on its Shawangunk Mountain Visitor Center, including new, interactive exhibits and the creation of a new visitor orientation theater, interpretation for children and outdoor amphitheater. The project is creating 50 construction jobs, leverages \$6 million in private donor capital, and when complete will improve access for 150,000 annual visitors and result in an estimated 10,000 additional area visitors. Scenic Hudson’s West Point Foundry Preserve is undergoing construction to become a regional tourism destination in Cold Spring, Putnam County. Scenic Hudson is leveraging \$3.03 million in private donations, and NYS has provided an Environmental Protection Fund grant of \$125,000 to support this project, which will employ 45 workers, including 30 construction workers.

Other projects of note include:

- Hoyt House Restoration: an adaptive reuse project, the renovation of this historic site will benefit school aged children, adults and seniors who visit the facility. Construction began in March and should be complete by 2014;
- Canopus Lake Beach Welcome Facilities: will welcome visitors from throughout the region in a newly renovated and upgraded facility located in Clarence Fahnestock Memorial State Park in Putnam County. Construction began in May 2012 and should be completed by 2014;
- Walkway Waterfront Elevator Gateway: develops improved access, safety and visitor experience at the entranceway to the Walkway Over the Hudson. Construction of the 21 story elevator will conclude in 2013; and
- In Tarrytown, the Tarrytown Music Hall project entails a comprehensive rehabilitation involving replacement of various parts of the building. The project is expected to be completed by the end of this year.

The region has gone to great lengths over the past year to market itself as a tourist destination more effectively. The Hudson Valley smart phone app, created by Hudson Valley Tourism, had over 350 downloads in its first few months, and national advertising efforts generated over 18,000 requests for information in the first six months of 2012. The website www.travelhudsonvalley.org received over 88,000 visits in calendar year 2011. Similarly, www.hudsonriver.com received over 185,000 visits during the same time and has observed an 11% increase in activity in the 2012 calendar year.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Encourage the creation of destination hotels to capitalize on and enhance existing attractions and support more overnight stays that would lead to greater and longer tourist visitation from outside of the region and greater local expenditure. Where appropriate, the viability of casino gambling should also be considered.	<p>See narrative above for detailed description of progress on a number of destination hotels, including Diamond Mills, Roundhouse at Beacon Falls, Belleayre Resort, etc.</p> <p>Walkway Over the Hudson has continued to experience strong visitation, leading to overnight stays. 6 new bed and breakfasts (25 rooms) have opened in Dutchess County this year.</p>	<p>The Council will monitor the progress of two flagship hotels scheduled to break ground in Orange County, and the 130 bed hotel scheduled to open in Westchester (12/2013).</p> <p>The Council will also monitor the progress of the EPT/Concord in Sullivan County, one of its 2012 Priority Projects (09/2012 and ongoing).</p> <p>Finally, the Council will continue to monitor the status of several hotels seeking to locate in Ulster County (Nevele Hotel, Hampton Inn, and the Williams Lake project) (09/2012 and ongoing).</p>
Promote the Mid-Hudson as a tourist destination	<p>Supporting strategy 4 contains an overview of the Council's marketing initiatives in 2012.</p> <p>By way of summary, Hudson Valley Tourism (HVT, which represents six of the region's counties) spent \$84,383 in marketing and advertising the Hudson Valley which included CBS morning talk show 3 hour presentation, train cards in NJ transit, saw articles placed in the NY Times, AAA, Daily News, several blog sites and regional press trips.</p>	<p>The Council has submitted a 2012 CFA for the purposes of developing and implemented a marketing strategy and will also work in partnership with other organizations to maximize the opportunity and synergies of marketing efforts (immediate and ongoing).</p> <p>The Council will also work to promote Governor Cuomo's Pathways Through History initiative in the Mid-Hudson (09/2012).</p>
Promote overnight accommodations, restaurants and recreation that appeal to diverse populations.	<p>The region has developed getaway packages with Metro North to provide easy access to Hudson Valley attractions and overnight accommodations; created Farm Fresh tours for NY NJ market as train packages and self-drive tours; hosted 2 major bicycle events drawing over 1200 cyclists; and assisted 80 tour operators in developing itineraries to the Hudson Valley.</p>	<p>The Council has submitted a 2012 CFA for the purposes of developing and implemented a marketing strategy and will also work in partnership with other organizations to maximize the opportunity and synergies of marketing efforts (immediate and ongoing).</p>



PRIORITY PROJECT

CIA Marriott Pavilion – Dutchess County

The Culinary Institute of America (CIA) plans to build the Marriott Pavilion on its campus in Hyde Park, New York to serve as a multi-faceted facility that, once fully constructed, will create a new, state-of-the-art conference center in the heart of the Hudson Valley and serve as the hub of the recently formed Hudson Valley Food & Beverage Alliance (HVFBA). Named for a leadership gift donated by the J. Willard and Alice S. Marriott Foundation, the Marriott Pavilion will be constructed in two phases. Phase One will complete the outer shell and infrastructure of the 42,000 square foot, three story structure, creating a dynamic new 800-seat theater and stage at the center of the campus. Phase Two will complete the lower floor of the structure, enabling the CIA to begin hosting nationally- and internationally-significant, revenue generating leadership conferences, similar to those the college currently hosts at its Greystone campus in St. Helena, California. Completion of Phase Two will also enable the college to create operations center and convening place for the Hudson Valley Food & Beverage Alliance, an exciting new collaboration between agricultural, food service, hospitality, restaurant, government agencies and related organizations designed to provide mutual support, synergy, growth and financial sustainability for these related Hudson Valley enterprises.

The HVFBA represents nearly 200 regional F&B companies, farmers and agri-businesses. The Pavilion will also operate strategically as a triage for farmers in the wake of natural disasters. Additionally, nationally focused conferences will bring annually nearly 1,800 high profile attendees, representing nearly \$7 million in new revenues while generating over 100 new jobs in the region.

Funding Source: Regional Council Capital Fund

Total Cost: \$4,400,000

Requested Allocation: \$900,000 capital; \$100,000 Agriculture & Market Grant

Total Jobs: 4

Budget: \$3,100,000 US Department of Commerce Economic Development; \$500,000 private commitment



PRIORITY PROJECT

Hyde Park Hotel Ventures – Dutchess County

This project would develop a 138-room full-service hotel and conference center located on the CIA campus in Hyde Park, N.Y. The hotel will be set on approximately seven acres of land leased from the CIA, along the scenic and historic Hudson River. The hotel will be a Renaissance (by Marriott) branded hotel. This project, when completed, is expected to create lengthier tourism stays which will increase tourism dollars spent, lengthier CIA stays, creation of new property tax base, creation of approximately 90 new full-time positions, approximately 60 part-time positions, and an annual payroll of approximately \$2.8 million.

Funding Source: Regional Council Capital Fund

Total Cost: \$35,911,000

Requested Allocation: \$1,800,000

Total Jobs: 120

Total Construction Jobs: 120

Budget: \$23,311,000 private financing; \$10,800,000 private equity



PRIORITY PROJECT

Glenwood Power Plant Restoration and Redevelopment – Westchester County

The historic preservation and redevelopment of the 1907 Yonkers Power Plant, abandoned for 40 years, transforms three buildings that sit majestically on the Hudson River into a convention center with hotel, restaurant, and cultural/community space. The project, 240,000 square feet, will serve as a multi-faceted catalyst for economic growth - creating 1,800 construction jobs and an estimated 1,000 permanent jobs - in numerous sectors including hospitality, retail, service and management. Financed via an innovative public-private debt and equity model, this \$200 million project is projected to open Spring 2016, and will become an iconic business and cultural destination for New York State.

The project presents a unique and extraordinary opportunity to expand and enhance Yonkers’ appeal as a destination as well as raise its local, regional, national and international profile. It will also serve as a national model for an innovative architectural preservation/adaptation. There are currently few to no competing convention centers of this unique character in the state of New York.

The project reactivates a long-dormant section of the Hudson River Waterfront for the community and for commerce, thereby encouraging additional waterfront development/redevelopment projects. Planned cultural, commercial, and community programming advances Yonkers as a residential choice among young, educated professionals working in Westchester County and in New York City. Engagement with the waterfront site is enhanced by multiple means of access (pedestrian, train, river ferry and car) —accomplishing another goal of the Mid-Hudson Strategic Plan.

Funding Source: Regional Council Capital Fund

Total Cost: \$175,000,000

Requested Allocation: \$25,000,000

Total Jobs: 713 (indirect)

Total Construction Jobs: 1055

**Total Budget: \$30,000,000 NYS Brownfield Tax Credits;
 \$30,000,000 New Market Tax Credits;
 \$30,000,000 Federal Historic Preservation Tax Credits;
 \$5,000,000 NYS Historic Preservation Tax Credits;
 \$55,000,000 Shareholder equity**



PRIORITY PROJECT

Hudson Valley Promenade – Ulster County

The Hudson Landing Promenade project is a public/private, inter-municipal partnership that will advance the construction of a mile-long walkway along the Hudson River.

Amenities such as gazebos, benches, comfort stations, “green” landscaping and lighting, kayak and canoe launches will be available. The project will be located on property that has historically been privately owned, but will be placed in public ownership in perpetuity.

The City of Kingston, County and Town of Ulster, Hudson Landing Development LLC partnered to advance this unique opportunity. The total estimated project cost is \$5.9 million, with half of the funds provided through grants, and the other half provided by Hudson Landing Development LLC through cash and the donation of the Promenade right of way.

Funding Source: Various Sources

Total Cost: \$5,800,000

Requested Allocation: \$2,900,000

Total Jobs: 62 (indirect)

Total Construction Jobs: 60

Budget: \$2,900,000 Private Equity



PRIORITY PROJECT

EPT Concord Resort – Sullivan County

The 1,500 acre master-planned Resort in Sullivan County includes an 18-hole golf course, multiple hotels, an entertainment district and a racino connected via trails with abundant open space to provide a superior experience. A total investment of \$650 million will create over 1,100 full-time equivalent jobs on-site by 2014 and over 2,600 jobs at full build-out.

When complete, the EPT Concord Resort will include an 18-hole golf course, casino resort, harness horse racetrack, grandstand/showroom, simulcast theatre, multiple hotels, an RV park, and an entertainment district with cinemas and supporting retail. In addition, there will be a residential village with a mix of unit types including condos, apartments, townhouses and detached single family homes, a civic center, a medical home, and an active adult residential community. This mix of uses will be connected via a multi-use trail system with abundant open space.

Much of the Resort requires new or improved roadways, water, sanitary, power and technology to attract future development. Funds received will provide higher quality infrastructure to serve both the local community and the broadest range of potential users of the Resort.

Funding Source: Regional Council Capital Fund (Infrastructure)

Total Cost: \$44,500,000

Requested Allocation: \$8,900,000

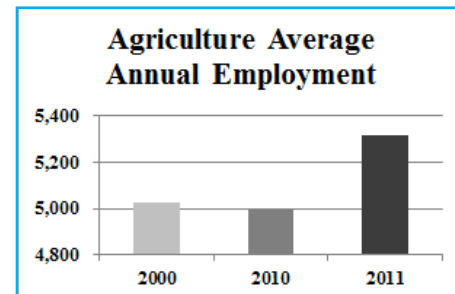
Total Jobs: 2600 (indirect)

Total Construction Jobs: 737

Total Budget: \$34,360,000 private equity and financing

AGRICULTURE

Progress Overview



Farming continues to be a vital anchor industry in the Mid-Hudson, and the Council supports efforts to preserve the region's farms, make loans and grants available to farmers, support local processing, and highlight unique local food products. In the Shawangunk Mountains region, OSI and Mohonk Preserve have partnered to protect 355 acres of agricultural lands, which include haying, a grass-fed cattle operation, and community supported agriculture.

2011-2012 also saw the expansion of local processing capabilities. Local Infrastructure for Local Agriculture (LILA), a non-profit organization in Cold Spring, Putnam County, has implemented a modular, mobile meat processing plant as a catalyst for developing small-scale, permanent meat-processing facilities, building on work initiated by Glynwood, a non-profit also in Cold Spring whose farm and facilities are directed by Council Member Ken Kleinpeter. Sullivan County's IDA has assisted The Southern Catskills Red Meat Processing Facility by hiring a technical consultant to coordinate the work necessary move this project forward. When completed in 2013, the processing facility will create three to six on-site jobs, 50 off-site jobs, and will retain 200 off-site jobs. Sullivan County also received \$186,500 from the USDA for the purpose of developing local dairy processing facilities, which will be completed in 2014.

The Sullivan County Legislature made loans to two farms for the purposes of expansion and development this past year. An \$80,000 revolving loan was made to a local dairy farmer (one of the largest in the county), to purchase additional dairy cattle and feed. This loan has helped him to capitalize on recent increases in milk prices by increasing his total milk production. A \$10,000 loan was also made to a small organic vegetable producer to purchase equipment to grow, harvest, process, store and package leafy greens year-round. This loan has enabled the farmer to furnish a value-added product to retail outlets throughout Sullivan County, stabilizing his profits throughout the year and enhancing his overall bottom line. The Microenterprise Assistance Grant Program will also assist agri-businesses seeking to expand and create jobs in Sullivan County. The County is currently in the process of awarding \$185,000 (six grants) from NYSOCR.

The past year also saw the region come together on a number of efforts designed to highlight local farms and their products. The Orange County Agribusiness Farm Tour, sponsored by The Orange County Citizens Foundation and Cornell Cooperative Extension of Orange County, was held to increase awareness of the impact of agriculture on economic development. Glynwood, is supporting regional production of hard cider and apple spirits through its "Apple Project," now in its second year. With the Open Space Institute and USDA seed money as well as a private foundation grant, Glynwood also is creating a farm business incubator.

Spotlight on Council-Member led Initiatives: Over the past year, Scenic Hudson, the Dutchess Land Conservancy, and the Town of Red Hook leveraged \$1.8 million in federal Farm and Ranch Lands Protection Program funds to purchase conservation easements on 440 acres spanning 8 highly productive farms in Dutchess County. Scenic Hudson, working with the Dutchess and Columbia Land Conservancies, is now working to preserve an additional 1,200 acres of working farms in Dutchess and Columbia Counties with a \$2.5 million federal grant under the same federal program while working to expand farmland conservation planning and financing with a grant from the Doris Duke Charitable Foundation.

As mentioned in the Corporate Food and Beverage section above, Regional Council members from Westchester County have committed time and resources to co-founding the Hudson Valley Food & Beverage Alliance. The Westchester County Executive's Office is currently promoting the concept of "farm-to-table" to the county's many hotels and restaurants, many of which are quite interested in locally sourcing goods and sources from other parts of the Mid-Hudson if the goods and sources are not available within the county.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Protect agricultural lands and enhance the efficiency of farms and related industries to meet the Hudson Valley's and New York City's estimated \$600 million / year demand for local food.	<p>Significant progress was made preserving farmland through leveraging federal, local and private funds (see narrative above). An additional 300 acres of land in Dutchess County (plus 850 nearby in Columbia County) are positioned for success under this federal program in the coming year. The Open Space Institute and the Mohonk Preserve partnered to protect 255 acres of working agricultural lands.</p> <p>Mid-Hudson Pattern for Progress is researching the viability of regional food aggregation hubs; Scenic Hudson is convening parties at Tech City in Kingston to explore the possibility of creating a food hub; Farm to Table Co-packers has received funding to expand its food aggregation facilities to connect HV farms with NYC Green markets; Hudson Valley Economic Development Corporation launched the Food & Beverage Alliance to convene food and beverage companies in the region and market their products all over the United States; Private entrepreneurs launched Hudson River Ventures, LLC, a small business investment fund focused on several industries, including food & beverage.</p>	<p>Given the inter-regional nature of our agricultural economy, the Council will reach out to the Capital District Council and seek to establish an inter-Council Agricultural Task Force to coordinate farmland preservation efforts in the two regions (12/2012).</p> <p>Once established, the inter-regional Agricultural Task Force will develop policy recommendations to improve compatibility between USDA and NYS DAM programs and communicate these to policy makers in each agency. The Task Force will also develop a preliminary list of farms that may wish to participate in these programs in the coming year (04/2013).</p> <p>Communicate to the Hudson Valley's Congressional Delegation the importance of a 5-year Farm Bill with adequate funding for agricultural easements (12/2012, ongoing).</p> <p>Organizations represented on the Council will complete regional food aggregation and distribution hub and foodshed conservation plan studies and identify sites and set priorities for investment. Findings from these studies and recommendations for implementation will be shared with NYS DAM (06/2013).</p>



PRIORITY PROJECT

Hudson Valley Food Hub – Ulster County

This project will expand the infrastructure of Farm to Table Co-Packers and Hudson Valley Harvest, two successful food processing and distribution firms that serve over 60 regional farms and over 40 private label customers. With additional processing equipment, cold/freezer storage, trucks and distribution depots, these two businesses will have expanded capacity to meet the growing demand for local food from customers in New York City and the Northeast. The result will be enhanced profitability for these two businesses, increased income opportunities for farms and food producers, and the creation of 28 permanent jobs.

