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Several people are seated at an outdoor table in front of the Davidson Bros. Brewery building.





*Charting a Course for the
Adirondack Gateway Region*



www.agcny.org

PATHWAYS TO PROGRESS





MEMBERS OF THE ADIRONDACK GATEWAY COUNCIL ORGANIZATION

MEMBER ORGANIZATIONS

- Adirondack Glens Falls Transportation Council (MPO)
- Economic Development Corporation of Warren County
- Greater Glens Falls Housing Authority
- Greater Glens Falls Transit System
- Warren County Planning Dept.

WARREN COUNTY

- Warren County
- City of Glens Falls
- Town of Bolton
- Town of Chester
- Town of Hague
- Town of Horicon
- Town of Johnsburg
- Town of Lake George
- Town of Lake Luzerne
- Town of Queensbury
- Town of Stony Creek
- Town of Thurman
- Town of Warrensburg
- Village of Lake George

WASHINGTON COUNTY

- Washington County
- Town of Fort Edward
- Town of Kingsbury
- Village of Fort Edward
- Village of Hudson Falls

SARATOGA COUNTY

- Town of Corinth
- Town of Day
- Town of Hadley
- Town of Moreau
- Village of South Glens Falls

Message from the CEO

The Adirondack Gateway Council (AGC) was created in 2011 through an unprecedented collaboration among municipalities, organizations and members of the public across Warren, Washington and Northern Saratoga counties. With the assistance of a Sustainable Communities Planning Grant from US HUD, the AGC and its partners are addressing key issues including economic development, cell/broadband access, housing, transportation, agriculture, and infrastructure, to promote a more equitable, sustainable and economically viable region. We are exploring these issues and charting a course for the AGC region through a series of technical reports and our Pathways to Progress Plan.

We would like to extend our deep appreciation to the many officials within our region, organizations, businesses and members of the public who have participated during the past two and half years as we undertake this important collaborative effort. Compiling information, developing a strategy, and preparing an executive summary and related information and the data is just the beginning. By creating these regional pathways, our upstate AGC region will have a built-in competitive edge in attracting, retaining jobs and private investment in the coming years.

You can continue to follow our progress through our website www.agcny.org.

Ed Bartholomew, CEO

Acknowledgments

Federal and State Officials

- Julian Castro, Secretary of HUD and Shawn Donovan, Former Secretary of HUD
- Naomi Friedman, HUD GTR Representative
- Jenn Cribbs, HUD NY-NJ Regional Sustainability Coordinator
- Jeff Mosley, Housing Assistance Council (HAC) Director Training & TA
- Charles Schumer, U.S. Senator
- Kirsten Gillibrand, U.S. Senator
- Andrew Cuomo, Governor
- Betty Little, NY State Senator
- Dan Stec, NY State Assemblyman

Adirondack Gateway Council (AGC) Members

- Edward Bartholomew, CEO AGC, President & CEO EDC Warren County

Warren County AGC Members

- Kevin Geraghty, Chairman Board of Supervisors, Warrensburg Supervisor
- Mayor Jack Diamond, City of Glens Falls
- Dan Hall, President of the Common Council
- Ronald Conover, Bolton Supervisor
- Frederick Monroe, Chester Supervisor
- City of Glens Falls Supervisors: Daniel Girard, Ward 1; Peter McDevitt, Ward 2; Bud Taylor, Ward 3; James Brock, Ward 4; and William Kenny, Ward 5
- Edna Frasier, Hague Supervisor
- Matthew Simpson, Horicon Supervisor
- Ron Vanselow, Johnsbury Supervisor
- Dennis Dickinson, Lake George Supervisor
- Eugene Merlino, Lake Luzerne Supervisor
- John Strough, Queensbury Supervisor
- Ronald Montesi, Queensbury Deputy Supervisor
- Frank Thomas, Stony Creek Supervisor

Organizations AGC Members

- Adirondack Glens Falls Transportation Council: Aaron Frankenfeld, Transportation Planning Director and Kate Mance, Senior Transportation Planner
- Greater Glens Falls Transit: Scott Sopczyk, Transportation Director
- Glens Falls Housing Authority: Robert J. Landry, Executive Director
- EDC Warren County: John Wheatley, Vice President
- Warren County Planning Department: Patricia Tatich, Planner
- Washington County Economic Development: Laura Oswald, Coordinator

Warren County AGC Members continued...

- Evelyn Wood, Thurman Supervisor
- Mayor Robert Blais, Village of Lake George

Washington County AGC Members

- Jim Lindsay, Chairman Board of Supervisors, Kingsbury Supervisor
- John Rymph, Former Chairman Board of Supervisors, Former Easton Supervisor
- Mitch Suprenant, Town of Fort Edward Supervisor
- Mayor Matt Traver, Village of Fort Edward
- Mayor John Barton, Village of Hudson Falls

Saratoga County AGC Members

- Richard Lucia, Corinth Supervisor
- Preston Allen, Day Supervisor
- Mo Wright, Hadley Supervisor
- Preston Jenkins, Moreau Supervisor
- Mayor Joe Orlow, Village of South Glens Falls



Support for this work is made possible through a grant from the U.S. Department of Housing and Urban Development FY11 Sustainable Communities Planning Grant.

The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.



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I. SETTING THE STAGE

Purpose

The Adirondack Gateway Council (AGC) is a nonprofit coalition formed in 2011 that collaborates to advance the Region, with an eye on the big picture. The Council consists of twenty-nine active members from Warren, Washington, and Northern Saratoga Counties. These partners have developed this strategy to guide local, Regional, and State policies and investments that will enable sustainable growth over the next twenty years.

The Council acts on behalf of a region that covers over 1,800 square miles of Hudson River watershed, prime industrial and agricultural land, and pristine portions of the Adirondack Park. The Region includes diverse urban and rural communities and draws strength from its strategic location north of New York’s Albany Capital District, and less than a day’s drive from New York City, Boston, and major Canadian cities. Its majestic beauty and diversity, offering both urban and rural communities, make the Region an enviable place to live, work, and play.

The Adirondack Gateway Council was awarded a Regional Sustainability Planning Grant (FY 2011) from the U.S. Department of Housing and Urban Development (US HUD). A central goal of this initiative is expanding access to opportunity for the Region’s lower income residents and engaging them directly in the plan’s development. HUD defines access to opportunity as “jobs, transit, affordable housing, good schools, and other infrastructure” to create and maintain affordable communities with broad support

Photo: Gore Mountain Ski Resort



from government, nonprofits, and the private sector. The Adirondack Gateway Regional Combined Housing, Transportation, and Fair Housing Equity Assessment, 2015 (FHEA) was prepared as part of this process.

Strategic Approach

The approach lays out a Regional game plan that is stakeholder-driven, sustainable, and measurable. The economic development component is the thread that ties together five inter-related planning activities that were led by independent consultant teams. These five pathways to progress strengthen the fundamentals of a prosperous economy by expanding affordable housing, ensuring equity, cultivating businesses, supporting the workforce, reusing brownfields, improving infrastructure and telecommunications, addressing transportation issues, fostering healthy communities and protecting agriculture and tourism. The strategy is shaped by transparent, broad, and strong public engagement, with outreach to disenfranchised citizens, and analysis of important local issues impacting quality of life.

The emerging approach capitalizes on strengths and markets the Region's assets. It embraces the locational attributes demanded by traditional industries and anticipates the needs of new employers, especially access to a globally competitive workforce. It is derived from quantitative analysis (analyzing issues, reviewing reports, collecting data, completing cluster analysis, mapping and reviewing best practices) and qualitative analysis (interviews, focus groups, surveys, and community workshops). Formal cluster analysis evaluates business opportunities across a broad spectrum. It identifies new strategies for the

The sustainability strategy is guided by HUD's livability principles, which expand access to opportunity by:

- Providing additional transportation choices, affordable housing, jobs, education, and services;
- Targeting business markets;
- Accessing federal/State and other funds;
- Increasing municipal collaboration at all levels; and
- Valuing the unique qualities of communities of all sizes and locales.

Photo: Pepe Productions



The pathways seek to protect tourism assets.

Photo: Pepe Productions



Gore Mountain brings in 230,000+ annual visitors.

Photo: Pepe Productions



The pathways address access to healthy food.

Region’s “legacy industries,” especially in wood products, paper manufacturing, medical devices, agriculture, and tourism. It builds on the “big wins” in the Capital Region’s Tech Valley to the immediate south, including breakout research from the College of Nano Scale Science and Engineering and SUNY Polytechnic Institute, and development of GLOBALFOUNDRIES. The Adirondack Gateway Council strategy responds to the work of the Capital Region Economic Development Council, the Economic Development Corporation of Warren County, Washington County Economic Development, and the Center for Economic Growth. It tailors and scales strategies to capture investment, create jobs, revitalize urban areas like Glens Falls and reinvest in rural towns and villages in the Adirondack Park. It positions the people and places of the Region soundly in the emerging entrepreneurial economy.