The project addresses a number of goals of the Mid-Hudson Region’s 2011 Strategic Plan. Providing processing and marketing opportunities to farmers and other food producers leverages the region’s outstanding agricultural resources. As the project helps connect Hudson Valley farmers with consumers in the New York City market, it represents an inter-regional partnership that leverages cross-region resources. By strengthening the area’s food distribution infrastructure, it helps retain and stimulate one of the mature industries of the region.

Funding Source: Regional Council Capital Fund

Total Cost: \$1,817,360

Requested Allocation: \$351,205

Total Jobs: 28

Total Construction Jobs: 12

Total Budget: \$956,000 private financing and equity

ARTISANAL FOOD AND BEVERAGE

Progress Overview

The Mid-Hudson continues to be home to a vibrant artisanal food and beverage economy. Several success stories have come from a rather unlikely place – the former IBM-Kingston campus known as Tech City, which has reinvented itself as a home for small food and beverage production and packaging. One such business, Farm to Table Co-packers, operates out of a 21,000-square-foot industrial kitchen in Tech City. Fresh, locally grown produce and farm crops are brought to the facility, cleaned, flash-frozen (if necessary), and packaged to be readied for sale. Farm to Table continues to see expansion opportunities and has now partnered with local food distribution partner Hudson Valley Harvest (a new business formed in 2011). In addition, small food purveyors such as Much Mor Bread, Fruition Chocolate, and Baron’s International Foods have been newly formed at the site.

Several regional bakeries and creameries either expanded or were retained this past year. Bread Alone’s bakery production operations, which were being actively courted by New Jersey, were retained by Ulster County, saving 45 production jobs and resulting in the \$4 million redevelopment and equipping of a vacant 26,000 square-foot warehouse in the Town of Ulster. Furthermore, the collaboration between Gillette Creamery, the sole ice cream distributor in eastern New York State, and smaller frozen dessert brands such as Lisa and Amy’s Cookies of Accord, Ulster County and Adirondack Creamery of Kingston, Ulster County, has allowed these small food manufacturers to expand.

A new source of funding targeting this sector has been provided by Hudson River Ventures, led by Sean Eldridge (Garrison resident and Scenic Hudson board member). Working in cooperation with Hudson Valley Economic Development Corporation, the fund is providing investments of \$50,000 to \$500,000 to private businesses in the region.

French Huguenots planted the first vines in New Paltz, Ulster County roughly 100 years before vines were planted in what would become California, making the Mid-Hudson America’s oldest wine making and grape-growing region. This vibrant sector of the artisanal food and beverage industry continues to flourish in the Mid-Hudson, with many established wineries and distilleries investing in expansions this past year. Brotherhood Winery in Washingtonville, Orange County, the oldest winery in the United States, invested \$5 million in a newly-constructed 13,000 square foot production and warehousing facility and renovation of its catering hall. The Warwick Valley Winery and Distillery in Warwick, Orange County invested approximately \$500,000 in its facilities, adding a distillery for the production of gin and ten new jobs. Brooklyn Bottling in Marlborough, Ulster County has seen increased production, and is now bottling Arizona Ice Tea. Tuthilltown, a distillery operation in Gardiner, Ulster County, has continued to grow. The Newburgh Brewing Company in Newburgh, Orange County purchased a 24,000 square foot former paper box facility to launch a line of craft “session” beers, a tasting room and restaurant.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
<p>Assist existing businesses including, but not limited to, agriculture, distilleries, distribution, manufacturing, bottling, food processing, corporate headquarters, research and development, and world-class academic institutions.</p>	<p>Formation of the Hudson Valley Food and Beverage Alliance.</p> <p>Creation of dozens of new businesses in the value added production sector, including Newburgh Brewing Company, Warwick Winery and Black Dirt Distillery Hudson Chocolates, Fruition Chocolate, Hudson Valley Harvest.</p> <p>Expansion and recognition of existing food production companies: Peekskill Brewing Company, Captain Lawrence Brewing, Crown Maple Syrup, and Adirondack Creamery.</p>	<p>The Council will continue to advocate for the expansion of key producers such as Bread Alone, Crown Maple, Culinary Institute of America, Farm2Table Co-Packers and Hudson Valley Harvest, many of whom were designated Priority Projects in this most recent round of CFA funding (09/2012 and ongoing).</p>
<p>Provide business counseling, business planning assistance, technical assistance, and market research assistance.</p> <p>Leverage existing and natural leaders in the food related industry such as Culinary Institute of America, Hudson Valley Agribusiness Development Corporation, and Hudson Valley Economic Development Corporation, and Hudson Valley Pattern for Progress.</p>	<p>Formation of the Hudson Valley Food and Beverage Alliance.</p> <p>The Council is collaborating with a research initiative, led by Hudson Valley Pattern for Progress and funded by the New World Foundation, to assess local food system infrastructure needs in the region.</p>	<p>Hudson Valley Food & Beverage Alliance's Food for Thought Seminar Series. Seminars will consist of IP: Protecting your brand; Franchising: Soup to Nuts; Social Media Marketing; How to Network; Distribution and Logistics; etc. (ongoing).</p> <p>The Council will seek to partner with other organizations in establishing a regional agribusiness and food systems financing program to provide loans to local food and agricultural businesses (03/2013).</p> <p>The Council members will be briefed on the findings of the Pattern and New World Foundation research and identify potential strategies and projects for future economic development investment in the local food system (12/2013).</p>

<p>Create a regional Hudson Valley brand of food products for marketing in the metro-NYC market and beyond through the creation of a logo, marketing, public relations and packaging. Also, create Farm-to-Market Programs to explore partnerships in key downstream markets (e.g, NYC metro area) that can assist with marketing and promotion of Hudson Valley brand. For example, explore relationships with food distributors, commercial food providers, restaurant groups, and organizations such as GrowNYC.</p>	<p>Hudson Valley AgriBusiness Development Corporation (HVADC) in partnership with Hudson Valley Tourism (HVT) was awarded a grant from NYS Dept of Ag and Markets to promote Hudson Valley Bounty program, a membership driven program to promote and support networking connections between local agricultural producers, culinary businesses and creating a multi-year marketing and media campaign aimed at increasing the sales of specialty crops in the Mid-Hudson.</p>	<p>The Council will advocate for the expanded infrastructure of the Hudson Valley Food Hub at Farm to Table Co-Packers facility in Kingston (09/2012 and ongoing).</p>
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Core Strategy 4: Revitalize the Region's Infrastructure



PRIORITY PROJECT

Bread Alone – Ulster County

Bread Alone is constructing America's finest artisan bakery, here in the Hudson Valley. Building on 30 years of success, Bread Alone will be a pillar of the growing food economy in the Hudson Valley, attracting tourists, entrepreneurs, and talent to the region. In addition, through retail and wholesale expansion, and increased consumption of locally-produced foods, the bakery will be an engine for high quality job growth, now and into the future.

This project is shovel-ready, and Bread Alone has the team, commitment, and vision to ensure the project's success.

Funding Source: NYSERDA

Total Cost: \$5,400,000

Requested Allocation: \$900,000

Total Jobs: 12 new; 85 retained

Total Construction Jobs: 15

Total Budget: \$4,500,000 Private Financing

INFRASTRUCTURE

Progress Overview

The Regional Council noted in its 2011 Plan that, while the region has well-developed infrastructure, much of it is old and in need of repair. It specifically noted the Tappan Zee Bridge as one of two anchor transportation infrastructure projects (the other being Stewart Airport) that required attention, and recommended the Bridge's replacement.

Since the drafting of the Council's Strategic Plan, the Tappan Zee Bridge replacement project has moved toward reality in an unprecedented manner. To date, the FEIS has been completed, and the comment period now concluded; the bids from three world renowned design build teams were submitted in July and the herculean task of reviewing the technical sufficiency of the more than 750,000 pages of bids has been completed by teams lead by NYSTA, NYSDOT, MTA, PA of NY/NJ and private consultants; the County Executives of Westchester, Rockland and Putnam, along with Suffolk, Nassau and NYC have voted to approve the project in New York State Metropolitan Transportation Council; and the Governor has led an unprecedented community outreach meeting which has reached more than 700 residents, community leaders and elected officials. The project awaits the Record of Decision to be issued and the selection of the bid winner later this fall. This critical project continues to move forward after 10 years of indecision and government dysfunction.

2011 also brought unpredictable weather, including Hurricane Irene, which damaged critical infrastructure in the western portion of the region, most notably in Sullivan and Ulster Counties. Disaster recovery efforts necessitated the replacement of major infrastructure in Ulster County, including more than a dozen destroyed bridges and hundreds of road washouts. Westchester County undertook a multi-million dollar investment in mitigating potential flooding from overtaking major road arteries throughout key portions of the County, thereby minimizing rain impacts on business travel throughout Westchester and other nearby counties. Indeed, the aftermath of Hurricane Irene and Tropical Storm Lee left the State of New York with millions of dollars in needed repairs. This August, one year after the weather events, Governor Cuomo announced more than \$547 million in state aid had been delivered to businesses, individuals, farms, municipalities and for transportation and environmental project, totaling more than \$75 million in the Mid-Hudson.

Orange	Ulster	Westchester	Rockland	Dutchess	Sullivan	Putnam
\$29.1m	\$21.8m	\$7.9m	\$6.8m	\$6.7m	\$2.5m	\$2.1m

The region also made strides towards improving its gas and electric infrastructure. Orange & Rockland Utilities constructed a substation, making a substantial investment in its electric system to provide safe and adequate electric service for its approximately 224,000 customers. The company's investment in its electric transmission and distribution infrastructure totaled nearly \$315 million over the past five years. O&R and CH Energy have added additional gas lines throughout their respective territories providing additional service and supporting economic development. In Orange County, Millennium Pipeline has also provided consumers with additional natural gas infrastructure to meet the growing demand for clean energy. To date, Millennium has constructed 4.35 miles of pipe in Tuxedo and 27.65 miles of pipe in the towns of Deerpark, Greenville, Minisink, and Warwick.

Some of the region's underserved rural areas made progress on their goal of improving telecommunications infrastructure throughout the Mid-Hudson. The Town of Shandaken saw its first cell carrier placed on the existing but vacant Glenbrook Park municipally built cell tower, resulting in cellular service for the first time ever in parts of western Ulster County.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Develop a program that utilizes state, federal, and union pension funds to finance infrastructure projects that will create jobs, maintain and rebuild our infrastructure and stimulate economic growth.	4/24/2012 - Met with NYS Comptroller to discuss using the NYS Pension Fund as a revolving loan fund for regional infrastructure projects.	The Council will set a working group to advance a program (11/2012).
Prioritize anchor projects. These include rebuilding the Tappan Zee Bridge in the southern part of the Mid-Hudson Region and strengthening the capacity of the area surrounding Stewart Airport to support ancillary businesses in the middle part of the region. The federal government recently announced that the Tappan Zee is one of the 14 projects nationwide to receive expedited approvals through the advocacy of the Governor, and the Council supports the preservation of mass transit options for the future.	NYMTC voted in support of the TZB project, which was required to receive federal assistance.	Continue to advocate for the expedited review and construction of the TZB (09/2012 and ongoing).
Encourage counties to consolidate infrastructure planning and management. Advocate for public private investment in infrastructure maintenance, expansion and development to retain and expand business, as well as shovel ready sites to attract new business.		Host a seminar to discuss the importance of water and waste water infrastructure and the benefits of consolidation (12/2012).
Promote infrastructure investments in priority growth areas and established city or village centers to take advantage of our region's existing infrastructure.	The Council supported mixed use and TOD projects that proposed the utilization, maintenance and or expansion of existing infrastructure.	Set a working group to identify and promote future projects (09/2012).

Advocate for broadband service to underserved rural areas.		Set a working group to identify areas of needs and prioritize projects that establish or expand service in those areas (12/2012).
Develop a program similar to the former Build Now NY Program.	4/24/2012 - Met with NYS Comptroller to discuss using the NYS Pension Fund as a revolving loan fund for shovel-ready projects.	Set a working group to advance a program (11/2012).

HOUSING

Progress Overview

The largest single award made to the Mid-Hudson Region in the 2011 round of CFAs was to a community renewal housing project. This project, located at 33 Ashburton Avenue in the City of Yonkers, Westchester County, will include the demolition of a vacant former school structure and the redevelopment of the Brownfield designated site into two mid-rise residential structures. When finished, the project will construct 70 units of family housing and 50 units of senior housing. 100% of the housing will be restricted to those earning less than 60% of the Area Median Income (AMI), and 27 units of the family housing will be restricted to households earning less than 30% of the AMI.

This project has made substantial progress since it was awarded financing in December 2011. Since that time, it has secured zoning variances and advanced Planning Board site plan approval process; advanced to design development drawings for the project; and submitted its financing applications and environmental review package. The project has also received approval from NYS DEC on Brownfields Cleanup Program (BCP) Remedial Investigation Workplan; performed investigations; and filed the required Remedial Action Report and Remedial Action Plan with the state.

Demolition specifications and plans have been prepared and a local contractor, Garito Construction, is in place to demolish the existing PS6 and preserve the historic archway. Garito has also committed to work with Lashay's Construction, a Yonkers-based MBE, on the demolition.

The project has secured a resolution from the IDA for its PILOT agreement and continues to follow-up with NYS HCR regarding the tax credit allocation and bond amount for the project. The project team has worked expeditiously to advance all necessary BCP approvals with NYS DEC, made more complicated by the discovery of petroleum-contaminated groundwater on the site during subsurface investigations.

A number of other housing projects have also moved forward in the region over the past year. The Rural Ulster Preservation Company broke ground and began construction on its Woodstock Commons project, a 44 unit affordable housing development, after seven years of review. Also of note, the Harbors Haverstraw Project, a 98 unit residential apartment development project in Haverstraw, Rockland County will create 15 FTE jobs when it is completed in 2013.

Spotlight on Council Member-led Initiatives: On September 27, 2012, Hudson Valley Pattern for Progress will unveil the Center for Housing Solutions, a special initiative that will help set the regional housing agenda through objective research, strategic collaboration and steadfast advocacy. The Center will provide solutions and best practices to address the challenges and barriers the region faces. Many topics to be covered at the Center have surfaced in discussions at the Regional Council and have contributed to the incentive to create the research effort.



PRIORITY PROJECT

Dover Knolls – Dutchess County

Dover Knolls is a mixed-use, transit-oriented redevelopment (TOD) that will revitalize the Route 22 corridor. The TOD will transform the abandoned facility into a new town center, complete with its own train station, and return jobs to the rural Harlem Valley.

In the first five years of this multi-phase Development it is expected that Phase 1A and part of Phase 1B of this two-phase TOD will be completed. This will include the upgrading of the existing Metro-North Train Station and the construction of a thriving commercial/retail area of about 125,000 square feet of space. This new commercial area will be centered on the Metro North train station through the renovation and restoration of the existing Storehouse building and construction of a new and much needed Supermarket. In addition, the existing 9 hole golf course will be reconstructed, a new community center will be constructed and about 200 units of new housing will be constructed.