The Pathways Forward

The Adirondack Gateway Council’s Regional Sustainability Strategy responds with five essential pathways to progress that are the fundamentals of a vital economy, a livable place, and a healthy Region. The Pathways to Progress are:



Sustainable Economic Development

This pathway captures more of the growth and job creation that is developing south of the Region and distributes products and services both locally and globally. It builds an adaptable and competitive workforce and strong educational partnerships



that offer a path to family-sustaining wages. It supports manufacturing companies that are the backbone of the economy, as well as emerging industries. It markets the Region's many attributes and incentives to attract new investment.



Healthy Communities & Agriculture

This pathway uses the Region's strategic location, scenic beauty, and working landscapes to expand access to healthy food and add value to farm products. It enhances recreation to maintain cleaner and greener communities that attract residents, visitors, and business looking for a desirable and affordable quality of life.



Access to Opportunity, Housing, & Fair Housing Equity

This pathway is the "bridge" between the overall Regional Sustainability Strategy and the Adirondack Gateway Regional Combined Housing, Transportation, and Fair Housing Equity Assessment, 2015 (FHEA). It supports housing and services for people of all ages and abilities, including those with special needs. It strikes a successful balance between housing, reliable transportation, available jobs, and access to high quality education and healthcare, aligning community

investments and policies that expand access to opportunity.



Multimodal Transportation

This pathway also emerges from the FHEA and promotes a Regional transportation system that is affordable, reliable, and fully multimodal, with expanded transit and complete streets. The pathway is anchored by both Regional transportation planning and infrastructure enhancements.



Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

This pathway stimulates a technology-led development culture, expands essential broadband and cellular coverage to all communities, and enhances infrastructure for both commercial and residential development. It strengthens partnerships, builds capacity, leverages resources, and identifies a range of actionable projects prioritized by member communities.



II. REGIONAL PROFILE

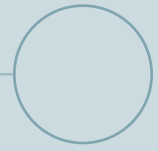
The Region Today: Potentials & Challenges

The Adirondack Gateway Region's communities are unique in history, composition, and economic opportunities. Growth is occurring almost everywhere, but at a different pace and scale across the Region. Please see www.agcny.org for more detailed information.

The Region is Growing Slowly and Aging Rapidly

At just over 150,000 people, the Adirondack Gateway Region is growing conservatively at 4% between 2000 and 2013. With a median age of 43 years, the population is aging significantly faster than the State (by almost five years). The increasing number of residents in their peak earning years is good news for local spending capacity, but the aging workforce is a concern. The loss of young families impacts labor force availability and training, school enrollment, access to volunteers and first responders, and the size of the customer base for businesses and service providers, including health care. The millennial demographic (80 million people born between 1980 and 2000) could offer a new labor pool, but may require specialized training aligned with employer needs. Both Warren and Washington Counties are seeing meaningful increases in the number of residents with Bachelor's degrees and higher, and while the share of skilled technical workers is still low, it is growing.

Photo: Pepe Productions



The Pace of Growth Varies Across the Region

The Region is forecasted to create nearly 6,200 new jobs in the private sector by 2022, or approximately 900 per year. Growth is projected in the Education, Health, & Social Assistance sector, which provides essential support to residents in need. Manufacturing is in decline, and some components of legacy industries in Agriculture, Mining, and Forestry may be at risk. Retail is forecasted to grow slowly, but the Tourism & Recreation sector is becoming more competitive, which is good news for many communities, especially those in the Adirondack Park. Construction of GLOBALFOUNDRIES in nearby Malta, New York is one of the largest construction projects in the nation. It is generating jobs for thousands of permanent and construction workers. Many of the construction workers are from the Glens Falls Plumbers and Steamfitters Local 773, which has 2,000 plumbers and other tradespeople working on site at Fab-8.

In 2013, over 62% of working age residents (nearly 72,000 people) were employed, including over 500 agricultural workers. The AGC Region's business base draws from a labor pool of over 760,000 workers in a 25-mile radius. In March 2015, the unemployment rate in Saratoga, at 4.4%, was one of the lowest in the State. The rates for Warren County (6.9%) and Washington County (6.2%) were considerably lower than one year earlier.

Incomes Vary Considerably Across the Region

Household income increased by over 41% between 2000 and 2013 (with median income at just under \$55,000), a rate higher than the nation as a whole.

The Good News

- The Region's population is growing;
- Household income is increasing;
- Many residents are in their peak earning years;
- More residents have college degrees;
- Homes are increasing in value;
- Retirees are buying homes and bringing wealth to the Region;
- Unemployment is dropping;
- 6,200 new jobs are forecasted by 2022;
- There are 760,000 workers to draw from in a 25-mile radius;
- The number of farms is growing;
- 7-10 million people visit the Adirondack Park each year; and
- Millennials are a new residential market.

ADIRONDACK GATEWAY COUNCIL REGION

Technical reports for each pathway to progress are available at www.agcny.org. They provide detailed analysis of agriculture, the economy, housing, transportation, and infrastructure in order to evaluate unique conditions in each pathway. A variety of data sources were used and a variety of geographies (Metropolitan Statistical Area, County, City, Town, Village, etc.) were analyzed. The following municipalities are included in the overall territory that makes up the AGC Region:

Warren County

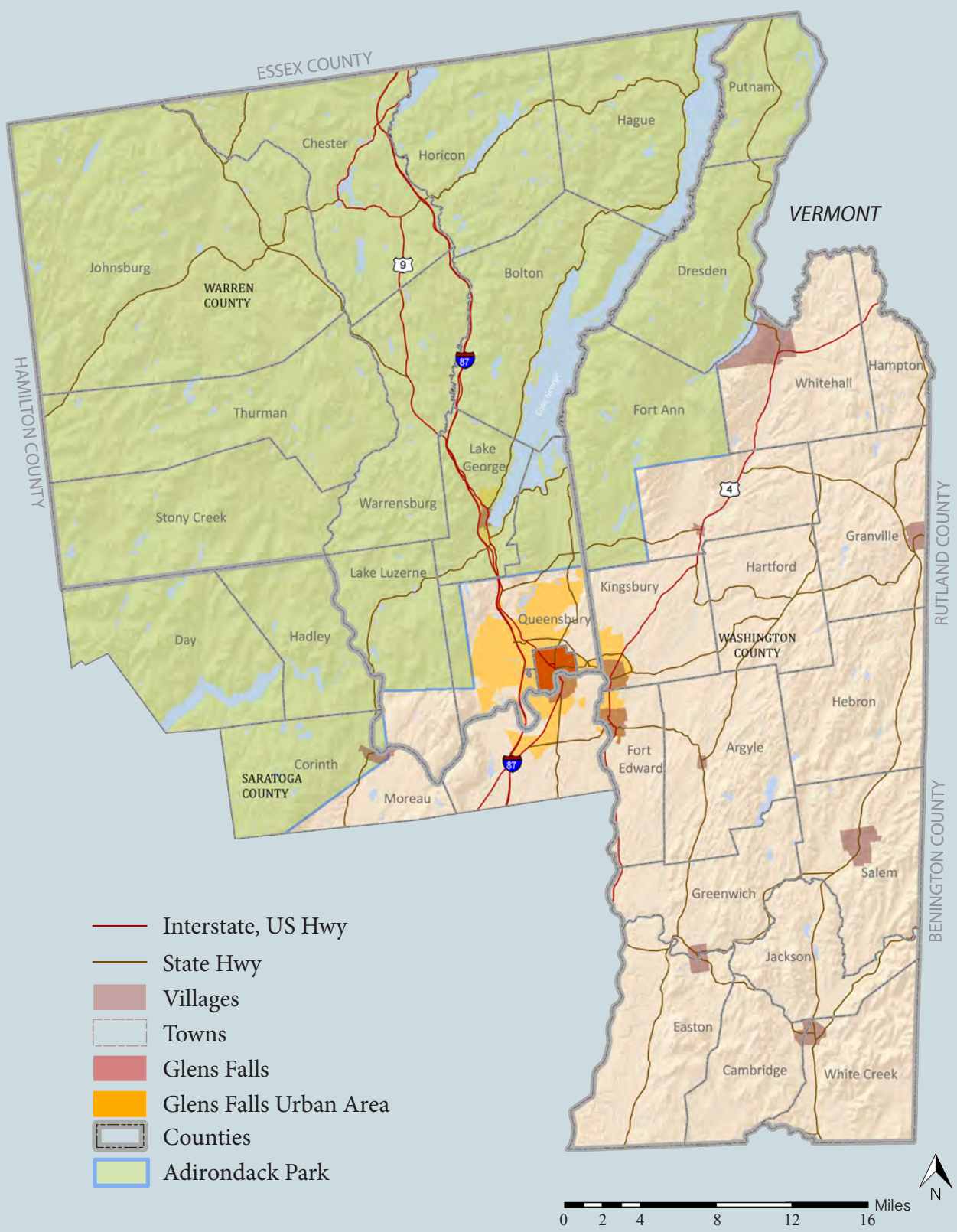
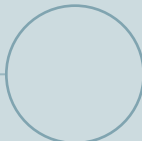
City of Glens Falls
Town of Bolton
Town of Chester
Town of Hague
Town of Horicon
Town of Johnsbury
Town of Lake George
Village of Lake George
Town of Lake Luzerne
Town of Queensbury
Town of Stony Creek
Town of Thurman
Town of Warrensburg