The SEQRA review is completed, approvals secured and construction is ready to begin with major infrastructure upgrades, including a new bridge over the Swamp River.

Funding Source: Regional Council Capital Fund

Total Cost: \$81,032,735

Requested Allocation: \$5,000,000

Total Jobs: 1120 (indirect)

Total Construction Jobs: 5,960

Total Budget: \$4.3m tax credits; \$72,732,735 in private financing and revenue.

URBAN CENTER REVITALIZATION

Progress Overview

The revitalization of the Mid-Hudson's urban centers continues to be a key initiative for the 2012-2013 year. Ten cities in the region have acted to form the Mayors' Redevelopment Roundtable, with each of the mayors signing identical memoranda of understanding pledging to improve their cities as engines of economic development for the region. This recognizes the well-documented notion that regions cannot prosper without strong urban centers providing educational, housing, transit, cultural, medical, and other essential services that support economic development outside their borders. During the year, the mayors have provided leadership to take specific actions that are appropriate to leverage their respective assets and solve their common problems. The following actions were taken during the past year by cities that are members of the Mayors' Redevelopment Roundtable:

- The City of Newburgh has made particularly impressive progress in adopting a distressed property remediation project focused on code enforcement, development readiness, and property rehabilitation. In recognition of this progress, the City was one of five locations in the state where a land bank was approved under new state statutory provisions.
- The City of Poughkeepsie has initiated its own property remediation program and has held numerous community wide meetings, met with local land use boards and the city council, and is poised to adopt a program similar to Newburgh's but adapted to the city's particular circumstances.
- The City of Mount Vernon has followed these initiatives and is just beginning a local effort to move in the same direction. Meanwhile Mount Vernon has received and is implementing a Department of Energy Grant to create an innovative green zoning district that can be adapted to its downtown, mixed-use, and transit station areas.
- This effort builds on efforts in the City of Yonkers to create green buildings through incentives as well as regulations.
- New Rochelle is conducting studies and community participation exercises as part of the process of updating its comprehensive plan and as part of its participation in the Sustainable Communities Initiative sponsored by HUD and EPA.
- A number of the cities in the Roundtable are exploring dynamic mixed-use or infill projects, the rezoning of sites and neighborhoods, and provision of infrastructure improvements and expansions to support economic development.

All of these initiatives, done largely through local leadership, hold potential for making true progress toward urban revitalization and require prioritization for financial and technical assistance from state and federal agencies.

Additional efforts fostering the revitalization of the Mid-Hudson's urban centers continue to be a key initiative for the 2012-2013 year. In 2011-2012, substantial progress was made in several of the region's urban areas. The City of Newburgh formed the Jobs Accelerator Advisory Committee in coordination with a grant received by the Solar Energy Consortium, with the mission of creating viable jobs in an urban center. 2011 also saw the doors open on the Newburgh Armory Unity Center, which runs educational and athletic programs. The Center's classrooms

have been renovated, a computer room has been built in collaboration with Mount Saint Mary College and SUNY Orange, and the drill hall is being renovated to accommodate sporting events and conventions. The Newburgh Community Land Bank (NCLB) also recently incorporated, as mentioned above. The NCLB is the only Land Bank in New York State authorized to a city exclusively. Under its designation, The City of Newburgh will have the authority to buy abandoned homes for a negotiated low price. Upon acquiring the buildings, they will either be renovated or torn down, depending on the state of ruination, helping to alleviate the high property taxes currently burdening city homeowners.

Kingston has also enjoyed success in 2011-2012. The city recently implemented a federal grant to upgrade the architecturally unique canopy system over the uptown stockade retail district known as the "Pike Plan." The Town of Ulster also recently approved the Generic Environmental Impact Statement for the redevelopment of the former IBM-Kingston campus known as TechCity. Restrictive environmental permits on the complex were lifted by NYS DEC, which will allow the property to be financed for redevelopment.

Although few consider Sullivan County to be among the "urban" centers of the region, it too has made progress toward revitalizing its main streets. The River Corridor Main Street Program, offered through Sullivan County Planning, has made it possible for the Delaware River Hamlets of Barryville, Narrowsburg, and Callicoon to benefit from the Main Street program. Through a \$500,000 HCR grant, Sullivan creatively looked at the Scenic Byway (NYS Rt. 97) as a "main street" which allowed for these three small hamlets to collectively qualify for the program. A total of 24 commercial units and 10 residential units are part of this on-going initiative.

Spotlight on Regional Council Member-led Initiatives: Several Council members have taken an active interest in ongoing regional dialogue about urban redevelopment:

- The Land Use Law Center at Pace Law School staffs the Mayor's Redevelopment Roundtable, conducts research to help it develop its programs, and provides local assistance to implement agreed-upon strategies. On October 25, 2011, the Council engaged the Center to organize a meeting of eleven of the region's mayors, accompanied by some of their planning and economic development staff, at Marist College in Poughkeepsie, NY. At this meeting they shared their experiences, and identified opportunities and obstacles to urban revitalization.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Target regional growth in urban centers, whose compact, mixed-use development pattern creates an opportunity for growth that is sustainable, cost-effective, energy- and natural resource-conserving, climate-friendly, affordable, and attractive to young workers.	Ten cities in the region acted to form the Mayors' Redevelopment Roundtable, with each of the mayors signing identical memoranda of understanding pledging to improve their cities as engines of economic development for the region. Notable successes this year are listed in the narrative above.	The Council will continue to collaborate with the Mayors' Redevelopment Roundtable and host a joint meeting to gather input and feedback on implementation (12/2012).
Support Transit Oriented Developments (TODs) to provide more sustainable, mixed-used development around transportation hubs. TODs can improve public transportation, generate jobs, expand the tax base, and establish a base of retail establishments and housing options.		The Council will continue to support (through CFA scoring and Priority Project designation criteria) projects that meet this criteria (09/2012 and ongoing).
Promote land banks as a means to redeveloping vacant and distressed properties.	Recent incorporation of the Newburgh Community Land Bank (NCLB).	The Council will continue to monitor the success of the NCLB, and work to promote other successes in distressed property remediation, such as those programs recently established in Newburgh and Poughkeepsie (see above) (09/2012 and ongoing).
Provide strategic implementation workshops and training programs in urban centers involving land use board members and economic development staff to build understanding of new standards, programs, and processes, and to enhance collaborative decision-making skills to facilitate an expedited development process.		The Council will continue to partner with the Mayors' Redevelopment Roundtable and municipalities on future workshops and training programs (12/2012).



PRIORITY PROJECT

Echo Bay – Westchester County

Echo Bay is an exceptional regional asset with unrealized potential. Working in partnership with Forest City Residential, the City of New Rochelle envisions the transformation of approximately 11 acres of presently underutilized and industrial land on the Long Island Sound into a vital mixed-use community with public open space, housing, and shops. This development would complement the adaptive reuse of a historic armory building on an immediately adjacent parcel and presents an unparalleled opportunity to advance multiple regional objectives including job creation, urban housing, waterfront restoration, and the largest expansion of public access to Westchester's Sound Shore in decades.

As part of a public private partnership, New Rochelle must relocate its Public Works Yard to a property that has been acquired on Beechwood Avenue. Additionally, the Echo Bay project will require the relocation of one or more City and/or County sanitary mains that are potentially under the proposed building footprint, as well as shoreline restoration, environmental remediation, and construction of public amenities such as park space, walking trails, and improvements to activate the waterfront.

Funding Source: Regional Council Capital Fund

Total Cost: \$30,000,000

**Requested CFA Allocation: \$3,000,000 capital;
\$3,000,000 DOS Grant**

Total Jobs: 78 (indirect)

Total Construction Jobs: 463

Total Budget: \$12,000,000 municipal bonds; \$12,000,000 development funds

Supporting Strategy 1: ENHANCE

GOAL: Enhance the region's workforce development initiatives through its colleges and universities, One-Stop Career Centers, BOCES, school systems, public libraries and library systems, and child care system. Support investments that build long-term strategies for growth and youth retention, as well as short-term responses to emerging needs.

WORKFORCE DEVELOPMENT

Progress Overview

In its 2011 plan, the Regional Council identified its highly skilled workforce among its strengths, but recognized the need to increase the responsiveness of the region's education and workforce training system to emerging business needs. As a result, significant activity has taken place related to workforce development among the region's Workforce Investment Boards (WIBS) and colleges in areas related to industry sectors identified by the Council: biotechnology, healthcare, tourism, and green technology.

- The Rockland WIB established a new BioPharm Committee of industry leaders to identify opportunities for long-term and short-term workforce development, supporting the biotech sector. ESL training for hospitality employees was also a major focus for Rockland and Westchester/Putnam WIBS, as was extending outreach through local libraries.
- Among Westchester/Putnam WIB's many programs this year, special attention was paid to youth employment with two major projects, the College Internship Clearing House and Workplace Attributes-the Big Five to better prepare the region's youth for future employment; along with other programs that help at-risk youth complete high school and gain valuable job skills.
- Orange County's WIB partnered with Local Laborer's Union #17 and Best Resources on a US Department of Labor Green Jobs Innovation Grant to train long-term unemployed workers with green technology skills. They also sponsored a county-wide job fair; training, child care, and case management to that county's neediest unemployed; recruited employees for major companies (such as Continental Organics, President Container Corporation, Walmart and others); and conducted a comprehensive Summer Youth Work Experience Program for youth.
- The Dutchess County Workforce Investment Board partnered with WDI to co-sponsor a Healthcare Career Symposium on May 17th at which participants (BOCES, DCC students, career counselors, and youth program coordinators) heard first-hand what soft and hard skills employers expect of their new hires at all levels. They also worked closely with employers to clarify the skills needed by the region's growing health care employers to create training programs to meet these needs; and are also expanding their outreach through local libraries. All four WIBS worked with the region's BOCES, community colleges, and the Solar Energy Consortium to submit a major grant to the US Department of Labor for Workforce Innovation Funds to create a pipeline for education and training in advanced manufacturing for the region.



PRIORITY PROJECT

Yonkers Rising – Westchester County

Rising Development's \$22 million Mill Street plan for Downtown Yonkers, located one block east of the new Saw Mill River Park at Larkin Plaza, involves the rehabilitation and adaptive reuse of five virtually vacant properties into 40 live/work lofts and 17,000 square feet of new cafes and retail. Integrated into the City's "Mill Street Courtyard" project and adjacent to the City's former library, which is currently being rehabilitated, our transformational revitalization effort provides necessary critical mass to support the existing public investment and creates an urban destination center.

This public-private partnership will result in the much needed mix of retail, restaurant and live/work spaces to be located just east of the \$25 million "daylighted" Saw Mill River Park at Larkin Plaza and within a one block walk of the Yonkers' train station making this a true transit oriented development initiative.

Funding Source: Regional Council Capital Fund

Total Cost: \$22,285,792

Requested CFA Allocation: \$4,457,158

Total Jobs: 298 (indirect)

Total Construction Jobs: 94

Total Budget: \$4,400,407 Mortgage; \$8,762,739 Private Equity;
\$460,747 IDA financing; \$154,740 HCR Main Street Fund;
\$4,050,000 New Market Tax Credits

Several community colleges also made major strides toward the region's goal. Rockland Community College received a National Science Foundation to bring K-16 STEM education stakeholders together on October 16, 2012 for a day of shared learning and regional problem solving on the national crisis in K-16 STEM education. The College also hosted a job fair that attracted more than 1,000 job seekers and 61 employers; held focus groups with employers in STEM, advanced manufacturing, construction, and health care to ascertain how best to support their education, training and workforce needs; and placed 651 students in career-related internships last year. Westchester Community College's nationally recognized program continued to ensure that the county's large immigrant population (one in four Westchester residents are foreign born) have the opportunity to develop the college and career readiness skills needed to succeed by providing redesigned ESL career pathways that accommodate immigrants' different educational and skill skills, integrate new technologies, increase flexibility and represent multi-sector partnerships.

A number of major investments in the region's public and private four-year institutions are also of note. Many years in the making, these projects are now fully implemented and serving the region's students and economy. The SUNY Orange Newburgh Campus has more than doubled as a result of the \$38 million capital investment for the 87,000 square foot construction of Kaplan Hall along with a complete rebuild and renovation of the 85,000 square foot Tower Building. The SUNY Orange Middletown Campus has invested approximately \$60 million in the development of a four-level parking garage, 10,000 square foot childcare center, and 115,000 square foot Science and Engineering Building. SUNY New Paltz is undertaking an ambitious transformation, including the construction of a \$48 million science building. Mount Saint Mary College in Newburgh, Orange County renovated and constructed new dormitories, and Marist College in Poughkeepsie, Dutchess County opened the newly constructed Hancock Center, a \$35 million, 57,000-square-foot academic building.

Orange-Ulster BOCES recently negotiated an agreement to lease the former Arden Hill Hospital complex, providing BOCES the opportunity to significantly improve its ability to serve its component school districts and the community at large. By offering services locally, it is estimated that the component school districts will save more than \$3 million per year. The capital investment is in the millions and will create many new positions.

Many 2011 CFA awards also supported workforce development initiatives, including:

- Southern Westchester BOCES to provide 80 unemployed workers with training in Nurse Assistant and Pharmacy Technician programs. The project is expected to be completed in mid-2013;
- Catholic Healthcare Systems will offer Electronic medical Records Training to 35 members of its workforce. This project should be completed by the end of the year; and
- Dorsey Meterology will train up to six workers in Poughkeepsie in computer aided design and tool control technologies.

Spotlight on Regional Council Member-led Initiatives: Thanks to the Mid-Hudson Regional Council's emphasis on advanced manufacturing, and its collaboration with the Mohawk Valley Regional Council, SUNY Ulster has been collaborating with the SUNY Institute of Technology (in Utica) to design an articulated manufacturing program that could end with an Engineering Degree from SUNY IT. This collaboration also involves the private sector through The Solar Energy Consortium (TSEC) and the Council of Industries.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Invest in the region's capacity for innovation, entrepreneurship and business expansion by establishing a network of Innovation Centers in the region's public and private colleges that provide access to national, state, and regional resources for new business development, similar to exemplary best practice models in NC, GA, and MA.	Many groups throughout the Mid-Hudson are working to reinforce the region's capacity for innovation, entrepreneurship, and business expansion. These include the Hudson Valley Economic Development Corporation and its BioHud Valley initiative; Hudson Valley Pattern for Progress; Gateway to Entrepreneurial Tomorrows; WCC's Gateway to Entrepreneurship and Network for Teaching Entrepreneurship Programs; HVCFI; County Economic Development Offices; and Small Business Development Centers, among others. Many more have been under development but not fully brought to fruition yet.	The Council is supporting a number of priority projects that build the region's capacity for innovation, including the New York State Cloud Computing partnership between Marist and IBM; Center for Global Advanced Manufacturing; iBio Incubator; and Hudson Valley Food Hub. It will continue to support new initiatives where there are gaps and opportunities and provide updates in its next Progress Report (12/2013).
Increase the responsiveness of the workforce training system to emerging business needs by investing in the region's One Stop Centers to provide enhanced business outreach and design customized workforce training solutions, refocusing existing resources more directly on existing business needs.	The region's One Stop Centers worked together to develop Implementation Plans focused on actionable steps the Workforce Investment System will take in response to the Council's Strategic Plan and targeted industry clusters. They also developed a plan to work with regional business trade organizations and business councils and training providers to support the Tappan Zee Bridge Replacement project. The region's One Stop Centers also worked collaboratively with SUNY Community College partners and others to submit a US Dept. of Labor Workforce Innovation grant to strengthen the responsiveness of the workforce training system to support business needs in STEM.	By December, 2013 the region's One Stop Centers will implement specific services and training programs in support of identifiable industry clusters such as biotech, high-tech, and info technology, and implement support for emerging business needs related to the Tappan Zee Bridge Replacement Project (12/2013). The Council will continue to monitor their progress and identify available resources in the 2013 Progress Report (12/2013).