Saratoga County

Town of Corinth
Village of Corinth
Town of Hadley
Town of Moreau
Village of South Glens Falls
Town of Day

Washington County

Town of Argyle
Village of Argyle
Town of Cambridge
Village of Cambridge
Town of Dresden
Town of Easton
Town of Fort Ann
Village of Fort Ann
Town of Fort Edward
Village of Fort Edward
Town of Granville
Village of Granville
Town of Greenwich
Village of Greenwich
Town of Hampton
Town of Hartford
Town of Hebron
Village of Hudson Falls
Town of Jackson
Town of Kingsbury
Town of Putnam
Town of Salem
Town of White Creek
Town of Whitehall
Village of Whitehall



Source: Warren County NY GIS March 13, 2014



Photo: Pepe Productions

The AGC Region is highly automobile dependent.

The three highest income groups (\$50,000 to over \$200,000) are growing considerably faster than the State, in part due to an influx of retirees. Pockets of poverty still exist in many communities, but the AGC Region compares favorably to national poverty levels by age and family type, with percentages below national averages in all but one category (percentage of female heads of household with children under age 18). More than half of households are retired, creating new and different needs for housing and transportation, medical and support programs, and services at the community level. The rural reaches of the Region also lack access to workforce training and affordable transportation that workers need to secure and maintain stable employment at family-sustaining wages.

Home Values Vary Across the Region

According to the US Census, home values in the AGC Region increased by nearly 90% between 2000 and 2013, with the Northern Saratoga County towns lagging behind Washington and Warren Counties, and the values in the Adirondack Park communities considerably higher. Reported increased

value in the Adirondack Park likely reflects growing competition between year round and seasonal property owners and local purchasers, especially in the resort towns of Warren County, which have seen a strong post-recession rebound. Evaluation of housing conditions reported in the FHEA show that Washington County's housing prices are generally more affordable, though the real estate market is in transition as more investment is made by downstate New Yorkers who view the Region's competitive sales price as a good buy. Since the Census asks residents to self-report what they believe the value of their home to be, and there is a wide variety of housing inventory within the region, it's helpful to compare local sales trends. The Economic Development Corporation of Warren County looked at this issue for the Glens Falls Metropolitan Statistical Area (MSA), which includes Warren and Washington Counties. They report that there has been an overall increase in single-family home sales prices of around 7.5% in the 10-year period between 2005 to 2015, according to quarterly statistical data published by the National Association of Realtors.

New residential investment increased the number of housing units in the Region by 15% between 2000 and 2013. Nearly two-thirds of housing was built prior to 1980, reflecting both a stock of historic homes as well as more affordable properties with deferred maintenance and limited energy efficiency. For lower income households, less than 20% can afford to own a home, and many who do are significantly cost-burdened. The availability of subsidized housing is not keeping up with demand, and there are extensive waiting lists for people with disabilities, frail seniors, and larger families. Rental costs are also rising. More affordable older manufactured homes, many out of code, are increasingly risky options for vulnerable people.

Scenic Beauty and Recreation Attract Residents, Companies, and Visitors

The AGC Region is incredibly beautiful with a compelling balance of settled areas, farms, and open spaces. Trails accommodate walking, running, hiking, cycling, mountain biking, bird watching, and equestrian use. And many of these trails are concentrated in the Adirondack Park Forest Preserve. Although half of the Adirondack Gateway Council communities (nearly 60% of its land mass) are in the Park, they are home to only one-quarter of its population. An estimated 7-10 million tourists visit the Adirondack Park annually, and about 84 million people live within a day's drive of the Park. As the southern gateway, many visitors arrive at the Adirondack Park by traveling through the AGC Region. Some of the Region's communities, particularly in Warren County, offer extensive water and land trail networks, while others have opportunities to create more modes of travel for residents and visitors. Water sports are especially popular, and 32-mile long Lake George is the most notable water destination.

NEW HOTEL IN LAKE GEORGE

Construction of a \$24 million Courtyard Marriott hotel has begun along Canada Street in the Village of Lake George. The six-story 119-room hotel featuring lake and mountain views will continue to distinguish the 32-mile long Lake George as an anchor tourism destination for the Region. In addition to the construction employment it is generating, the hotel



Photo: Anthony Hall/Lake George Mirror

Groundbreaking ceremony for new hotel.

is projected to create 100 new jobs during the peak season and between 70 and 90 jobs in the "off season." The hotel overcomes Regional challenges of seasonality by including two planned banquet and conference spaces. Lake George Mayor Robert Blaise recently said, "This is a giant leap forward to raise the appearance of Lake George's village. It's really great for us."



Photo: Elan Planning, Design, and Landscape Architecture

Centralized cooperative production could be a future possibility for the Slyboro Ciderhouse as the industry grows.

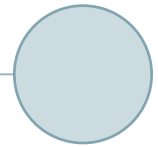
Hard Cider Flowing in the Region

Hicks Orchard Farm's Slyboro Ciderhouse has operated in Granville, NY since 2007 and is on a path to produce 6,000 cases of hard cider this year. Although keeping up with sales is their biggest challenge, they have not yet reached the tipping point to export outside of the Region, though the product is growing in popularity in New York City.

The company currently produces cider on the farm as a craft enterprise, but as the industry grows, centralized cooperative production could be a possibility in the same way that dairy farmers in the Hudson River Valley

joined together to develop "Hudson Valley Fresh." This line of value-added dairy products created a brand that has helped to define the Region's high quality of rural life.

The agribusiness sector in the AGC Region is small but growing and has a great deal of local support. There are opportunities to focus on core products and develop a supply chain that helps to add value to raw products so that local companies can produce, process, package, promote, and distribute the goods using local facilities and companies.



Agriculture is the Foundation of a Healthy Region

Small farms are growing in the Region. The Census of Agriculture reports that both Washington and Warren Counties saw a growth in the number of farms even though the total acreage being farmed decreased, reflecting a transition to more small family and boutique farms which serve local, visitor, and southern metro markets. Value-added products such as maple syrup, cider, meat, fresh fruits, and vegetables are rapidly expanding to fill the downstate demand, though more opportunities to transform raw commodities remain untapped and distribution is a challenge. Conserving important agricultural lands from conversion to housing through local comprehensive planning is important to maintain the food system. The aging of the Region's farmers and lack of succession planning are also areas of concern.

The Region is Highly Automobile Dependent

The Region is highly dependent on automobiles. Public transportation options exist in communities surrounding the Glens Falls Region. Bus transit through the Capital Region Transportation Authority serves GLOBALFOUNDRIES. There is also limited summer and fall service to Lake George and Bolton Landing. Employers report that the lack of reliable and affordable transportation is an impediment to hiring. The Floyd Bennett Airport in Warren County serves the Region, and Adirondack Trailways, Greyhound, several taxis, and van- or car-based senior transportation services exist in several townships. Improving bicycle and pedestrian amenities will anchor more multimodal "complete streets" and safer conditions.

Infrastructure and Service Investment Drives Development

As economic development initiatives continue to take form, population will grow and housing demand will continue to increase, putting pressure on open lands and on communities for enhanced infrastructure and services.

In developed areas, broadband is widely available through multiple service providers. Mobile wireless and cellular is limited in many rural communities with a number of areas lacking coverage entirely. Some existing business parks, and identified new development sites, need water and wastewater infrastructure to be extended in response to residential and commercial interest. A number of brownfield sites are being remediated and will add to the inventory of available property without putting agricultural land at risk. Demand from education, workforce development, health care, and public safety providers will continue to increase well beyond current capacities. Public safety and interoperability between services will need to be enhanced. Electricity rates in the Region are affordable, but natural gas is not available Regionwide, with most rural communities served only by propane. The City of Glens Falls has recently secured financing through Governor Cuomo's NYSEDA Solar Initiative Program to help construct its first solar farm, and other alternative energy investments are planned. Major companies including GLOBALFOUNDRIES, IBM, and General Electric are on record saying that infrastructure quality and resiliency are top priorities.



III. COMMUNITY ENGAGEMENT

Outreach Efforts Broke Down Barriers

Success in a place-based economy requires that investments be supported by transparent and diverse community involvement and driven by a broad consensus. The Adirondack Gateway Region covers a very large area of over 1,800 square miles. The Adirondack Gateway Council understood that an extensive effort would be needed to reach the dispersed population and engage all stakeholders including elected officials, residents, property owners, business owners, farmers, economic development leaders, workforce and service providers, advocates for special needs populations, and others, using multiple methods and media. An inclusive process broke down barriers for low-income people and other vulnerable populations. The teams went to the people and engaged their advocates using pop-up outreach events, listening sessions, and surveys.

The Process Facilitated Partnerships

The technical evaluation and development of the pathway reports occurred over three years, and although each had a specific constituency to reach, many components overlapped. Workforce training organizations, for example have a stake in increasing access to opportunity in housing and transportation, as well as fine-tuning economic development for job expansion. Bringing a broad base of Regional

Photo: Elan Planning, Design, & Landscape Architecture



experts together at different points in the planning process allowed those local leaders to learn from each other, identify common opportunities and challenges, and begin to address them immediately. The sustainability planning process itself facilitated change and refinement in services long before the research was complete. Regular updates to the Adirondack Gateway Council Board ensured that the sustainability message flowed back to community members through their elected leaders.

Stakeholder Input Shaped Findings and Recommendations

The stakeholder input directly shapes the findings and recommendations summarized in this strategy. The participation map that follows shows that the process engaged more than 800 people from across the Region.

Efforts in each pathway include:



Access to Opportunity, Housing, & Fair Housing Equity and Transportation

As the first component completed, the Adirondack Gateway Regional Combined Housing, Transportation, and Fair Housing Equity Assessment, 2015 (FHEA) provided a comprehensive foundation from which other efforts built. The mail and email lists developed are extensive. The demographic

The engagement process supported efforts across the five pathways and helped to:

- Develop a logo;
- Craft a communications and outreach strategy to reach traditional and new media;
- Compile a comprehensive mailing and email list;
- Mount a website at www.agcny.org;
- Produce promotional materials that brand the effort and draw support from key stakeholders;
- Use traditional outreach methods including media interviews, news releases (paper, television, and radio) presentations, posters, and flyers to reach places with limited telecommunication;
- Employ new media approaches including email blasts, the project website, and others to bring the message to a wider audience; and
- Share news articles about local programs and projects.

Photo: DCG Corplan Consulting



Jeff Mosley, Housing Assistance Council representative.

Photo: Elan Planning, Design, & Landscape Architecture



HUD tours the Region's farms.

Photo: Pepe Productions



Meeting with local farmers to discuss opportunities.

profile is integrated and expanded for each pathway report. The geographic information system analysis, prepared with the assistance of Warren County, forms the basis for decision making across the board. Efforts include:

- Group and individual in-person stakeholder meetings to identify community problems and solutions for their concerns;
- Focus group meetings at locations throughout the AGC Region to develop themes including mobility, access, equity, and shelter;
- Phone interviews with key stakeholders and individuals to gain feedback and truth test themes that were generated during focus group meetings;
- Direct polling to add value to knowledge gained regarding impairments, opportunities, and conditions;
- A survey to engage providers, communicate issues, interests, and concerns relevant to the topics;
- A citizen survey to reach low-income individuals and families, limited English speakers, persons with disabilities, communities of color, and the elderly;
- Attending other organization's periodic meetings;
- External review of documents and feedback on findings and recommendations; and
- Sharing information through newsletters and websites to develop the framework and "get the word out" about public engagement meetings.



Healthy Communities & Agriculture

Engaging farmers requires “fieldwork” - meeting them where they live and farm, often face to face. This component collected broad input and produced stand-alone guides to locate farmers markets, parks, and picnic areas in the Region. Efforts include:

- Interviews with Regional stakeholders to gather information regarding strengths and weaknesses in the farming community;
- Two public meetings to engage and gather input from the Adirondack Gateway Council communities;
- A tour of Washington County with local farmers, elected officials, representatives from the Glens Falls Farmers Market, Agricultural Stewardship Association, and U.S. Department of Housing and Urban Development;
- Regular updates to Adirondack Gateway Council members at meetings and through the Adirondack Gateway Council website;
- Telephone interviews with representatives from the local farming community.



Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

Building on previous efforts by the Adirondack Gateway Council, EDC of Warren County, and Washington County Economic Development, engagement for this pathway brought together leaders at the local, State, and federal levels to



Photo: Elan Planning, Design, & Landscape Architecture

Efforts included a tour of Washington County.



Photo: Pepe Productions

Town Meeting at Crandall Library.



Photo: Elan Planning, Design, & Landscape Architecture

AGC and HUD tour Gardenworks farm in Salem, NY.



Photo: Elan Planning, Design, & Landscape Architecture

Hadley Economic Development Meeting.

prioritize essential infrastructure strategies and outline a very specific action plan to improve telecommunications and infrastructure Regionwide. Efforts include:

- Meetings with stakeholders, County emergency services personnel, as well as broadband infrastructure users to determine the expected potential revenues from placement of broadband locations;
- Meetings with leaders of each community to gather key reports and studies including sanitary sewer studies, comprehensive plans, zoning maps and related documents;
- Meetings with leaders of each community (within the region served by the Washington County Sewer District #2 and Glens Falls Waste Water Treatment facilities) in order to gather key reports and studies, including sanitary sewer studies, comprehensive plans, zoning maps and related documents;
- Online and paper surveys sponsored by EDC of Warren County and the Adirondack Gateway Council with municipal leaders to provide a Regional assessment of the

infrastructure needs and identify “pipeline to projects” ideas for consideration by the Capital Region Economic Development Council;

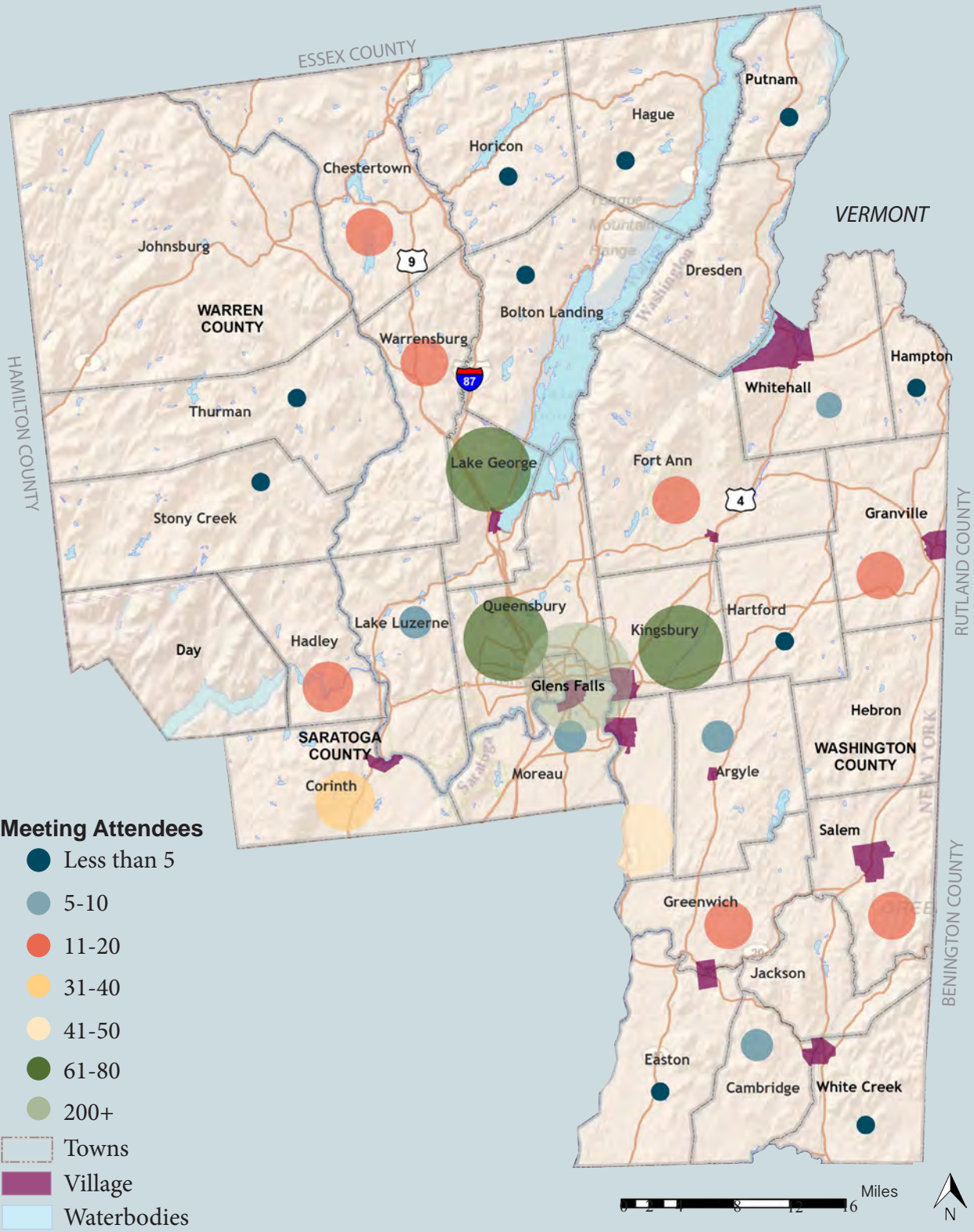
- Discussions with State, Regional, and local leaders; and
- Three new infrastructure work groups to address technology and innovation, infrastructure and transportation, and agribusiness.