<p>Improve the flexibility of the workforce development system to respond to emerging middle skill jobs requiring short-term retooling of an individual's skill set by evaluating incremental additions of coursework and on-the-job experiences to existing programs at the associate, bachelors and masters levels.</p>	<p>The region's Community Colleges partnered with all SUNY community colleges on a US Dept. of Labor Trade Adjustment Assistance Act Community College Training grant to respond to emerging middle skill jobs in advanced manufacturing for workers that have lost jobs due to trade adjustment.</p>	<p>The grant announcement is still pending at the time of this report.</p> <p>The Council will continue to encourage the region's education and training partners to improve the workforce development system in middle skill jobs (09/2012 and ongoing).</p>
<p>Build the long-term talent pipeline and capacity for economic growth by ensuring that the region's K-12 students develop 21st century skills aligned with specific industry clusters.</p>	<p>The One Stop System has developed an implementation plan in support of this objective, and will set up or assist in setting up processes for bringing stakeholders together to address the region's talent pipeline.</p> <p>Rockland Community College secured a grant from the National Science Foundation to work with the region's K-16 STEM stakeholders for a day of shared learning and problem solving about the national crisis in K-16 STEM education and develop regional solutions to the problem to ensure students graduate with 21st century STEM skills.</p>	<p>The region's One Stop System will host (or participate in) a Pipeline Summit by 2/2013 and develop an Implementation Plan by 12/2013 in support of the recommendations made at the Summit.</p> <p>The RCC Conference will be held on October 12, 2012 and includes participants from SUNY, the Council, NSF, and other nationally prominent individuals, and produce a report on specific steps the region can take to strengthen its K-16 STEM pipeline by January 31, 2013. MHREDC will support the dissemination of their findings.</p>

YOUTH RETENTION

Progress Overview

In its 2011 Plan, the Regional Council noted an opportunity in the presence of young professionals groups being formed by chambers throughout the region. The Orange County Chamber of Commerce has just launched a student membership program to encourage college students to attend chamber events. It also established a Young Professionals group a few years ago, which has grown into maturity and is now looking into collaborating with Young Professionals organizations in Dutchess and Sullivan Counties. The Sullivan County Chamber of Commerce alone saw a growth of 15% in membership in the young professionals group, YEL! (Young Emerging Leaders) in the past year. As the groups continue to add membership and programming, there will be further opportunities for collaboration.

Westchester County's Office of Economic Development is currently working on a pilot project with the Business Council of Westchester to use the Village of Ossining as a "living experimental hub" for testing programs to encourage young professionals to stay in the area. The Westchester County Association, another business organization in the region, is also working with the Project for Public Spaces to help transform Westchester into a community that remains attractive to young professionals. Both major business organizations have formed active young professional networking groups to maintain a direct communication link with this critical demographic.

An "Internship Clearinghouse" has been created and launched by the Westchester WIB to connect students from numerous local colleges and universities with internship and job opportunities at Westchester businesses. This initiative also supports the Mid-Hudson's strategic goals of offering technical support, mentoring, and internship opportunities during and after college.

Spotlight on Council Member-led Initiatives: Council Member Marsha Gordon and the Business Council of Westchester have taken an active role in understanding and combating youth flight in the Mid-Hudson. This year,

- The Business Council of Westchester conducted qualitative youth flight research. The final February 2012 report and its conclusions have been shared with the local and regional business community. They also partnered with Arts Westchester to create a central events and activities website and mobile application that is valuable and convenient for the youth demographic. Once established and vetted, similar sites can be developed throughout the region.
- The Westchester Homes Initiative, in which Council member Marsha Gordon also participated, has adopted an implementation strategy to address affordable housing design, including focus on those types of housing arrangements that would appeal to the 21 – 34 age cohort – i.e. lively, mixed use, urban types of options at prices young workers, with more modest salaries can afford.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Conduct qualitative research on the issue of youth flight.	In February 2012, the Business Council of Westchester conducted such a study of the population under 35 years of age, and reached conclusions regarding employment opportunity, housing affordability, quality of life, and areas of competition.	The Council will analyze the results of the Westchester study, and apply the findings to future actions (09/2012).
Identify an ideal community for young professionals, and create a pilot community.	The Village of Ossining – an ethnically and financially diverse waterfront community with an exquisite historical downtown in Westchester – has been chosen as a pilot community for this study with the goal of attracting young professionals by learning best practices of other youth-oriented communities and establishing a task force comprised of young adults to provide input.	The developments and progress of this pilot community will be tracked and made available to other communities through the Mid-Hudson region (10/2012 and ongoing).
Focus on parks attraction.	The Business Council of Westchester is partnering with Westchester County Dept. of Parks & Rec and The Friends of Westchester County Parks to develop more youth focused attractive parkland. Partners are developing a program to raise awareness among young professionals about the 18,000 acres of Westchester park land.	The Council will analyze the results of the Westchester initiative, and apply the findings to future actions (09/2012 and ongoing).
Emphasize entertainment and recreation through downtown development.	Westchester Coalition for Business Development Mixed-Use Development Subcommittee launched a campaign in May 2012 to educate the public on the benefits of creating downtown hubs that incorporate retail office space and residential around already existing transportation hubs.	The Council will analyze the results of the Westchester initiative, and apply the findings to future actions (09/2012 and ongoing).

Establish meaningful linkages between the region's institutions of higher education, businesses, and young professionals so that more graduates will settle where they studied.	An Internship Clearinghouse has been created and launched by the Workforce Investment Board to connect students with internship and job opportunities at local businesses. This initiative also supports the Mid-Hudson's strategic goal of offering technical support, mentoring and internship opportunities during and after college.	The Council will monitor the outcomes of this initiative, and apply the findings to future actions and recommend the clearinghouse method to other WIBs (09/2012 and ongoing).
Utilize the many organized "40 under 40" young professionals groups in the region to further understand and implement youth retention strategies	Many county-wide "rising star" or "40 under 40" programs gained momentum this year (see narrative, above).	The Council will bring together the leaders of each of these programs to identify additional regional opportunities for these young professionals to network and interact (03/2013).

Supporting Strategy 2: PROMOTE

GOAL: Promote entrepreneurship, start-ups, small businesses, and MWBEs through a variety of measures that will make it easier to access public- and private-sector resources for capital; workforce training; and business and technical consulting.

SMALL BUSINESS

Progress Overview

Of critical importance to the Council is the attraction of more venture capital to both the region and the State of New York. In addition to the Council's initiative to identify and convene venture capitalists resident in New York State, Fairfield County, CT, and northern New Jersey who are active investors in life science companies (see entry under Core Strategy #1), Council members are also working closely with Hudson Valley Economic Development Corporation to expose businesses to a new venture capital fund known as Hudson River Ventures. Multiple meetings have been held with start-up and established businesses looking for access to private capital.

Another key partner in accomplishing the Council's goals relative to small businesses is the Mid-Hudson Small Business Development Center, which worked with 1,631 clients in the last calendar year. The Center provided 32,640 hours of service, secured \$47,444,049 in funding, and either created or saved 1,392 jobs throughout the region.

County-level partners also made major contributions. The Sullivan County Partnership for Economic Development provided approximately 200,000 in loan funds to start-ups and expanding businesses in the past fiscal year, leveraging nearly \$500,000 in private sector investments and securing an additional \$100,000 to create a disaster relief fund for businesses affected by flooding. In Westchester, "Start-Up Academies" have been hosted as a partnership between the county, Westchester Community College (WCC), SCORE, and the Women's Enterprise Development Center. The academies are 15-week boot camps for those individuals interested in building the framework for what will become an established business. In just two classes, eight new businesses have formed from these academies. WCC also conducts an Entrepreneurial Academy for established businesses looking to take their firm to the next level of growth.

Spotlight on Council Member-led Initiatives: The Business Council of Westchester, Rockland Business Association and other regional partners, including the many Chambers of Commerce continue to provide services and host informational meetings for Small Business owners. Through the Governor's office, a small business initiative meeting was held in Westchester to provide small businesses access to State agencies, including DOL, DOS (for various licenses), ESD and others.

Additionally, Terri Ward, President/CEO of the Sullivan County Chamber of Commerce and Regional Council Member, took her entire nonprofit organization mobile. In direct response to member requests and to the positive feedback from the October 2010 launch of Sullivan's "Chamber on the Run tm" program, the Chamber retrofitted a 37 foot RV into office space, enabling them to bring their services directly to each business throughout the large rural 970 square mile county. Their services are now better utilized and their outreach maximized. The Chamber boasts 255 visitors inside the mobile office this past year, an increase of 200% over their former static location.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Offer incentives for a business that wants to open or expand into an existing building similar to the tax breaks available to businesses that are building new buildings. This will create incentives to fix up depreciating existing inventory.	NYS has expanded the Jobs Development Authority (JDA) JDA's main function is assisting private business expansion and job creation throughout the State of New York. The JDA program provides direct loans for the growth of manufacturing and other eligible businesses within NYS by assisting in financing a portion of the cost of acquiring and renovating existing buildings or constructing new buildings or for purchasing machinery and equipment. Funds to make loans are derived from the sale of State-guaranteed bonds.	Council members will work to create awareness for businesses within the region of the JDA program (9/2012 and ongoing).
Meet with private equity and venture capital organizations to better learn what their industries require to locate and/or expand regionally to boost access to capital.	Identified and met with private equity, venture capital and angel funding organizations. Created awareness of opportunities for funding and gathered information of needed actions to encourage the development of funding within the region that could support cost-effective implementation plans to bring programs to the entire region.	The Council is organizing a meeting with leading VCs at Regeneron's Tarrytown offices (11/2012). Council members will continue to attend Angel and venture funding events in surrounding regions to create awareness and encourage events to be held in the Mid-Hudson Region (9/2012 and ongoing).
Build a "pipeline" of funding opportunities for different clusters in the region to identify enough company deal flow to increasingly attract the resources of venture capital firms. Implement events inviting private equity/venture capital firms to see presentations by local companies seeking funding.	Hudson Valley Economic Development Corporation has identified, organized and promoted more than 80 biotech/pharmaceutical/life science companies in the Mid-Hudson and organized them through the organization Bio-Hud Valley. They created awareness at several events such as the 2012 BIO International Conference in Boston.	The Council will work to ensure continued awareness and participation of Mid-Hudson companies in regional events and networking for all levels of business and different industries 9/2012 and ongoing).
Create an outreach support program for peer-to-peer mentoring and networking for all levels of business and different industries.	Women's Enterprise Development Center Inc. (WEDC) offers One-on-one business counseling, monthly workshops, and webinars to new and established business owners in both English and Spanish.	The Council will continue to promote the WEDC's opportunities, and seek other partners in the region who can deliver peer-to-peer mentoring and networking (9/2012 and ongoing).

MWBES

Progress Overview

Governor Cuomo has made increased MWBE utilization a priority of his administration and the Mid-Hudson is committed to ensuring that projects moving forward in the region have similarly made MWBE utilization a priority. The Council is particularly pleased to announce that its largest project award in the 2011 round of funding (turning the existing PS6 building in Yonkers, Westchester County into affordable family and senior housing) has in place a contractor (Garito Construction) that has committed to work with Lashay's Construction, a Yonkers-based MBE, on the demolition.

The Regional Council has also been supportive of several county-level efforts to provide grants and loans to MWBE start-ups and expansions. The Minority and Women Business Committee of the Orange County Chamber of Commerce created a new program that provides loans to MWBEs. Administered through the Orange County Business Development Corporation, a subsidiary of the Orange County Chamber of Commerce, the loan fund includes low- interest payments at a fixed rate with loan amounts ranging from \$2,500 to \$20,000. Sullivan County Planning awarded approximately \$100,000 in grants to MWBE through its MAP program for business start-ups and expansions this past year.

The Mid-Hudson Small Business Development Center provided startup support for Project HOPE this past year, a program that supports the empowerment of women business owners and assists women in seeking their financial independence. The project will involve setting up a microloan fund for women business owners. The Mid-Hudson Center will provide counseling support.

Several events throughout the region were held with the explicit purpose of assisting MWBEs. Westchester County officials conducted a large-scale MWBE conference, which included information on doing business with the county itself, as well as meetings with experts in finance and support services. Ulster County Development Corporation held an event targeted at women owned entrepreneurs in the last year including Ready, Set, Go: An Introduction to Procurement and Microfinance for Women Owned Businesses in January 2012. Key Bank sponsored Key4Women networking event in Kingston. The event, sponsored by KeyBank attracted 20 women business entrepreneurs. The topic was Time Management: Managing Your Business and Personal Time Effectively. Key4Women is a proprietary program at KeyBank that addresses the funding needs of women entrepreneurs.

Spotlight on Council Member-led Initiatives: Council Member Robin Douglas and the African American Chamber of Commerce of Westchester and Rockland Counties have been particularly active this year in assisting regional MWBEs in participating in opportunities – particularly those surrounding the Tappan Zee Bridge project. Of particular note:

- The Chamber was present in February for the State-wide MWBE lobbying day in Albany. On March 29, Chamber members also attended the State's meeting for MWBEs on how to do business with the design teams competing for the Tappan Zee. As a result, the Chamber then hosted seminars on "getting your MWBE certification." One member received his certification this past April, making him eligible to participate on the Tappan Zee Bridge project.
- The Chamber hosted a "How to do business with the New York City School Construction Authority" event for MWBEs on August 9th.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Streamline the paperwork involved in the MWBE certification and other processes in order to ease the burden on small business men and women, and conduct ongoing outreach for those businesses that have already received certification.	African American Chamber of Commerce of Westchester and Rockland Counties hosted seminars on "getting your MWBE certification" (see above). The Business Council of Westchester conducted a forum for MWBEs. The topic was "I am certified, now what." The presentation included: why and how to get certified as a minority- or women-owned business; how to best leverage your certification; tips for responding to bid opportunities and finding those that don't go to bid; the benefits of targeted marketing and proactive relationship building; and how to access the special funding government and companies have put aside just for you.	The Council will continue to hold roundtable discussions with MWBEs stakeholders in the region (03/2013). The Westchester Hispanic Chamber of Commerce will host a targeted seminar where participants will learn how to grow their businesses by selling to federal, state and local government entities (09/2012).
Identify MWBEs as sub-contractors to awarded contracts.	As noted above, the Council's largest award in the 2011 round of funding (turning the PS6 building in Yonkers, Westchester County into affordable family and senior housing) has in place a contractor, Garito Construction, that has committed to work with Lashay's Construction, a Yonkers-based MBE, on the demolition.	The Council will advocate for a policy of identifying MWBE partners within 30 days of an award and before work begins (09/2012 and ongoing).
Advocate for a uniformed payment process for completed work.		The Council will advocate for a policy stating that MWBEs should be paid for completed work within 10 to 20 days of completion (09/2012).
Monitor the process to insure Prime Contractors (awardees) are complying with state requirement to use NYS Certified MWBEs.		The Council will actively monitor CFA awardees to ensure compliance with State policy regarding the use of certified MWBEs (09/2012 and ongoing).

Supporting Strategy 3: MAKE

GOAL: Make the region and NY State more business friendly through a legislative agenda that considers tax and administrative policy initiatives to ensure businesses locate and stay in the region.

STATEWIDE REFORMS

Progress Overview

One of the major inhibitors identified by the Council in its 2011 Strategic Plan was the MTA Payroll Tax, which adversely affects businesses in a majority of the Mid-Hudson's counties: Westchester, Rockland, Putnam, and Dutchess. In December of this past year, Governor Cuomo signed legislation that partially repealed the tax. Under the new legislation, 289,000 businesses in located in the 12-county MTA service region (those with annual payrolls below \$1.25 million) will see the tax disappear, while more than 6,000 businesses (those with payrolls between \$1.25 and \$1.75 million) will see their payroll tax cut by as much as two-thirds. An estimated 414,000 self-employed workers will also see their taxes lowered by the measure. The repeal was extended beyond small business and parochial schools to also include all public schools and BOCES. 39,400 businesses in Mid-Hudson benefited from this roll-back immediately; about 25,000 businesses in Westchester no longer have to pay the tax, as well as 6,895 in Rockland, 5,320 in Dutchess and 2,167 in Putnam. In August 2012, a New York State Court ruled that the tax is unconstitutional, potentially beginning a long period of litigation. Both the partial repeal agreed to in Albany and the court ruling are positives for the Region, as they reduce or eliminate a disincentive for businesses based in the affected Mid-Hudson counties.