Sustainable Economic Development

As the last component completed, the economic development pathway synthesizes the other pathways, interprets findings, links goals, and frames the “big picture” agenda for action. Efforts include:

- Three workshops at locations throughout the AGC Region to inform community members about the process and gain input for recommendations and areas of concern;
- Four surveys (paper and online) available on the Adirondack Gateway Council website engaging municipal leaders and economic development organizations, community service and workforce development providers, and local businesses;
- Interviews with key businesses;
- A presentation to Adirondack Gateway Council Board; and
- Two final celebrations.



Source: Warren County NY GIS May 20, 2015





IV. PATHWAYS TO PROGRESS

Common Themes

Considering all of the pathways, a number of common themes emerge. These overarching findings influence the final recommendations and help the Adirondack Gateway Council Board to set priorities and decide on the best approach to advance opportunities across the Region.

The common themes include:

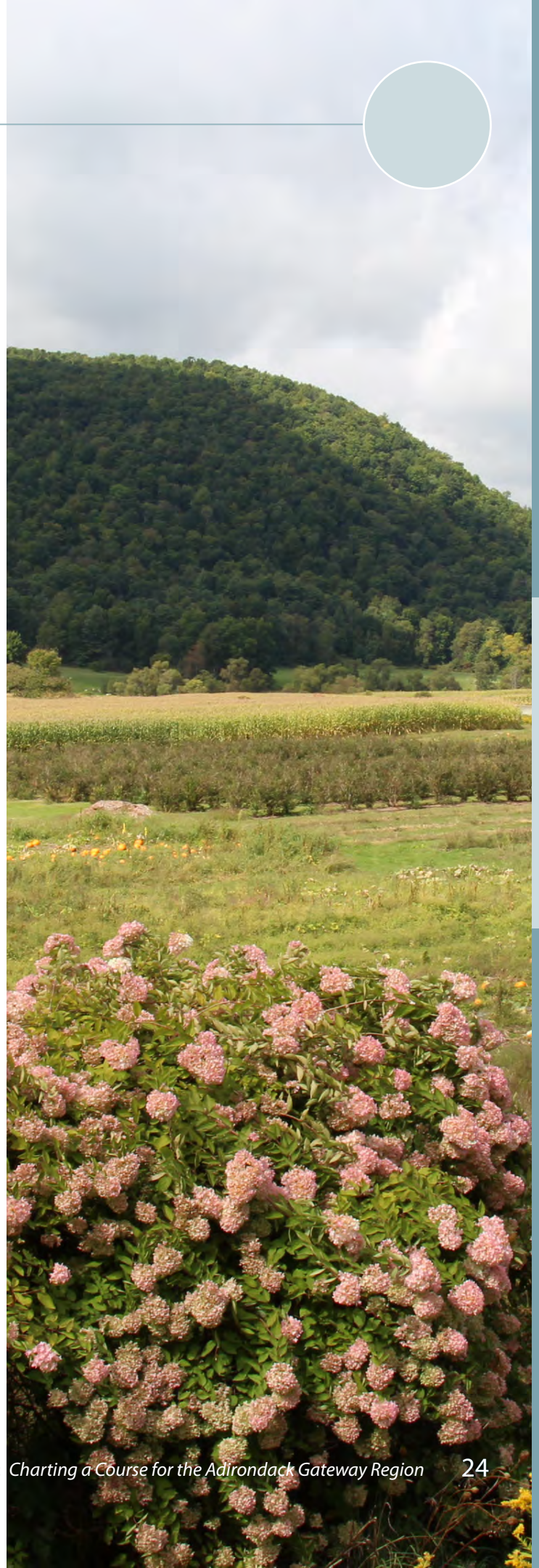
- **Economic Development is the Intersection of the Pathways:** Simply put, without a stable job in an industry that pays family-sustaining wages, residents will never have a sustainable life even if their housing is affordable, services and telecommunications are available, and transportation is reliable. The Region needs to move forward on all pathways, but has to keep its eye on the value generated by local companies and opportunities for job creation.
- **Quality of Life Matters:** Again and again, stakeholders across the board identified their enviable quality of life and diversity of urban and rural housing choice as perhaps the most important attribute. Maintaining vibrant places with rich amenities means conserving farmland, shaping growth by infrastructure and transportation spending, creating and maintaining recreation that links places, and monitoring health trends. Affordable broadband and reliable cellular coverage to every community in the Region is a critical path priority.



Photo: Pepe Productions

Business park is airport accessible & shovel ready.

- **The Jobs/Housing Balance Drives Decision Making:** The need for housing, transportation, healthcare, education, and other services that are accessible, affordable, and located where people need them to be influences residents' ability to gain and maintain employment. It should influence local priority setting and spending on public improvements.
- **Focused Investment in Existing Communities Pays Off:** One of the HUD livability principles argues that concentrating uses in clusters, ideally walkable city neighborhoods, villages, and hamlets, has multiple benefits such as reducing automobile dependence, improving access to goods and services, encouraging Main Street revitalization and small business growth, as well as consolidating any pockets of need for enhanced telecommunications. This approach also saves on the cost of municipal infrastructure.



Dwell Banker
PRIME PROPERTIES

BREWHOUSE

DAVIDSON
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SUSTAINABLE ECONOMIC DEVELOPMENT

This pathway focuses on developing a business base that is both efficient and equitable. A genuinely sustainable economy will exist in the AGC Region when all communities are financially viable and environmentally sound and all residents have access to opportunity.

The AGC Region offers an affordable alternative compared to similar areas and nearby markets, but deficiencies in broadband and cellular services, infrastructure, and workforce preparation take the edge off of that competitive advantage. Across the nation and around the world, communities are also investing in education, job training, infrastructure, and policies to attract companies, so the AGC Region must stay sharp and continually adjust to changing dynamics. Some large companies have made major commitments to the Capital Region. They are bringing more jobs with good salaries, but if local residents lack the advanced and specialized training needed by these companies, they will be passed by. If companies cannot find the workforce, business environment, and resilient infrastructure to grow here, they will direct future investment elsewhere, costing this Region not only direct job creation but significant potential secondary impacts. The full report is available at: www.agcny.org/economic-development.

Photo: Pepe Productions

K-12 Schools Front Line Job Trainers

The President of SUNY@Adirondack in Queensbury, Kristine Duffy is worried that students are not prepared to enter college classrooms. At an event called ‘Stand up for Upstate Schools,’ she spoke about the need to adequately fund public education, calling it the “most critical investment we can make in our communities.”



Photos: SUNY Adirondack

Kristine Duffy speaks with SUNY students.

Mike Russo, the GLOBALFOUNDRIES Senior Manager of United States Government Relations and Regulatory Affairs, also spoke. The company has encouraged communities and school districts to enhance K-12 programs, including expansion of International Baccalaureate programs, identifying them as an important component in attracting workers from around the world who are interested in the company’s growing job base.

Key Findings for Sustainable Economic Development

There are Many Positive Demographic Trends

In addition to all of the demographic indicators reported in the other pathway strategies, the economic development evaluation looked more closely at a few key variables. The Region is growing conservatively overall. Incomes are increasing, especially at the wealthier end of the range, but too many people in too many communities still face poverty and unemployment. The largest population gain was in the 45-65 year old group. These workers are entering their peak earning years and have disposable income that can be captured locally. The trend showing that retail sales per capita for Warren and Washington Counties exceeds the State of New York’s average may be evidence of this spending pattern.

Commercial and industrial real estate values in the AGC Region are affordable by major market standards. Though improvements are needed to the local transportation systems, especially with regard to transit and freight movement, access to markets in the United States and Canada is efficient through the interstate highway system. Within a one-day drive of the Region are almost 54 million people, or 17% of the United States’ market. In Canada, 46 cities and towns including the cities of Montreal, Ottawa, Quebec City, and Toronto are within a day’s drive, encompassing 7.8 million Canadians, or 23% of the total Canadian market.



Photo: Albany Business Review 2012/All Rights Reserved



Photo: www.careers.crbard.com

CR Bard and AngioDynamics, medical device manufacturers, are among the major employers in the Region.

Economic Analysis Identified a Range of Strong Business Opportunities

The business opportunity analysis (Section V: Economic Opportunities) established seven primary industry group targets including Education, Healthcare, & Social Assistance; Tourism & Recreation; Professional & Business Services; Information; Manufacturing; Retail Trade; and Transportation & Warehousing. Due to the unique nature of local farming a special category is reserved for Agriculture, Forestry, Fishing, & Hunting, which cannot be measured by traditional employment concentration alone. Secondary targets which may represent opportunity but are less of a priority include Construction, Financial Activities, Other Services & Unclassified, Mining & Utilities, and Wholesale Trade. From these larger groupings of industries, focus areas for the Adirondack Gateway Council Region are Health Care Products & Services, Consumer Products Manufacturing, Professional & Business Services, Specialty Retail, Logistics & Distribution, Tourism & Recreation, and Agri-

business. The primary strategies to advance those industries address agri-business, manufacturing, workforce and education, and marketing and incentives. These industries offer opportunities for workers of all ages and some include small business components that can be located in villages or hamlets as well as urban neighborhoods. Although business opportunity analysis does not evaluate public sector jobs, the Adirondack Gateway Council understands that public sector government employment is the single largest employment category, and it is expected to employ 10,500 people by 2022.

Workforce Support is a Bottom Line Requirement

It's not reasonable to expect entry level workers and those in need of retraining to access jobs in emerging industries (which typically pay higher wages) without a bridge to equity and access to safe and decent affordable housing, reliable childcare, available transportation, healthy food and quality health care. Reducing these barriers is, simply put, a moral imperative and also an

Advice for Employees & Economic Developers

In 2013, when Joseph Raccuia, former CEO of Finch Paper, bought Morcon Tissue in Greenwich, Washington County, he made investments to increase productivity and product quality. The company worked with State and local officials to bring fiber optic cable to the facility, which dramatically improved their IT capabilities. Speaking about his employees, he remarked to the Post Star that “We have an outstanding workforce here in New York and we know how a new facility will positively impact our business.” Like many other business leaders, he mentioned the need for a progressive business climate, affordable taxes, the support of the State for retention as well as attraction and the need for affordable energy.

The company anticipates 20 new hires as a result of the upgrade, and Mr. Raccuia offered this advice to job seekers: “Show your perspective employer that you can be versatile, that you’re a team player, that you have ideas and energy and enthusiasm that can help move the business or organization forward. Look for your dream job but be prepared to accept a position that isn’t everything you dreamed of. Embrace it and learn from it. If you’re learning something every day, you’re moving yourself forward and you will find success.” His request of the Region’s economic development leaders is to remember existing companies, focus on retention even if it may not be as glamorous as new business, concluding “To thrive, we need both.”

urgent need for the Region’s employers, as expressed in interviews, surveys, and focus groups.

The need for a globally competitive workforce has never been more important. Workers must be well educated, have access to specialized training, and be adaptable as businesses and industries continually innovate to take advantage of changing market opportunities. The Region cannot remain competitive unless it makes a considerable commitment to improving workforce preparation. Whatever the target industry is, the need for skilled workers is a given and it is reflected in the regional planning surrounding the AGC Region. It is consistent with the work of the New York State Empire State Development (ESD) and the Capital Region REDC to advance curricula in science, technology, engineering, and math (STEM) by integrating Smart Scholars Early College High School (ECHS) programs or Pathways in Technology Early College High School (P-TECH) into local schools. Expansion of an International Baccalaureate Program (IB) (which prepares students to live and work in a rapidly globalizing world) in area schools has been identified by local companies as a smart move as they try to attract international talent. Coordinating local efforts with the emerging partnership between GLOBALFOUNDRIES, the Center for Economic Growth (CEG), and the Tech Valley Connection for Education and Jobs, and the newly merged SUNY College of Nanoscale Science and Engineering and SUNY Albany Institute of Technology (recognized as leading colleges across the world for nanotechnology) is a major opportunity. The Adirondack Gateway Council, SUNY@Adirondack, and economic development



partners are well integrated into these efforts, and opportunities exist to participate more actively, especially at the K-12 level.

Companies Expect a Responsive Business Climate and Leadership

Both existing and targeted businesses expect an attractive business climate with strong pro-business leadership and professional economic development organizations, and the Adirondack Gateway Council is helping to fill that role. The Adirondack Gateway Council works with EDC of Warren County, Washington County Economic Development, the Center for Economic Growth, and the Capital Region REDC and State and Federal legislators. The advocacy agenda for the Region is broad. It must be successful in the competition for State broadband support. Leaders must work closely with traditional economic powerhouses in agriculture and manufacturing to integrate entrepreneurial thinking and innovation, add value to current products and envision new ones. Communities need considerable help to build a competitive physical infrastructure by extending water and wastewater to development sites, providing redundant utilities and broadband, and operating a transportation system that can efficiently move people, goods, and freight.

Quality of Life is an Economic Amenity

Quality of life is now a key determining factor in site selection. The Region's scenic resources, rural character, and agricultural lands and access to the Adirondack Park, cultural venues, and events in the urban core such as the Glens Falls Civic Center (a multipurpose

Gracenote



Photo: www.facebook.com/PoweredByGracenote

Gracenote employs 400 people in the Region.

Gracenote, a subsidiary of Tribune Media Company, with 400 employees located in Queensbury, New York, is the latest in a long line of entertainment information companies in the AGC Region stretching back to TV Data in 1956 and Torrington Data in 1980. The merger of Gracenote and Tribute Media Company assembles one of the largest sources of music and video entertainment metadata in the world. The industry standard for music and video recognition, Gracenote's database features descriptions of more than 180 million tracks and TV listings for 30 countries. TRIBUNE is one of the country's leading media companies, operating businesses in broadcasting, publishing, and interactive media.

Local Companies Buying Local



Photo: www.commonrootsbrewing.com

Common Roots partnered with a local machine shop.

Local companies like Common Roots Brewery in South Glens Falls turned to a local machine shop when they needed custom distilling vats for their craft brewery. Fronhofer Design, located along Cossayuna Lake since 1980, is poised to manufacture a line of products to craft breweries. After the prototype was completed the brewery contracted for four more fermenters, which they hope will double their production from 1,500 barrels this year to 3,000 barrels next year. If all goes well they will expand the business, perhaps creating five new jobs. When local companies buy local and partner with local businesses they multiply the value of their sales and share in the success of the industry they share.

arena), Wood Theater, Hyde Museum, developing Park Street Theater, World Awareness Children’s Museum, Hudson River Falls Theater, Adirondack Folk School (Lake Luzerne), and Lake George Festive Space, are critical amenities that can be improved by regional planning and careful targeting of development. If people can “connect,” advancing the Adirondack Gateway Council’s creative economy will boost small business development, fill hamlet storefronts, and revitalize historic buildings, and stretch progress from the greater Glens Falls area. Promoting arts, culture, and tourism assets, and focusing support on institutions and organizations that promote arts-related businesses that make productions possible is also important.

Staying on the Map Takes Good Marketing

New York State offers a number of opportunities to support and expand existing companies and attract new ones through NYS Consolidated Funding Applications, funding opportunities through NYS ESD, Global NY, enhanced EB-5 program, and Start-up NY (where SUNY@Adirondack already has an approved plan focused on sustainable agriculture, technology, and nursing). Marketing efforts like “I love New York” and Taste NY create opportunities for agriculture and the growing craft beverage industry. Renewable Heat NY is building the market for high efficiency, low emissions wood-fired heating systems – new uses for the Region’s timber stocks.



“Just” Perfect for Glens Falls



Photo: Pepe Productions

Just Beverages will repurpose a historic church building in downtown Glens Falls as a bottling plant.

Drew Fitzgerald, a Glens Falls native, thought “Just Beverages” was just what the City needed, and he worked to bring his Los Angeles based start-up to the AGC Region.