The Council also identified, among state-wide inhibitors, the sometimes burdensome State Environmental Quality Review Act (SEQRA) process. Regulatory changes have now been proposed to the act, and on July 11, 2012, DEC released the draft scope for the generic environmental impact statement that will be prepared to assess the proposed changes to the SEQRA - Part 617. Comments were accepted until August 10, 2012. Staff are currently reviewing the comments and preparing the draft rule making package which will include the specific regulatory changes being proposed by the department. The target date for the public release of the rule making package is fall 2012. The principal purpose of the amendments is to streamline the SEQRA process without sacrificing meaningful environmental review, which is in line with the Council's recommendation.

In its 2011 Plan, the Council also recommended a review of state limits on casino gambling. A constitutional amendment on casino gambling received first passage during this year's legislative session. Second passage, as required by the state constitution, will be sought in the coming session. If this happens, the Council anticipates a statewide referendum on the matter in 2013.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Seek to lessen the overall tax burden and consider the impact of the MTA tax in the areas outside of New York City.	MTA Tax partially repealed by Legislature in December 2012. Subsequently, Tax was declared unconstitutional by NY State Court.	As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.
Advocate for reform of the State Environmental Quality Review Act (SEQRA).	Regulatory changes have been proposed to the Act, and the rule making package is expected for public release in the coming months.	As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.
Seek the review of State constitutional limits to casino gambling.	A constitutional amendment received first passage during this year's legislative session.	As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.
Advocate for the inclusion of targeted industries in Excelsior program.		As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.
Seek reforms to the Department of Environmental Conservation permitting process.		As this is a state-wide issue, the only ongoing of role of the Council will be for the Co-Chairs to make recommendations through the Chairman's Committee, where appropriate.

LOCAL REFORMS

Progress Overview

The Regional Council has also focused over the past year on ways to address business inhibitors at the local level. The Sullivan County IDA, Partnership, and the Sullivan County Division of Planning and Environmental Management have instituted policy initiatives that prioritize agribusiness and rural business development. The first business to locate to Sullivan, which was fast tracked for approvals under the agribusiness designation, was ASB Greenworld mentioned previously. In addition, the Sullivan County IDA secured \$675,000 in grant funds through the Rural Microenterprise Assistance Program and has reviewed 10 new potential businesses that are seeking funding under this program. The Sullivan County Division of Planning has focused on addressing agribusiness entrepreneurs, through a variety of outreach activities, including agricultural summits, charrettes and target based approaches that foster net new investment in this critical sector of the Sullivan County Economy.

In 2011, Westchester County officials conducted a “United We Save” expo, which brought together municipal and school district officials from throughout the county to learn how to save money by sharing services. The idea behind it is simple – by sharing services we reduce costs, which translates into lower taxes for residents and business owners.

On Jan. 1, 2012, The Village of Ossining and Town of Ossining merged court systems, which came on the heels of the Town saving \$600,000 by merging its police department with the Westchester County Police. Westchester County officials continue discussions with other municipalities that are exploring similar moves.

The Westchester County Department of Planning recently launched Westchester 2025 - a web-based format of its county-wide planning policies - with the intent of showing residents and municipalities the importance of working together to shape and grow the county’s infrastructure (roads, trains, sewers, etc) and communications capabilities (wider bandwidths, GIS technology, etc.). This exciting planner’s toolbox is designed to assist the county government and its 45 local municipalities to work together and speak with one regional vision, a critical need in the complex New York metropolitan area.

In order to address a lack of inventory for modern manufacturing space, Ulster County has developed and implemented a new shovel ready site development incentive program called Ready2Go. The program uses funding from the Industrial Development Agency and Central Hudson to match private property owner funds to seek site plan approval on speculative buildings 80,000 square feet and larger in industrially zoned areas with water and sewer infrastructure. The first site is in review before the Town of Saugerties Planning Board for the siting of a 98,000 square foot industrial building with 25 foot ceiling height.

Ulster County has implemented a new “Gateway Meeting” policy that arranges a single point of entry to all relevant county departments for large development projects. Large projects are encouraged to come to the county early in the development process for an initial workshop meeting with the Planning Department, Health Department and Public Works Department. The Planning Department acts as the conduit and invites NYS DOT, NYS DEC and other relevant agencies. The Gateway Meeting approach has been taken with a number of large development projects and significantly reduces the number of meetings with state agencies while identifying issues in the development process earlier.

Implementation Agenda & Timelines

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Consider local policy initiatives that ensure businesses locate and stay in the area.	A number of county-wide initiatives, including Westchester’s “United We Save” Expo and Ulster’s “Ready2Go” initiative, have forwarded this item (see above for more detail).	The Council will continue to monitor local initiatives and recommend successes and best practices be shared throughout the region (09/2012 and ongoing).

Supporting Strategy 4: ALIGN

GOAL: Align public-private support and collaboration, including inter-regional partnerships that leverage cross-region resources, to ensure implementation of the regional Plan and consideration of new opportunities.

MARKETING

Progress Overview

In its 2011 Plan, the Council recognized the need to promote its work in order to foster public support for its economic development mission, and to attract businesses to the region. Over the past year, several members of the Council have engaged in extensive outreach to ensure that the Mid-Hudson's marketing and branding initiatives neither duplicate nor work at cross-purposes with other state (The New NY Works for Business) and regional (Hudson Valley EDC and Hudson Valley Tourism) efforts. The Council identified and submitted a CFA for the purpose of branding and developing a cohesive marketing campaign for the Mid-Hudson Regional Council. In addition, the Council has strongly identified the need to reestablish a presence at Economic Development Trade Shows to market the region on a wider basis. The Council's marketing plan is contained herein in Appendix 5.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Initiate a marketing campaign to raise awareness of Mid-Hudson Regional economic opportunities. Specifically raise awareness of regions inventory of distribution sites, professional service and cluster industry prominence. Highlight the proximity of the Mid-Hudson to the major economic centers of Northeastern United States, including Boston, New York, Washington DC, and Philadelphia.	The Council submitted a CFA in the 2012 funding round to support this marketing and branding initiative.	The Council will finalize and implement a detailed marketing plan and deliverable timeline upon CFA results (01/2013).
Develop a brand identity and integrated marketing and communication strategy to promote the region both to individuals and organizations.	Council members have developed comprehensive marketing plan, which has been reviewed at a working meeting of the full Council.	Upon CFA results, members of the Council will begin implementation of branding and marketing (01/2013).

Seek New York State commitment to reestablishing a presence at Economic Development Trade Shows allowing each region to be represented. Promote the Mid-Hudson Region on a wider basis outside the state, with a focus on the tri-state area.	NY Biotechnology Association, NY BioHud Valley and Regeneron staffed booths on the tradeshow floor of the BIO International annual meeting. NY BioHud Valley and Hudson Valley Economic Development Corp. actively marketed the region to new companies and were successful in attracting several small companies.	The Council will establish list of key trade shows and create exhibit display materials (02/2013 and ongoing).
Promote the Mid-Hudson as a tourist destination.	The Council is working with various Mid-Hudson organizations to maximize marketing message promoting Mid-Hudson as a tourist destination. A smart phone app, created by Hudson Valley Tourism, had over 350 downloads in its first few months, and national advertising efforts generated over 18,000 requests for information in the first six months of 2012.	The Council will work in partnership with other organizations to maximize the opportunity and synergies of marketing efforts (immediate and ongoing).

INTER-REGIONAL PARTNERSHIPS

Progress Overview

The Council understands that its regional economy is meaningfully connected to those that surround it. The region is bordered by three other New York regions (the Southern Tier and Capital Region to its north, and New York City to its south) as well as two other states (Pennsylvania to its west and Connecticut to its east). Therefore, the Council rightly identified in its 2011 Plan the need to “embrace inter-regional partnerships that leverage cross-region resources.”

This past year, the Regional Council collaborated with the Mohawk Valley Regional Council by including SUNY IT as a partner institution in its Center for Global Advanced Manufacturing (CGAM) project. In addition, several Council Members were involved in moving forward the Upper Delaware River Project, submitted a CFA application jointly authored by two counties and four municipalities, while working closely with other states to coordinate and support initiatives in LWRP and the Pike County Greenway, Common Waters agenda and the Upper Delaware River Roundtable efforts.

Implementation Agenda & Timeline

Action Identified by Council	Progress To-Date	Future Actions and Timeline for Completion
Deepen relationships with major research universities and other institutions of higher education that offer specific programs unavailable in the Region.	Thanks to Council-led efforts, the New York State High Performance Computing (HPC) Consortium recently invited Marist College to join the consortium in the area of cloud computing. HPC is a statewide effort to keep NYS in a leading technological position with respect to high performance computing both nationally and internationally.	The Council will continue to promote collaboration and research through the HPC2's member institutions: Rensselaer, Stony Brook National Labs, the University at Buffalo, and Marist College (9/2012 and ongoing).
Pursue periodic meetings between representatives from the Mid-Hudson Regional Council and other adjacent or nearby Councils to discuss new opportunities for collaboration.	This past year, the Regional Council collaborated with the Mohawk Valley Regional Council by including SUNY IT as a partner institution in its Center for Global Advanced Manufacturing (CGAM) project	The Council will continue to pursue opportunities for meetings and collaborations with other Councils especially the NYC Council, as it represents a large market for the Mid-Hudson, directly to its south (12/2012 and ongoing).

PART 3

The Mid Hudson's Transformative Priority Projects 2012

APPENDIX 1: The Council's 2012 Preferred Projects by Agency

In 2012, the Council identified 22 projects with the potential to generate over \$750 million in economic activity, and with the ability to create and retain more than 11,000 jobs

Projects that significantly aligned with the Plan and merited inclusion in the report are listed here



Projects Related to Core Strategy 1: INVEST IN TECHNOLOGY			
CFA #	Project Name	Description	
17078	New York Medical College iBio	See page 29	
19253	Center for Discovery Regional Children's Assessment Center	See page 30	
18180	New York State Center for Cloud Computing and Analytics	See page 44	
19111	Center for Global Advanced Manufacturing (CGAM)	See page 40	
14841	Touro College of Osteopathic Medicine	See page 31	
18714	Bon Secours Regional Cancer Center	See page 33	
11147	Crystal Run Healthcare	See page 32	
15929	Northern Westchester Hospital	See page 34	
18646	Sound Shore Medical Center	See page 35	
17011	VBT Laboratories	See page 36	



Projects Related to Core Strategy 2: ATTRACT AND RETAIN MATURE INDUSTRIES			
CFA #	Project Name	Description	
19033	Matrix Distribution Park	See page 49	



Projects Related to Core Strategy 3: GROW NATURAL-RESOURCE RELATED SECTORS			
CFA #	Project Name	Description	
14807	Bread Alone	See page 74	
17030	Hudson Valley Food Hub – Phase II	See page 70	
17595	EPT Concord Resort	See page 67	
16826	Crown Maple Visitor Center	See page 54	
19089	Echo Bay Waterfront	See page 83	
19129	Rising Development Yonkers	See page 84	
14734	Hudson Landing Promenade Project	See page 66	
17045	Glenwood Power Plant Restoration	See page 65	
16154	CIA Marriott Pavilion	See page 63	
14353	Hyde Park Hotel Ventures	See page 64	



Projects Related to Core Strategy 4: REVITALIZE REGIONAL INFRASTRUCTURE			
CFA #	Project Name	Description	
15293	Dover Knolls	See page 79	

AG & MKTS			
CFA #	Business Name	Project Name	Amount Requested
18477	GrowNYCNew Farmer Development Project	Mini grant Program for Onfarm Produce Washing Stations	\$55,700
17888	Hudson Valley Agribusiness Development Corporation	Regional Agribusiness and Food Systems Finance Program	\$215,000
16167	CCE Wayne	Increasing Cooling Space for Small and Limited Income Farms	\$207,000
18477	GrowNYCNew Farmer Development Project	Mini grant Program for Onfarm Produce Washing Stations	\$55,700

ARTS			
CFA #	Business Name	Project Name	Amount Requested
18962	Dia Art Foundation	DiaBeacon Outreach Programming	\$75,000
17184	ArtsWestchester	Westchester Jazz and Blues Festival	\$200,000
15951	Copland House Inc	Copland House	\$77,000

DOL			
CFA #	Business Name	Project Name	Amount Requested
19404	Winerackscom	Winerackscom Training	\$14,522
19117	FW Webb	Funding Request	\$45,080
18978	Elna Magnetics	Elna Magnetics Training	\$81,900
17810	Wolftec	Wolftec Training	\$88,459
16752	Ulster BOCES	CNA training in Ulster County	\$98,865
16377	Behan Design LLC	Workers Skills	\$20,000
15515	New Windsor Fitness Center Corp	QualityStarsNY Skill Training and Development	\$80,130

15283	CleanEdison Inc	CleanEdison OJT	\$72,010
15020	FALA Technologies Inc	Worker Skill Upgrading for FALA Customer Retention Growth	\$99,984
13890	Ulster BOCES	Manufacturing Workforce training	\$99,960

DOS			
CFA #	Business Name	Project Name	Amount Requested
19204	The City of Poughkeepsie NY	Poughkeepsie Waterfront Redevelopment Strategy	\$150,000
17484	Village of Tarrytown	Tarrytown Waterfront Revitalization Depot Plaza Improvements	\$345,845
17466	City of Peekskill	Fleishchmanns Pier Revitalization	\$608,050
17246	Village of Walden	Walden Waterfront on the Wallkill	\$12,500
17188	Town of Tusten NY	Narrowsburg Big Eddy Esplanade	\$106,400
16946	City of Beacon	Dennings Point to Madam Brett Park Connector Trail	\$201,360
16354	City of Peekskill	Local Waterfront Revitalization Program Update	\$50,000
15755	City of Peekskill	Peekskill Southern Waterfront Promenade	\$1,033,965

EFC			
CFA #	Business Name	Project Name	Amount Requested
19074	Woodard Curran	Lorenzen Park	\$750,000
17657	Town of East Fishkill	Hillside Lake Stormwater Remediation	\$900,000
17576	Teatown Lake Reservation Inc	Porous Pavement Parking Lot	\$200,000

ESD			
CFA #	Business Name	Project Name	Amount Requested
19951	Raymours Furniture Company Inc	Raymour & Flanigan	\$2,325,000
19880	MidHudson Regional Economic Development Council	Marketing Initiative	\$550,000
19066	Village of Sleepy Hollow	Marketing Sleepy Hollow Halloween Brand	\$59,720
19039	City of Yonkers	Yonkers Waterfront Tourism Campaign	\$250,000
17585	Historic Hudson River Towns	Hudson Rivercom Online Regional Itinerary Building	\$16,800
16467	Village of Irvington New York	Discover the Rivertowns	\$17,000
16470	City of Middletown Industrial Development Agency	Southeast Towers Preservation LP	\$7,000,000
16105	Newburgh Housing Authority	Burton Towers	\$10,000,000
15940	New Rochelle Industrial Development Agency	Maple Terrace	\$9,500,000
15309	Yonkers Industrial Development Agency	Teutonia Buena Vista	\$140,000,000

HCR			
CFA #	Business Name	Project Name	Amount Requested
18922	City of Newburgh	Broadway Gateway Project	\$247,000
18015	Newburgh Community Land Bank	NCLB Demonstration Project	\$200,000
17611	Hudson River Housing Inc	Historic Poughkeepsie Underwear Factory Neighborhood Redevel.	\$1,172,521
17468	Peekskill Facilities Development Corporation	Peekskill Downtown Project	\$250,000
16898	Highland Fall Local Development Corporation	Main Street Facade Grant	\$283,750
16462	Laberge Group	Kiryas Joel Wastewater Project	\$594,000
15043	Village of New Paltz	Elimination of Overflowing Sanitary Sewers	\$600,000
15006	Town of Liberty	White Sulphur Springs Water Project 2012	\$597,109
14996	Town of Wawarsing	Napanoch Sewer District Improvements Ph I	\$600,000

NYSERDA			
CFA #	Business Name	Project Name	Amount Requested
15653	Bard College	Boiler Project	\$273,700

PARKS			
CFA #	Business Name	Project Name	Amount Requested
18915	The Beacon Institute Inc	Dennings Point Dock Project	\$239,027
18901	The Scenic Hudson Land Trust Inc	Fort Montgomery Marina	\$377,670
17880	Town of Saugerties	Cantine Lighting	\$66,150
17700	Village of Briarcliff Manor	Scarborough Park Improvement	\$450,000
17554	Town of Cortlandt	Furnace Dock Lake Park	\$50,000
17550	Town of Cortlandt	Sprout Brook Park	\$500,000
17412	Campaign for the Westchester Children's Museum	Children's Museum	\$151,212
17320	Town of Clarkstown	Congers Lake West Trailway	\$300,000
17083	Ulster County Historical Society	Reroofing project on the Bevier House Museum	\$10,000
16535	The Scenic Hudson Land Trust Inc	Esopus Meadows Preserve Educational Access Improvements	\$175,000
16376	City of White Plains	Kittrell Pool Renovation and Reconstruction	\$363,340
15946	Mohonk Preserve	Mohonk Preserve Foothills Connectivity Project	\$500,000
15822	Village of Scarsdale	Wayside Cottage Restoration Project	\$197,485
15724	Village of Monticello	Dehoyas Park Dillon Park	\$323,100

MULTI-AGENCY APPLICATIONS				
Agencies	CFA #	Business Name	Project Name	Amount Requested
Arts ESD - Regional Tourism	18947	TRANSART Cultural Services Inc	Jazz in the Valley	\$125,000 \$63,000
DOL HCR	14980	Nubian Directions II Inc	Winnikee Project II	\$50,000 \$3,910,000
DOS Parks	17929	County of Orange	Upper Delaware River Corridor Collaboration Project	\$10,000 \$233,142
DOS Parks	17481	Village of Tarrytown	Tarrytown Waterfront Revitalization Losee Park Improvements	\$1,026,853 \$400,000
DOS Parks	16207	City of Poughkeepsie	Waterfront Recreational Enhancement	\$250,760 \$200,000
DOS Parks	15920	Village of Haverstraw	Haverstraw Waterfront Park Construction	\$450,000 \$450,000

APPENDIX 2: The Council's 2012 Preferred Projects by Agency

Projects that strongly aligned with the Plan and merited inclusion in the report are listed here

AG & MKTS			
Program Name	CFA #	Business Name	Project Name
Agricultural Development Program	13476	The Lighting Cultivator	Linc Program
Agriculture Development Program	17556	Battenkill Valley Fibers Inc	Custom Processing Expansion
Agriculture Development Program	18131	Farm Credit East ACA	Profitably Growing the New York Dairy Industry Seizing the Opportunity
Agriculture Development Program	19464	Farm Credit East ACA	Farm Credit East Value Added Direct Marketing Agriculture Project
Agriculture Development Program	19279	Mary Elizabeth Ryan dba Breezy Hill Orchard	Stone Ridge Orchard Cidery

ARTS			
Program Name	CFA #	Business Name	Project Name
Art Project Grant	18166	Village of Sleepy Hollow	Legend of Sleepy Hollow Halloween
Art Project Grant	13362	Mill Street Loft	Youth Outreach Programs
Art Project Grant	15085	Jacob Burns Film Center	Film and Media Production in the Lower Hudson Valley
Art Project Grant	15416	Westchester Arts Council	Music in The Hudson Valley
Art Project Grant	15421	Hudson Valley Center for Contemporary Art	Peekskill Project
Art Project Grant	17302	Emelin Theatre for the Performing Arts	Mamaroneck Music Festival
Art Project Grant	17982	CSC Repertory Ltd dba Classic Stage Company	CSC Live

DOL			
Program Name	CFA #	Business Name	Project Name
Worker Skill Upgrading	16296	Greyston Foundation	Workforce Development 20 Program
Worker Skill Upgrading	18298	Precision Pipeline Solutions	PPS

Worker Skill Upgrading	18843	YWCA Orange County	Women's Work
Worker Skill Upgrading	19813	Frito Lay	Frito Lay

DOS			
Program Name	CFA #	Business Name	Project Name
Local Water Front Revitalization	18244	City of Port Jervis Community Development Agency	Port Jervis Whitewater Kayak Park
Local Water front Revitalization	16516	Town of Poughkeepsie	Town of Poughkeepsie LWRP Update
Local Water Front Revitalization	19904	City of Newburgh Waterfront Advisory Committee	Permanent Newburgh Beacon Ferry Dock
Local Water front Revitalization	15105	Village of Nyack	Nyack Marina Bulkheads

EFC			
Program Name	CFA #	Business Name	Project Name
Green Innovation Grant Program	19436	City of Yonkers	Saw Mill River Daylighting at Mill Street
Green Innovation Grant Program	15325	County of Ulster	Ulster County Office Campus Creating a Smart Growth Green Infrastructure Hub in
Green Innovation Grant Program	15565	new york medical college	walk way
Green Innovation Grant Program	15645	Bard College	Bard Parking Lot
Green Innovation Grant Program	18238	Jewish Home Lifecare Sarah Neuman Center Westchester	Sarah Neuman Center Stormwater Management

ESD			
Program Name	CFA #	Business Name	Project Name
Environmental Investment Program	16466	New Dimensions Turf	NDTurf
ESD Grant Funds	14542	New Square Community Improvement Council	The Market Center Construction Project
ESD Grant Funds	16149	Hudson Valley Film Commission	HVFC CFA
ESD Grant Funds	14615	Castagna Realty	Pawling Wastewater Improvements

ESD Grant Funds	15065	Town of Orangetown	Rockland Psychiatric Center Redevelopment 2012
ESD Grant Funds	16485	Nyack Hospital	Emergency Department Expansion and Modernization
ESD Grant Funds	17096	Town of Yorktown	Front St Environmental Remediation
ESD Grant Funds	17281	RCSWMA	CNG Conversion
ESD Grant Funds	17342	Womens Studio Workshop	WSW
ESD Grant Funds	17363	Easter Seals New York Inc	Port Jervis Community Service Center
ESD Grant Funds	17572	Bard College	Fisher Center Bird Netting Project
ESD Grant Funds	17808	Mount Vernon Chamber of Commerce	Set It Up
ESD Grant Funds	17835	Village of Sleepy Hollow	Expansion of water storage tank to facilitate development
ESD Grant Funds	18008	RCSWMA	Rail
ESD Grant Funds	18334	City of White Plains	Post Road Corridor Economic Development Project
ESD Grant Funds	18468	Streuver Fidelco Cappelli LLC	River Park Center Phase 1 Yonkers NY
ESD Grant Funds	18853	Solartech Renewables	Solartech Renewables LLC
ESD Grant Funds	19198	Mount Saint Mary College	Dominican Center Building Transformation
ESD Grant Funds	19702	County of Orange	The Hudson Valley Food Laboratory
ESD Grant Funds; Excelsior Jobs Program	17538	NY Creamery	Sulloisaac
ESD Grant Funds; Excelsior Jobs Program	19641	Kawasaki Rail Car Inc	Investment of Track Facility
ESD Grant Funds; Excelsior Jobs Program	19673	DBA	123
Industrial Bond Cap	16570	Westchester County IDA	EBC Armonk
Regional Tourism	15581	Clearwater DBA OurHudson	HudsonRising A World Class Tall Ship Event to Boost Tourism Local Ag Natural Resources and Green Business Clusters
Regional Tourism	17598	City of Peekskill	Cultural Hertiage Tourism Campaign
Regional Tourism	17719	Independent Production Fund Fiscal Sponsor Program	Engaging the imagination Wallys Way
Regional Tourism	18314	Purple Heart Hall of Honor, Inc	Purple Heart Phase One
Regional Tourism	19098	Greene County Tourism on Behalf of CATS	CATSCFA2012

Regional Tourism	15473	Bard College	SummerScape Marketing Plan
Regional Tourism	15496	Albany CVB	Hudson Valley tourism Marketing

HCR			
Program Name	CFA #	Business Name	Project Name
HCR CDBG	16026	Village of New Square	Land Acquisition for Job Opportunities
HCR CDBG	15044	Village of Liberty	Near Term Wastewater Treatment Plant Improvements
HCR-NY Main Street	15357	Village of Ossining	NYMS Downtown Ossining Project 2012
HCR-NY Main Street	16723	Downtown Middletown District Management Association Inc	Middletown BID
HCR-NY Main Street	18414	Liberty Community Development Corporation	Liberty Main Street Program 20
HCR-NY Main Street	19443	City of Yonkers	Yonkers Mill Street Redevelopment
HCR-NY Main Street; Rural Area Revitalization Program	18470	Community Services Programs Inc	West Main Street MAIN STREET Project
HCR-Rural Area Revalidation Project	18485	Hudson Valley HDF Company Inc	Meadow Ridge Family Housing Bike Path Related Facilities

NYSERDA			
Program Name	CFA #	Business Name	Project Name
NYSERDA Reg Ec Dev GHG Reduction	15408	County of Orange	BioCNG Alternative Vehicle Fuel
NYSERDA Reg Ec Dev GHG Reduction	17727	Willow Run Foods Inc	WRFCNGTRACTORS
NYSERDA Reg Ec Dev GHG Reduction	17027	Frost Valley YMCA	Catskills Largescale Biomass Demonstration

PARKS			
Program Name	CFA #	Business Name	Project Name
Heritage Areas System Acquisition	17041	Bardavon 1869 Opera House Inc	UPAC Public Facilities Renovation Lobby Annex
Historic Property Acquisition	15958	Christ Church Sparkill	Roof Restoration

Historic Property Acquisition	18177	Western Sullivan Public Library	Callicoon 2nd Floor Renovations
Historic Property Acquisition	18227	Hudson River Sloop Clearwater	Sloop Clearwater Restoration Project
Historic Property Acquisition	18602	SCENIC HUDSON	Conserving an Icon of American Industrial Heritage Ruins Stabilization at the West Point Foundry Preserve
Historic Property Acquisition	18995	Christ Episcopal Church	Christ Episcopal Church Masonry Restoration
Historic Property Acquisition	15628	The Woodstock School of Art Inc	Historic Buildings Preservation Maintenance
Historic Property Acquisition, Planning & Develop	14819	Historical Society of Shawangunk and Gardiner	Andries DuBois House RoofGutter Restoration
Park Acquisition, Development and Planning	14851	Town of Marbletown	Marbletown Rail Trail Bridge Project
Park Acquisition, Development and Planning	15091	Village of Walden	Bradley Park
Park Acquisition, Development and Planning	15135	New YorkNew Jersey Trail Conference	Bear Mountain Project
Park Acquisition, Development and Planning	15429	Village of Ossining	Community Gardens
Park Acquisition, Development and Planning	15538	City of Yonkers	Untermeyer Park
Park Acquisition, Development and Planning	15586	Village ofHastingsonHudson NY	HOH Quarry Park and Trail
Park Acquisition, Development and Planning	15616	Palisades Parks Conservancy Inc	Minnewaska Carriage Road Project
Park Acquisition, Development and Planning	14654	City of Yonkers	JFK Park Shoreline Stabilization
Park Acquisition, Development and Planning	14972	Village of Piermont	Rockland Road Bridge Park
Park Acquisition, Development and Planning	15442	Teatown Lake Reservation Inc	Lake Vernay Trail Dam Improvement Project
Park Acquisition, Development and Planning	18304	Town of Philipstown	Hudson Fjord HikeBike Trail
Park Acquisition, Development and Planning	18606	Little Stony Point Citizens Association	Hikers Amenities and Park Maintenance Shed
Park Acquisition, Development and Planning	19643	Town of Amenia	Wassaic Trail to the Train

MULTI-AGENCY APPLICATIONS				
Agencies	Program Name	CFA #	Business Name	Project Name
Arts, ESD	Art Projects Grants; Regional Tourism Marketing Grant	15190	Bardavon 1869 Opera House Inc	4 Seasons of the Hudson Valley Festival

DOL, NYSERDA	Worker Skills Upgrading; NYSERDA Energy Efficiency	18711	STAVO Industries	flatbush
DOS, Parks	Local Waterfront Revitalization; Historic Property Acquisition; Park Acquisition, Development and Planning	16521	Village of Wappingers Falls	Village of Wappingers Falls Waterfront Revitalization Implementation
ESD, Arts	Regional Tourism; Art Project Grant	19132	Ferry Godmother Productions	Ferry Godmother Music Circuit
ESD, DOL, EFC, NYSERDA	ESD Grant Funds; Worker Skills Upgrading; Excelsior Jobs Program; Green Innovation Grant Program, NYSERDA Reg Ec Dev GHG Reduction; NYSERDA Energy Efficiency	19575	Royal T Ranch Corporation	Royal T Ranch Distillery
ESD, DOS, Ag&Mkts	ESD Grant Funds; Agriculture Development; Local Waterfront Revitalization; NYSERDA Energy Efficiency	18975	Village of Ossining	The Seed Suite at Ossining
ESD, EFC, NYSERDA	ESD Grant Funds; Green Innovation Grant Program; NYSERDA Reg Ec Dev GHG Redcution; NYSERDA Energy Efficiency	18652	Marist College	Construction of a new performing arts academic building and sustainable renovation of a public assembly building
ESD, HCR	ESD Grant Funds; HCR Urban Initiatives	16131	Ritz Theater Newburgh Inc	Ritz Theater Downtown Development Project
ESD, NYPA	ESD Grant Funds; ReCharge NY	17312	GILMOR JOHN	GILMOR JOHN
ESD, NYPA, DOL,	ESD Grant Funds; ReCharge NY; Worker Skills Upgrading	19282	Middletown Community Health Center Inc	O W Pathway to Health
ESD, NYSERDA	ESD Grant Funding; RED&GHG Reduction Program	16108	CDM Smith	Loch Sheldrake WWTP
ESD, NYSERDA	ESD Grant Funds, NYSERDA Energy Efficiency	16724	RH Land Development LLC	Rock Hill Town Center Comedy Hall of Fame
ESD, NYSERDA	ESD Grant Funds; NYSERDA Energy Efficiency	17621	Park Point New Paltz LLCJAM of New Paltz Inc	Park Point New Paltz
ESD, NYSERDA	ESD Grant Funds; NYSERDA Energy Efficiency	12403	Yonkers Public Schools District	P3 Planning Project
ESD, NYSERDA	ESD Grant Funds; NYSERDA Energy Efficiency	19497	Ulster County	STRIVE
ESD, NYSERDA	ESD Grant Funds; Regional Tourism; NYSERDA Energy Efficiency	17703	Irish Cultural Center Hudson Valley	Irish Cultural Center
ESD, NYSERDA, NYPA	ESD Grant Funds; RED&GHG Reduction Program; Regional Tourism & Marketing, NYSERDA Energy Efficiency Programs	13980	Mount Beacon Incline Railway Restoration Society	Mount Beacon Incline Railway Restoration
ESD, NYSERDA, NYPA, DOL, EFC	ESD Grant Funds; Excelsior Jobs program; NYSERDA RED&GHG Reduction Program; Recharge; Workers Skills Upgrading; NYSERDA Energy Efficiency	13537	Hudson Valley Produce Farms	HVP Farms