Just Beverages, working with EDC of Warren County, recently announced that it would be locating its first bottling plant in a converted 14,500 square foot historic church building in downtown Glens Falls. Repurposing and reusing the building is consistent with their sustainability focus.

The company COO Jim Siplon said they were “looking for a community that is open to new ideas, but small enough to care about a small start-up like us,” and Glens Falls fit the bill. The taste and quality of water in the Southern Adirondacks didn’t hurt.

The company produces food and beverages, including bottled water that promotes good health and wellness. It utilizes innovative packaging made from renewable resources, contributing to a smaller carbon footprint, and is working with local schools and SUNY@ Adirondack to pilot sustainability education for students.



Cedarworks



HEALTHY COMMUNITIES & AGRICULTURE

The healthy communities and agriculture pathway focuses on developing opportunities for growth in local farming and strategies to address health concerns. It builds on the scenic beauty, conserved open spaces, and natural environment that make the Region desirable and marketable as a business and residential location. This pathway combines goals of preserving the environment, increasing recreation amenities, improving people’s health and well being, and growing the agricultural economy that can produce and distribute fresh food to all communities. The preservation of farms and working farmland could not be more critical to protecting rural character, an amenity that is important to the residential development that underpins the local tax base in most communities. That same residential development opportunity, however, puts prime agricultural lands at risk – and once gone, farmland is lost forever. More collaboration between farmers, businesses, consumers, and the Region’s public and private institutions is needed to conserve working landscapes that are at the heart of a beautiful and healthy community. The full technical report can be found at: www.agcny.org/agriculture-health.

Photo: Pepe Productions



Cold Weather Grape Breakthrough



Photo: Ledge Rock Hill Winery

New grape varieties can withstand colder winters.

Ledge Rock Hill Winery, in Saratoga County's Town of Corinth, is making more consistent-quality red wine thanks to the emergence of cold weather grape varieties developed at Cornell University and the University of Minnesota. The grapes are cultivated to withstand colder winters and shorter growing seasons, which until now have produced inconsistent yields and quality that has hampered the branding of the State's red wine. Gary Alcorp, owner of the winery, hopes the AGC Region can capitalize on the enormous growth of vineyards across New York and the nation. In 1980 the State had 35 wineries. Today there are over 500 and New York is the third highest producer in the nation.

Key Findings for Healthy Communities & Agriculture

The Region's Agricultural Lands and Working Farms are at Risk

Within the AGC Region, prime agricultural lands, or lands with rich soil ideal for growing food, are tempting targets for new development. Washington County added eight new farms between 2007 and 2013 and at the same time lost almost 13,500 acres of land in active farming. Warren County experienced an increase of 31 new farms during the same period, resulting in nearly 1,000 acres of new farmland. Both Counties experienced a decrease in the average size of farms. The loss of farmland is a statewide trend that can be attributed to improvements in technologies and an increasing profitability of small and family owned farms. Helping these farmers maintain viable operations will be an important part of ensuring a safe, affordable, and accessible food supply. The SUNY@Adirondack focus on sustainable agriculture and strategic investments by the Capital Region REDC help accomplish this goal. All too often, it is much easier for a farmer to sell property to developers, in part because succession planning to connect new farmers with farmers preparing for retirement has not been widely available. Integrating a community-based food system into land use decision-making, using local Comprehensive Plans and County Agriculture and Farmland Protection Plans, can conserve land for generations to come.



Improving Food Access and Distribution Adds Value

Although the idea of buying locally grown food is not new, the movement has picked up momentum in recent years and thrust the words “local food” into the headlines. While the AGC Region is relatively well served with its distribution to grocery stores and farmers’ markets, most all of these destinations require access by automobile. Meetings with local farmers and social service providers found that while access to healthy foods is good, many people don’t know how to make meals from fresh food. Only 6 of the 23 school districts within the AGC Region participate in farm-to-school programs. On average, these schools spend over \$100,000 each year on “local” food products, representing a significant opportunity to generate revenue from broader participation. At a local level, the 35-year-old Glens Falls Farmers Market, the Fort Edward Farmers Market, and markets across the Region are an important part of offering healthy food to the urban and suburban residents; supporting the Region’s small-to medium-scale farms; building community; and creating a destination that brings people to downtowns, hamlets, and villages, which leads to spending at other shops and restaurants. Efforts are underway to find a year round location for the Glens Fall’s market.

Enhancing Competitiveness and Linkages to Markets Would Help Local Farms Succeed

Many of the farmers in the AGC Region are shipping their raw products out of the Region for processing. Developing a food hub within the Region could be an asset to both the farming community and the local

Farmers Market on Wheels

Jan and Jeff King own the 100-year-old King Brothers Farm in Schuylerville, Saratoga County. Their “farmers market on wheels” delivers a wide range of locally produced products, including their own milk, yogurt, beef, cheese, and eggs to 500 customers between Halfmoon and Queensbury. In the summer of 2015 they are opening the first farm-based milk bottling company in Saratoga County and will produce and bottle half and half, cream, milk, condensed milk, and chocolate milk.



Photo: King Brothers Farm

They expect the expanded operation will create as many as 15 jobs in the next three years. Bottling and distributing their own milk gives them better control over pricing and protects them from the wide fluctuation in national milk prices farmers endure when selling to national processors. “People have been very receptive to what we do,” Jan King said. “I think they appreciate knowing that when they are buying their milk it comes from our farm, they are supporting a local business and they really enjoy doing that as well as having a great quality, great tasting product.”

The Region's Ski Areas are Growing



Photo: Gore Mountain Ski Resort

Gore Mountain, the closest large mountain to the Albany Capital District, attracts skiers from all over the east.

Gore Mountain, in Warren County's North Creek, is known as the home of some of the most skiable acreage in New York, boasting four peaks, 107 trails, 2,537 vertical feet, and 15 lifts including the high-speed eight-passenger Northwoods Gondola. The mountain attracts skiers from all over the east. As the closest large mountain to the Albany Capital District it boasts access to a large population within a two-hour drive time.

Gore Mountain is one of the three ski areas owned by the State of New York and operated by the Olympic Regional Development Authority (ORDA). Gore Mountain brings in more than 230,000 visitors per year to the

Region. The State of New York has invested \$9 million over the past two years to install a new high-speed detachable quad chairlift that offers guests a smoother, faster, and more reliable ride to the mountaintop. For more information about the company see: www.goremountain.com

In addition, West Mountain Ski Area in Queensbury recently invested \$250,000 in energy-efficient lighting, making it easier to see at night. They are also improving their ticketing system for the tubing park. For more information on the company see: www.westmtn.net



Celebrating the Region's Heritage and History

economy. Evaluation of using freight to distribute products from the AGC Region's "foodshed" also warrants consideration. By combining food processing, commercial kitchen facilities, distribution, warehousing, packaging, retail and wholesale of agricultural products, education, and other elements, the food hub could integrate the business sector and connect regional agricultural producers with residents, restaurants, and value-added producers. Food co-ops, like the Village Store Co-op in Cambridge and an emerging Food Co-op in Glens Falls, offer community-gathering centers and affordable access to healthy foods. Other co-ops in the Capital Region in Albany, Gloversville, Niskayuna, and Galway are not conveniently located to the residents and farmers of the AGC Region.

Opportunities Exist to Brand the Region's Farm Products

Branding could help to create consumer demand, giving producers leverage in negotiations with large buyers. Farmers understand that marketing is critical to success but they lack the time and financial resources to move forward. New efforts are underway in the Adirondack Park to better promote emerging tourism sectors like agri-tourism, eco-tourism, geo-tourism, and heritage tourism. All of these niche markets are appropriate to the AGC Region, but as a largely rural place with ample natural landscapes attractive to visitors, it is ideally suited to agri-tourism. Packaging farm visits with opportunities to explore the revitalizing urban center in Glens Falls, for example, creates the authentic experience many visitors, but especially millennials, seek.

The Lakes to Locks Passage Scenic Byway runs through the AGC Region, linking northeastern New York to southern Quebec in Canada. The byway unifies the interconnected waterway of the upper Hudson River, Champlain Canal, Lake George, and Lake Champlain and has been called North America's first "super-highway." The programs that the Lakes to Locks Passage provides unify the corridor as a single destination. Lakes to Locks is a New York State Scenic Byway, a National Scenic Byway, and an All-American Road. The byway extends from the AGC Region to the border crossing at Rouses Point on land and water. The waterway route continues north into Canada to connect with the St. Lawrence River.