APPENDIX 3: Progress to date on 2011 CFA Awards

DOL						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
3116	Sullivan County BOCES - Unemployed Worker	Training for 30 unemployed workers for new hires at Shelburne Plastics located in Monticello, NY. The training will provide the manufacturing skills needed by a Shelburne Plastics entry level employee. The contract was executed on this project in February 2012 and completed by the end of the year.	Sullivan	\$50,000	\$50,000	Green
4780	YWCA of Yonkers - Unemployed Worker	Training for 20 unemployed workers in the New Way Workforce program. This program will provide new methods of training unemployed and underemployed low-income minority women to give them full employment in the fast growing ecologically-friendly green industry. The contract for this project was executed on July 2013 and is expected to be complete by the end of 2013.	Westchester	\$40,000	\$40,000	Yellow
5175	Zeltsman Associates dba Community Markets - Worker Skills Upgrading	Train five Ossining employees to be efficient, sustainable business. This will make staff part of growth through diversification and help develop a profitable local food system in the Hudson Valley. The contract for this project was executed on February 2012 and is expected to be complete by the end of the year.	Westchester	\$15,000	\$15,000	Green
5746	Southern Westchester BOCES - Unemployed Worker	Southern Westchester BOCES (SWBOCES) will provide 80 unemployed workers with training in Nurse Assistant and Pharmacy Technician programs offered under the Allied Health Career Training. The contract was signed on June 2012 and expected to be complete mid-2013.	Westchester	\$50,000	\$50,000	Green
5751	Catholic Healthcare Systems dba ArchCare - Worker Skills Upgrading	Catholic Health Care System will offer Electronic Medical Records Training to 35 members of its workforce as a part of a system-wide electronic medical records (EMR) implementation at ArchCare's seven nursing homes in New York City and the Mid-Hudson Valley. The contract was signed in February of 2012. The project is expected to be completed by the end of the year.	New York	\$10,880	\$10,880	Green

7420	Dorsey Meterology International - Worker Skills Upgrading	Four to six workers at this Poughkeepsie company will be trained in computer aided design and tool control technologies. The contract was executed April 2012; the project is expected to be complete by the end of the year.	Dutchess	\$12,000	\$12,000	Green
7462	Plastics Technologies of NY, LLC - On-the-Job Training	This Monticello-based bottle manufacturing plant will expand its workforce by 10 machine operators and technicians through On-the-Job Training. Construction on this project continues as of the Summer of 2012; hiring is expected after construction is complete.	Sullivan	\$50,000	\$50,000	Yellow
7510	Illinois Tool Works, Inc. dba ZIP PACK - Worker Skills Upgrading	This Orangeburg-based company will train 12 current production workers to help improve the productivity of its overall operation. The contract was executed February 2012; the project is expected to be complete by the end of the year.	Rockland	\$18,300	\$18,300	Green

DOS						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
4761	Horsemans Pier	The Village of Sleepy Hollow will study the rehabilitation of the former industrial pier at the Castle Oil waterfront site for public recreational use, and will prepare schematic designs and cost estimates. The contract for this project was executed on June 2012.	Westchester	\$37,000	\$74,000	Green
5057	Hutchinson River Revitalization Plan	The City of Mount Vernon will prepare a Hutchinson River Revitalization Plan to establish regional strategies for community and waterfront revitalization, and include preliminary planning for watershed management and a water trail. The contract for this project was executed on August 2012.	Westchester	\$92,937	\$185,874	Green
5183	Waterfront Park Fishing Pier	The Village of Dobbs Ferry will design and construct a fishing pier at Waterfront Park, which will include features for small watercraft tie-up. The contract for this project was executed on August 2012.	Westchester	\$322,000	\$644,520	Green

7135	Harbor Square Promenade Park	The Village of Ossining will construct Harbor Square Promenade Park, a 1.6 acre park with 850 linear feet of Hudson River shoreline. The public park will be located adjacent to an approved \$100 million mixed-use waterfront redevelopment to include walkways, benches, lighting, fencing, a kayak launch, public art, and beach and lawn areas. The contract was executed August 2012.	Westchester	\$485,000	\$970,000	Green
7254	Implementing the Upper Delaware River Local Waterfront Revitalization Program	Sullivan County will undertake installation of water trail signage on select bridges over of the Delaware River Trail; design for identified river access sites; and the creation of an inventory of other potential river access locations along the Upper Delaware River corridor from Hancock in Delaware County to Port Jervis, in Orange County. As of July 2012, the contract for this project is still under review by the municipality.	Delaware	\$125,000	\$250,000	Green
7738	West Point Foundry Preserve Trail Improvements	Putnam County is partnering with Scenic Hudson Land Trust to create the West Point Foundry Preserve (WFPF) in Cold Spring, an industrial heritage park and tourism attraction. An upgraded half-mile trail will link the preserve to the nearby Metro-North train station, the downtown, and the Hudson River. The contract was executed July 2012.	Putnam	\$125,000	\$250,000	Green
8754	Cold Spring Local Waterfront Revitalization Program	The Village of Cold Spring will build on its recently completed Local Waterfront Revitalization Strategy and develop a comprehensive Local Waterfront Revitalization Program. The contract was signed in June 2012.	Putnam	\$27,000	\$54,000	Green

DOT						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
6459	Orange County Track and Bridge Rehabilitation	The Middletown & New Jersey Railway will rehabilitate portions of the rail infrastructure that support Orange County industry, serve as an attraction to industrial development projects in the manufacturing, food and beverage, agricultural, and distribution sectors, and form an integral part of the rail network for NY State. The project will rehabilitate the rail line between Campbell Hall and Warwick, as well as portions of track in Middletown and between Walden and Montgomery. The contract for this project was signed May 2012.	Orange	\$1,656,000	\$1,840,000	Green

EFC						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
4618	Green Roof	St. John's Riverside Hospital will transform seven standard flat asphalt roof areas to green roofs that provide numerous valuable benefits to the environment as well as learning and health benefits to all the patients, nursing school students, visitors, hospital staff and the neighboring community. This project is expected to be complete by the end of the year.	Westchester	\$990,000	\$1,154,812	Green

ESD						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
2220	Contract Packaging Services Excelsior	Purchase and installation of approximately \$3,800,000 in new Machinery and Equipment; as well as a 15,000 square foot building expansion.	Orange	\$1,000,000	\$3,800,000	Green
2307	Paladin Group Holdings Capital	Paladin Group is a professional training/ education center for first responders. The project involves the purchase & renovation of a 130,000 sq.ft. facility in Putnam county; the intended investment of approximately \$25,000,000; and the potential creation of 180 new jobs. The contract was executed on this project in February 2012. Since that time, the Company continues to seek private financing to commence the construction phase of the renovation.	Putnam	\$1,000,000	\$25,000,000	Yellow
3341	Ceres Technologies Excelsior	Establish a facility for production of renewable energy technology to manufacture solar process disposition equipment. This project is a partnership with Albany CNSE. Ceres will invest approximately \$22,766,668 and potentially create 73 jobs in Ulster County. The contract was executed on this project in May 2012 and is anticipated to be completed by completed by summer 2016.	Ulster	\$764,000	\$22,766,668	Green
4395	SilaRx Pharma. Excelsior	This project allowed for the retention and expansion of a pharmaceutical manufacturer in the Hudson Valley. The project involves the purchase & improvement of a 111,450 sq.ft facility in Putnam County; the investment of approximately \$10,000,000; the retention of 40 existing jobs; and the potential creation of 69 new jobs. Recently the project sponsor closed on the Putnam County property, which it is currently renovating. The contract on this project was executed in January 2012.	Putnam	\$952,757	\$10,035,000	Green
5410	San-Mar Manuf. Excelsior	San Mar anticipated relocating to a new facility which would have allowed the company to be upgraded and increase volume in cosmetic businesses. The company has at this time decided not to relocate and the project is now terminated.	Putnam	\$4,023,235	\$16,250,000	Black

5452	Hudson Valley Produce Farms Excelsior	Establishment of hydroponic greenhouse generating fresh produce for local community and New York City market. The company has since expanded its project scope and as a result requested additional funding through CFA 2012 Round.	Putnam	\$150,000	\$5,670,000	Yellow
5867	New York Medical College Capital	NYMC will develop 110,000 square feet, within the Westchester campus, for a laboratory incubator & a workforce training center for use by startup biotechnology companies. The innovative contract structured by ESD allows for reimbursement during design and construction phase of the project. The contract was signed on April 2012. The ESD Board of Directors approved the Grant Disbursement Agreement on XXX. The PACB reviewed the GDA on September 5, 2012. The project is expected to be completed within 18months.	Westchester	\$4,000,000	\$14,000,000	Green
6717	Cafe Spice Excelsior	This project intended to retain and expand an Orange County-based food manufacturer, which involved renovation of 50,000 sq.ft. facility; expansion of 20,000 sq.ft.; investment of \$1,700,000 in new M&E; retention of 95 jobs and the addition of 64 new jobs. ESD continues to work with this company; however, due to the company's existing Empire Zone status, it will not be able to access the Excelsior Tax Credits.	Orange	\$750,000	\$4,500,000	Red
8062	Global Fenestration Solutions/ Sound Solutions Excelsior	A start up manufacturer of high-performance weatherized windows in Putnam County, the project requires the purchase of 22 acres; construction of a 70,000 sq.ft. building; the investment of approximately \$12,063,000 and the potential creation of 215 new manufacturing jobs. The company is working with ESD, after executing their contract on April 2012, and the Putnam County IDA to complete financing for this project.	Putnam	\$1,000,000	\$12,063,000	Green

HCR						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
4318	Public School 6	Demolition of a dilapidated City-owned school building located on a brownfield site in Yonkers, Westchester County. This project includes brownfield remediation and the new construction of 121 rental units in two diverse, sustainable LEED-certified residential buildings for seniors and families. The project neighborhood has been specifically targeted for investment by the City of Yonkers. The project will include underground parking garages to accommodate the needs of the residents. The project is expected to be complete by Fall 2014.	Westchester	\$29,600,000	\$54,321,820	Green
8731	Sunrise Apts	New construction of two three-story buildings, providing 78 rental units in the Town of Wallkill, Orange County. At least 24 units will be reserved for persons with mental, physical or developmental disabilities. The project is in compliance with Green Building standards and will utilize Energy Star appliances and energy efficient central air conditioning. The project will provide eight accessible, move-in ready units. Project amenities consist of broadband internet service, outdoor patio space and a computer lab.	Orange	\$1,366,673	\$15,999,015	Green
8731	Sunrise Apts	New construction of two three-story buildings, providing 78 rental units in the Town of Wallkill, Orange County. At least 24 units will be reserved for persons with mental, physical or developmental disabilities. The project is in compliance with Green Building standards and will utilize Energy Star appliances and energy efficient central air conditioning. The project will provide eight accessible, move-in ready units. Project amenities consist of broadband internet service, outdoor patio space and a computer lab.	Orange	\$850,000	\$15,999,015	Green

8799	Zion Court	Rehabilitation of four vacant adjacent buildings in the City of Mt. Vernon into 28 family rental units with four store fronts. The project site is close to shopping, services, health care, schools, and a Metro North commuter rail station. The project will commence September 2012 due to project changes.	Westchester	\$570,507	\$8,453,414	Yellow
14027	Shandanken Revitalization Plan - Three Town Emergency Funds 2011	Conduct emergency housing repairs for elderly homeowners, elderly veterans, or frail elderly homeowners in the northwestern Ulster County. The contract on this project was executed May 2012.	Ulster	\$75,000	\$150,000	Green
14034	Independent Living - Home in Orange and Sullivan Counties.	Assist persons with physical disabilities, persons who are developmentally disabled, and persons who are frail elderly in Orange and Sullivan Counties in making accessibility improvements to their homes. The contract was executed in May 2012.	Orange	\$300,000	\$300,000	Green
14049	Thompson Home Improvement Program	Improve housing conditions throughout the Town of Thompson in Sullivan County. Some units will be targeted to persons who are elderly, persons who have physical disabilities or persons who are veterans. The Town of Thompson will rehabilitate 20 owner-occupied housing units benefiting very low-income people. The contract was executed August 2012 and the project is expected to be completed by the end of 2014.	Sullivan	\$278,400	\$278,400	Green
14060	Promoting Home-ownership in Kingston	Offer a homebuyer program in the City of Kingston that will provide homeownership assistance to 13 low- and moderate-income homebuyers. The contract was executed August 2012 and the project is expected to be completed by the end of 2014.	Ulster	\$350,000	\$2,190,000	Green
14061	Healthy Homes in Ulster County	Offer a HOME Repair Program to address owner-occupied housing rehabilitation needs in Ulster County, providing up to \$25,760 in deferred payment loans to 10 owner occupants. The contract was executed July 2012 and the project is expected to be completed by the end of 2014.	Ulster	\$278,400	\$338,400	Green

14084	Hamaspik of Orange County	Make accessibility improvements, with grants of up to \$25,000, to 10 homes for persons with physical disabilities and the frail elderly in Rockland County. The contract was executed April 2012 and the project is expected to be completed by the end of 2013.	Rockland	\$250,000	\$320,000	Green
14085	Hamaspik of Orange County	Make accessibility improvements, with grants of up to \$25,000, to 10 homes for persons with physical disabilities and the frail elderly in Orange County. The contract was executed April 2012 and the project is expected to be completed by the end of 2013.	Orange	\$250,000	\$320,000	Green
14106	Amenia Downtown Renewal	The Town of Amenia will use \$195,000 in NYMS funds to renovate 8 residential units and 3 commercial units, and make streetscape improvements. The estimated total project cost is \$260,000, with \$65,000 from the Town of Amenia. The contract was executed February 2012 and the project is expected to be completed by the end of 2012.	Dutchess	\$195,000	\$260,000	Green
14112	Walden Main Street	Using \$337,338 in NYMS funds, the Walden Community Council proposes to assist 17 buildings with approximately 8 residential units and 23 commercial units. The estimated total project cost will be \$545,913, with \$293,284 from owners, up to \$200,000 of which may be loans from Walden, and \$50,000 from Orange County. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Orange	\$337,338	\$630,622	Green
14120	New Rochelle BID Main Street	The New Rochelle BID will use \$500,000 in New York Main Street funds to help rehabilitate approximately 20 buildings with 54 commercial units. The total program cost will be approximately \$2.1 million with \$1.5 million from property owners and \$100,000 from the City of New Rochelle. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Westchester	\$500,000	\$2,320,000	Green

14140	Town of Ulster Glenerie Storm Drainage Project	Install 3,850 linear feet of storm water drainage in the Glenerie Neighborhood of the Town of Ulster. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$599,492	\$599,492	Green
14141	Ulster County Housing Rehabilitation Program	Renovate 22 homes of low-and moderate income residents of Ulster County. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$750,000	\$980,000	Green
14148	Town of Wawarsing Improvements to Napanoch Water System	Improvements of a water treatment facility for the Town of Wawarsing. The contract was executed March 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$600,000	\$1,599,200	Green
14175	Town of Fallsburg Main-Lake Sanitary and Sewer Improvements	Sanitary and storm water separation project in Town of Fallsburg. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Sullivan	\$599,790	\$599,790	Green
14198	Healthy Homes in Ulster County	Home improvement of 10 single family homes in Ulster County. The contract was executed July 2012.	Ulster	\$185,600	\$524,000	Green
14199	Thompson Home Improvement Program	Home improvement of 10 single family homes in the Town of Thompson, Sullivan County. The contract was executed June 2012.	Sullivan	\$185,600	\$464,000	Green
14202	Town of Liberty Loomis Sewer District Improvements	Make improvements to the Loomis Sewer District in The Town of Liberty. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Sullivan	\$539,858	\$584,858	Green
14212	Village of New Paltz Water Storage Tank	Replace existing 2.0MG steel water storage tank in Village of New Paltz with a 1.5MG pre-stressed concrete water tank. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Ulster	\$600,000	\$1,637,700	Green

14213	Village of New Square Health Center	Renovate the existing Refuah Health Center (RHC) located in the Village of New Square. The contract was executed February 2012 and the project is expected to be completed by the end of 2013.	Rockland	\$400,000	\$460,000	Green
14228	Townhomes at Cockren Commons	New construction of 10 townhouse units on Route 22 in the Hamlet of Armonk, Town of North Castle, Westchester County	Westchester	\$400,000	\$3,775,000	Green
14229	445 North State Road	New construction of 14 condominium units on North State Road in the Village of Briarcliff Manor, Town of Ossining, Westchester County. The contract was executed August 2012.	Westchester	\$560,000	\$5,492,736	Green
14233	City of Port Jervis Beach Road Pump Station	Replace the Beach Road Pump Station in the City of Port Jervis. The contract was executed April 2012 and the project is expected to be completed by the end of 2013.	Orange	\$287,000	\$287,000	Green

NYSERDA						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
7796	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	Develop a Regional Sustainability Plan for the Mid-Hudson region that will establish a sustainability baseline including inventories of greenhouse gas emissions and energy use. The plan will assess sustainability indicators including economic assets, liabilities and opportunities as well as transportation, land use, and natural resources. The plan's long-term and short-term goals will address improving energy efficiency, promoting renewable energy and reducing carbon emissions. Once the plan is completed, it is intended to inform municipal land use policies, guide both public and private resource investments in infrastructure and identify tangible actions to reduce greenhouse gas emissions. The MHREDC is collaborating with the leaders of this project, including members of its economic development group. The contract was executed in April 2012 and the project is expected to be completed by the end of the year.	Orange	\$865,000	\$1,795,000	Green

PARKS						
CFA #	Project Name	Project Description & Progress	County	CFA Award	Project Cost	Status
2003	Bear Mountain Trails	Trails for People is a permanent public exhibition designed to introduce the millions of non-hikers who visit Bear Mountain each year to the Appalachian Trail, trail building, wilderness etiquette, and hiking. This interpretive plaza will engage visitors in an active learning experience by providing a family-friendly, interactive and engaging walk-through demonstration area, serving as a gateway to thousands of acres of backcountry habitat. The contract was executed on this project in July 2012, with construction expected to begin September 2012 and completed by 2014.	Rockland	\$188,750	\$377,500	Green

2054	Bear Mountain Inn	This project is for ongoing renovations at the historic Bear Mountain Inn, which include: constructing a new accessible vehicle entrance, modifying the north end of the Bear Mountain parking area to improve parking for the Inn and provide handicap accessibility, designing and installing new interpretive and directional signs, beautification of the grounds, and designing and constructing a new green storm-water remediation system for the Bear Mountain parking area. The contract was executed on this project in July 2012, with construction beginning June 2012 and completed by 2014.	Rockland	\$400,000	\$1,460,000	Green
2096	Hoyt House Restoration	Plans for the adaptive reuse of the Hoyt House complex, which includes the historic Hoyt House ("The Point"), a cow barn, horse stable, greenhouse, five bay and single bay garages, is to reuse the house as a multi-functional facility for educational programs, arts performances and workshops, fine culinary services, events and other activities. The grounds will be returned to their historic function as a farm for livestock and produce according to sustainable, organic agricultural principles. Programs will be held to benefit school aged children, adults and seniors of the community as part of all of these elements. The construction began in March 2012 and should be completed by summer 2014.	Dutchess	\$320,000	\$2,500,000	Green

2225	Open Space Institute - Canopus Lake Beach Welcome Facilities Renovation	The project will renovate and upgrade the visitor welcome facilities at the Canopus Lake Beach recreational area within Clarence Fahnestock Memorial State Park in the Town of Kent, Putnam County, which consist of an outdated bathhouse and an adjacent concession and administrative building that since 1996 has been adapted into a thriving winter park center, offering cross country skiing, snowshoeing and sledding. The project is a public-private partnership between the Open Space Conservancy's Alliance for New York State Parks, the Friends of Fahnestock and Hudson Highlands State Parks and the Taconic Region of the NYS Office of Parks, Recreation and Historic Preservation. Construction on this project began in May 2012 and is expected to be completed by summer 2014.	Putnam	\$400,000	\$1,267,250	Green
4243	Waterfront Elevator Gateway	The Walkway Waterfront Elevator Gateway project is being developed to improve access, safety, and visitor experience at the entranceway to the Walkway Over the Hudson's planned Waterfront Elevator. Construction of the 21-story elevator is planned to commence in 2012 and conclude in 2013 and involves several features designed to improve visitor experience along the nearly 500 foot path that will lead to the base of the elevator, including the installation of new fencing and railings, installation of specialized fencing and retaining walls to ensure erosion control and visitor safety, lighting poles and fixtures for security amongst other items. Construction is to be completed by the summer of 2014.	Dutchess	\$400,000	\$621,052	Green

Appendix 4: State Agency Resource Team Progress Update

The State Agency Resource Team (SART), comprised of regional staff from 15 State agencies, has been working with the Council toward the ultimate goal of collaborating both with the Council and across the various agencies to advance the priorities expressed in the initial strategic plan and subsequent implementation agendas or plan updates. The agencies and team members are as follows:

Department of Agriculture and Markets (DAM): Phil Giltner

Department of Environmental Conservation (DEC): Willie Janeway

Department of Health (DOH): Ellen Poliski

Department of Labor (DOL): Thom Kleiner and Johny Nelson

Department of State (DOS): David Ashton, Bonnie Devine and Jaime Ethier

Department of Transportation (DOT): William Gorton, Sandra Jobson

Environmental Facilities Corporation (EFC): Tom Matthews

Homes and Community Renewal (HCR):

Lorraine Collins, Chris Leo, Rob Brooks, Gregory Watson

Hudson River Valley Greenway (HRVG), Mark Castiglione

Metropolitan Transit Agency (MTA): Mark Mannix

New York Power Authority (NYPA): Eric Bowers

NYS Energy Research Development Authority (NYSERDA):

Brendan Hughes and Kelly Tyler

Office of Parks, Recreation, and Historic Preservation (OPRHP):

Linda Cooper, Jim Hall, Sally Drake and Erin O'Neil

Port Authority of NY & NJ (PANYNJ):

Sandra Dixon, Andrew Lynn, Janet Cox and Michael Torelli

SUNY Rockland Community College: Laurie McNeil

2012 Accomplishments

- Completed a draft State Agency Work Plan in July, 2012. The plan identifies State resources and actions that advance the scope of the Mid-Hudson plan. The document begins with proposed agency actions for various strategies, organized by regional goal. Each entry in the work plan summarizes the assistance agencies can provide related to a strategy, identifies the agency proposing the assistance, and where available, the tasks leading up to deliverables, and the anticipated timeline. This will be updated and focused more to specific actions during Fall 2012 based on priority projects and the Council's implementation agenda.
- Participated in work groups, as formed by the Council, to support implementation planning and execution. (Ex. the Natural Resources work group has members from DEC, DOS, OPRHP, HRVG).
- Held a webinar for Council members to describe State funding programs included within the CFA and discuss applicability within the region.
- Prepared and presented State labor data for Council discussion and work products.
- Held SART team meetings and conference calls to establish and foster communication regarding Council efforts and priorities, foster collaboration among agency efforts and identify a beneficial path forward in working with the Council.
- Attended all full and working meetings of the Council to offer support and facilitate understanding of Council direction, priority strategies and priority projects. Provided any information or clarification of State programs or processes as requested.
- Assisted with CFA related questions, issues and eligibility determinations.

Collaboration for Implementation- Anticipated 2012/2013 Activities

In the coming year, the SART will focus on the implementation agenda and priority projects outlined in this progress report. The SART will integrate into the Council's implementation structure to assist in carrying out implementation priorities, and further identifying a dynamic project pipeline for the region. By working collaboratively, the SART will serve to support and advance priorities most efficiently and effectively.

- Develop a revised State Agency Resource Team work plan tailored to the Council's Implementation plan, priority projects and actions for 2012/2013. The plan will assist in defining and delivering agency commitments and timelines. Successful implementation will achieve a smoother, more predictable regulatory review and approval of priority projects as agencies work collaboratively rather than sequentially.
- Provide detailed action plans for support of specific priority projects as established in the 2012 Progress Report.

Appendix 5: Marketing Initiative Progress

- Continue integrating SART team members into implementation workgroups as proposed by the Council.
- Advise implementation workgroups on potential areas of focus for regional impact based on State agency activity and investment, resource collaboration and development of project pipelines.
- Identify specific areas regionally where there is natural synergy or opportunities for focused State inter-agency collaboration. Topical areas to be considered include, but not are not limited to:
 - Transit-oriented development (TOD);
 - Waterfront/downtown revitalization;
 - Shovel-ready site development;
 - Workforce development

Spotlight Action - Priority Projects and DEC Permits: The Mid-Hudson Regional Economic Development Council completed identification of 22 select priority economic development projects in August, plus recommendations for CFAs, and an update to the economic development strategy. DEC is using these decisions as it tracks and prioritizes permit reviews and program assistance for specific and regional projects, and to inform decisions regarding local and regional environmental infrastructure including water supply and waste water treatment. DEC is assisting applicants with environmental compliance and timely permit decision making.

MID HUDSON REGIONAL ECONOMIC DEVELOPMENT COUNCIL

MARKETING INITIATIVE PROGRESS

Summary

The Mid Hudson Region is rich in organizations and economic development agencies eager to foster a promising business environment for new and existing businesses. Significant outreach initiatives are in place to market the region through tourism and economic development. The goal of the Mid Hudson Regional Economic Development Council is to partner with these organizations and coordinate the branding of the Mid Hudson under the state’s “New New York Works for Business” marketing program.

By leveraging marketing efforts throughout the region, the MHREDC will advance their strategic plan and promote an enticing business environment.

Partnerships

The following is a summary of State and Regional marketing and advertising initiatives that will be reviewed and utilized to further this effort.

State Initiatives:

New York Open For Business

The New New York Works For Business

Campaign consists of 60 and 30 second commercials intended to introduce the business community to “The New New York,” a New York that is partnering with business. These two ads are supported by four 30 second spots that focus on compelling stories of businesses from around the state that are growing and thriving, including FAGE Total Authentic Greek Yogurt, Smith Electric Vehicles, the Global 450 Consortium and BAE Systems. Combined, these four stories help to demonstrate the breadth of the state’s business offerings. As part of “The New New York Works For Business” campaign, the state is also launching a new website – www.theNewNY.com - which will provide quick access to information for all areas of business assistance available from New York State. From starting a business, to accessing tax credits and funding incentives, to international trade, to regional assistance, this will be a one-stop shop for all businesses to successfully thrive in New York. The TV ads will run in all New York State markets and on national networks.

Regional Initiatives:

1. Hudson Valley Economic Development Corporation

Hudson Valley Economic Development Corporation has been the marketing economic development agency for the Hudson Valley for 7+ years. Their work is respected, award winning and recognized. We recommend that we work in tandem with HVEDC to promote our “New New York Works for Business” campaign within

their marketing initiatives. We choose not to conflict with the success of HVEDC as a regional economic development entity when instead we can leverage their momentum.

HVEDC has created a Choose NY Hudson Valley Campaign, a series of 10 Video's found on You Tube Channel: HudsonValleyEDC's. The series highlights business successes and opportunities featured in the following segments;

- Where Distribution Works
- Where Film Works
- Where Business Works
- Where Finance Works
- Where Food & Beverage Works
- Where Semi Conductors Works
- Where Green Tech Works
- Where Data Centers Works
- Where BioTech Works
- Where Tourism Works

2. Hudson Valley Tourism

Hudson Valley Tourism is applying for a CFA for marketing support of the tourism industry. The Hudson Valley Tourism comprehensive marketing plan includes; public relations, advertising, collateral, promotions and more.

Specifically, Hudson Valley Tourism highlights the following partnership:

“In 2011, visitors spent \$4.6 billion in the Hudson River Valley, creating 82,527 direct jobs, and generating \$567 million in state and local taxes ... This program would encompass major portions of two Economic Development regions; The Mid Hudson Region and the Capital region. Each region has identified the quality of life issues and tourism as regional economic engine. The Mid-Hudson Plan identifies tourism, arts and culture as a priority industry ... Greater promotion and branding of the region could help attract new developers and investment in both regions.”

MHREDC Action Plan

- To establish a cohesive marketing program the MHREDC will submit a Marketing CFA in coordination with Hudson Valley Tourism. CFA application will highlight need to hire outside marketing/advertising firm for creative execution, production/coordination/printing, and media planning/purchasing for this initiative. Trade Show expenditures and fees will be included in the CFA request.

- o Estimated CFA need = \$550,000

Marketing Strategy

To establish the Mid Hudson Regional Economic Development Council as an authority to guide the economic future of the Mid Hudson region, it is imperative that the Council creates an identity that brands the effort with a marketing strategy to support.

We recommend the MHREDC establish a program that aligns with the State's initiative, “New New York Works for Business”. This program will leverage current state efforts in order to provide efficient budget controls. The Marketing Plan is an on-going 18-month initiative designed to support the MHREDC 2012-2013 focus on Strategies 1-3, 8,14. Specifically identified in Strategy #1 was the need to seek NY State funds for more competitive marketing programs. Strategy #2 identifies the need to raise awareness of the Mid Hudson region outside the state. In addition, this marketing plan supports Strategy #3 focus to promote the Mid-Hudson as a tourist destination. Strategies #8 and #14 point toward promotion of small business and effective marketing of MWBE's.

Marketing Plan

Advertising

- Provide Mid Hudson NY Works Logo for usage throughout counties
- Identify content/stories for Mid Hudson sound bites pertaining to the specific messaging of the (5) New New York Ads. Secure State approval for usage and establish production budget to bookend ads for Mid Hudson message.
- Identify media distribution for ads and videos
- Identify other media opportunities; i.e. cable television, radio, print advertising.

Online

- Update MHREDC website to showcase ads
- Push ads out through Facebook page and Twitter account
- Establish MHREDC You Tube channel featuring ads

Trade Show

- MHREDC to encourage State to reestablish presence at Economic Development Trade Shows allowing each region to be represented. Examples of shows MHREDC to evaluate for attendance include:
 - o NAIOP (National Association of Industrial and Office Parks)
 - o ICSC Mid-Atlantic Conference (International Council of Shopping Centers)
 - o NY Diplomatic Expo
 - o CoreNet Global Summit
 - o SIOR World Conference (Society of Industrial and Office Realtors)
 - o NYS Commercial Real Estate Conference
 - o CoreNet Corporate Real Estate Tradeshows

Acknowledgements

- o Solar and Photovoltaic Shows
- o Bio/Pharmaceutical Shows
- o NY Times Travel Show
- o Attendance at other select shows such as the Innovation Showcase in Washington DC
 - MHREDC to create Trade Show exhibit materials and setup.

Collateral

- Establish regional materials for use in efforts (i.e. Letterhead, folder, leave behind/brochure).

Direct Mail/Outreach

- Create e-blast templates.
- Identify targeted messaging and direct mail materials.

ACKNOWLEDGEMENTS

The Mid-Hudson Regional Economic Development Council would like to thank the many people in the seven-county region who have worked with the Council over the last year on the implementation of the Plan. For those named and unnamed, we extend our sincerest gratitude for your commitment and insights.

Special Thanks

MHREDC Executive Committee members: Jonathan Drapkin, Carol Fitzgerald, Marsha Gordon, and Mary Rodrigues, and our Co-Chairs Dr. Dennis Murray and Dr. Len Schleifer

Peter Dworkin, Regeneron Pharmaceuticals

Emily Saland, Marist College

Thompson & Bender

Marist College

Regeneron

SUNY Ulster

SUNY Rockland Community College

Putnam Hospital

Pace University

Orange County Chamber of Commerce

FDR Library

The Performing Arts Center at SUNY Purchase

SUNY Orange Middletown

College of New Rochelle

St. Thomas Aquinas College

All our Working Group members and the Council Members who volunteered to Chair the committees and our partners in the various economic development offices throughout the seven-county region

Mid-Hudson Regional Economic Development Council

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<http://regionalcouncils.ny.gov/>