Thirty-two Waypoint Communities have been designated to "meet and greet" the Lakes to Locks Passage visitor. Community museums and attractions serve as Heritage Centers. Nearly every community has a driving, biking, or walking tour. The distinctive influence of French, English, and Dutch settlers is still evident today in the communities along the rivers, waterfalls, and lakeshore harbors. As a companion, the First Wilderness Scenic Byway promotes the Region's historic role as an important southeastern access point to the "Endless Forests" of New York's Adirondacks. For more information see www.lakestolocks.org and www.firstwilderness.com.



Photo: Pepe Productions



Photo: Pepe Productions

The Glen's Falls Farmers Market has offered healthy foods to the area's residents for 35 years.



Photo: Elan Planning, Design, and Landscape Architecture

Feeder Canal Trail on Pruy'n's Island in Glens Falls, NY.



Photo: www.barkeaterchocolates.com

Barkeater Chocolate is based in North Creek, NY.



Photo: River Street Planning and Development

Helping farmers to maintain viable operations is critical to ensuring a safe, affordable, and accessible food supply.

Expanding Trails and Recreation Resources Will Make the Region Healthier

Throughout community engagement for all five pathways, participants discussed opportunities to connect people more closely to the natural environment using a comprehensive system of linked trails for hikers, bikers, bird watchers, equestrians, snowmobilers, cross country skiers, and many other sports enthusiasts. Each of these amenities contributes to making the Region healthier and also builds on the Adirondack Park's international reputation as an outdoor sports destination, generating visitors and customers for local lodging and hospitality establishments. Connecting to the transportation pathway, healthy communities require multimodal alternatives that allow people to build exercise into daily activities or walk safely to school.

While many trails within the AGC Region are located in the State Forest lands of the Adirondack Park, there is a growing network of dedicated trails from the Lake George Region south into Glens Falls, Queensbury, South Glens Falls and Moreau, and west into Washington County along the Feeder Canal. Continued development of a trail plan for the Region could close the gaps in the existing network and make broader connections to State and national trail systems. The improvement of existing parks and development of new parks that are accessible to residents of all ages and abilities is an opportunity. These amenities are free and fully accessible to the Region's lower income residents.

Adirondack Gateway Council collaboration with Lakes to Locks Passage Inc. of Crownpoint, NY, an organization that supports and promotes the scenic byway in the Adirondacks and in southern Quebec in Canada, is an opportunity.





ACCESS TO OPPORTUNITY, HOUSING, & FAIR HOUSING EQUITY

This pathway to progress focuses on Regional housing and fair housing equity. It increases access to opportunity, which HUD describes as “jobs, transit, affordable housing, good schools, and other infrastructure.” This pathway is a bridge between the overall sustainability plan and the Adirondack Gateway Regional Combined Housing, Transportation, and Fair Housing Equity Assessment, 2015 (FHEA). The FHEA involves a range of analyses, is shaped by extensive community engagement, and addresses principles identified by HUD. HUD recognizes that the creation and/or maintenance of affordable neighborhoods depends upon State, Regional, local government, and agency decisions about where to locate infrastructure and services. HUD is particularly interested in assisting communities to focus investments in infrastructure in neighborhoods that have been previously redlined and disinvested. The full FHEA and all appendices are available at www.agcny.org/housing-transportation.

Photo: Pepe Productions





Photo: Pepe Productions

The Adirondack Park covers over half the AGC Region.

The pathway responds to that HUD guidance by providing a framework to adjust the “jobs/housing balance” where employment opportunities are accessible and generate adequate wages for residents to afford a sustainable quality of life in the Region’s urban and rural communities. For lower income residents, achieving this balance requires distribution of employment opportunities across the Region, reasonable commuting times with reliable transportation, and affordable housing. Access to employment, proper training, and family-sustaining wages will make it possible for other needs to be met.

The housing and fair housing equity pathway coordinates policies, removes barriers to private-public cooperation, leverages funding, and increases effectiveness to plan for future growth, while enhancing the unique characteristics of all communities. The FHEA provides an opportunity for diverse stakeholders in the Region to develop a candid and broadly shared assessment of residential opportunities. Municipalities and Regional entities have identified objectives and priorities for future investments to enhance equity and access to opportunity and are addressing the needs of communities facing

the greatest challenges. The Adirondack Gateway Council understands how big picture public investments in infrastructure shape development patterns and they know which communities have faced underinvestment of key amenities. The partners have developed a strategy through the FHEA that ensures low-income communities and vulnerable populations including the homeless, low income, elderly, veterans, and mentally/physically impaired households can be more self-sufficient.

Key Findings for Access to Opportunity, Housing, & Fair Housing Equity

The Adirondack Park Offers Unique Opportunities and Challenges

The majestic Adirondack Park and a large swath of the New York State Forest Preserve covers over half of the AGC Region, though it is home to only one-quarter of its population. The Park is a major tourism draw, attracting



an estimated 7-10 million tourists annually, many from the 84 million people living within a day's drive. The Gateway Region can capitalize on being a main entry point, expanding the influence of the Greater Glens Falls area, including Lake George and Queensbury, which already provide extensive tourism support services, retail, and amenities for visitors. While tourism employs many entry level and unskilled workers, wages tend to be low and career ladders short. The Park's density-based regulatory structure conserves millions of acres of rural lands and natural resources, and shapes the scale of development. A growing percentage of seasonal homeowners bring wealth to the area, but retirement market demand can drive the price of land upward, making it extremely difficult for year round residents and organizations that need or develop affordable housing to find affordable properties and sites.

Income and Poverty Shape How and Where People Live

Although the Region is growing and overall wages are rising, especially among the highest income earners, long-term and situational poverty determines where and how people live. Poverty exists in pockets in many communities in the Region – both urban and rural. Though overall cost of living is lower compared to other New York State Regions, it outpaces the incomes and benefits available to residents earning the lowest incomes, including veterans, large families, young families, the elderly, and disabled. Housing, utilities and energy, food, health care, the cost of an education, and basic transportation continue to increase. Across the Region, combined transportation and housing costs use half of a family's income, which is especially burdensome for single people and

Adirondack Park 101

At six million acres, the Adirondack Park is the largest park and the largest National Historic landmark in America - larger than Yellowstone, Yosemite, Grand Canyon, Glacier, and the Great Smoky Mountains combined. Unlike these National Parks, however, 130,000 people live full time in the Adirondack Park's 102 towns and villages and over three million acres have been privately held for generations. Today over 60% of this pristine natural area, or almost 3.4 million acres, are conserved by some form of resource protection, with over 2.4 million acres in "forever-wild" State Forest Preserve and 800,000 acres preserved by various conservation easements. Although half of the AGC Region communities lie within the Park boundary, only 25% of the AGC Region's residents live "inside the blue line," referring to the blue boundary line used on State maps to identify the New York State Forest Preserve in the North Country and the Catskill Mountains.

The Park's scale can be daunting: it crosses 12 counties, 119 school districts, and 132 zip codes. It boasts 3,000 lakes, 30,000 miles of rivers and streams, and 2,300 miles of trails. Its great scenic beauty and environmental resources have produced a strong outdoor recreation tourism economy and natural products industry that remain industry targets today. Policy and regulation of land uses and density of development for the Park is administered by the Adirondack Park Agency and defined in The Adirondack Park State Land Master Plan, State Land Map, and the Adirondack Park Land Use and Development Plan. The management of the State Lands is carried out by New York State Department of Environmental Conservation.

Affordable Housing Partnerships

The AGC Region responds to the need for affordable housing for both renters and owners.

- The **City of Glens Falls Housing Rehabilitation Program** assists both owner and renter occupied housing with grants to improve housing conditions. The program gives preference to residents who are frail seniors or disabled or to properties that require emergency repairs or have code violations.
- The companion **First Time Home Buyers Program** helps to close the gap so that lower income residents can own a home. The program has helped over 150 families since 2000, with funding from New York State and US Department of Housing and Urban Development (US HUD).



Photo: Habitat for Humanity

Habitat for Humanity has built 25 homes in Glens Falls with the help of volunteers.

- **Habitat for Humanity** of Northern Saratoga and Warren and Washington Counties' mission is "to provide simple, decent and affordable housing in partnership with families in need." Operating in Glens Falls since 1991, the organization has built 25 homes with the help of volunteers, including the "Partner Family." Families who are currently living in substandard housing and cannot obtain a mortgage through standard means may qualify. Selection is based upon need, ability to make monthly payments, and willingness to volunteer time and energy to Habitat's work. For more information, see www.glensfallshabitat.org

In 2014, the Adirondack Pub & Brewery in Lake George donated 100% of its Oktoberfest ticket sales to support Habitat's work. The event features beer from across New York State and features live music, traditional German style food, costumes, and games.

Adirondack Pub & Brewery is a full functioning brewery in the heart of Lake George Village, with all craft-brewed beers brewed, bottled, and canned on premise using the finest malt, hops, yeast and water, since 1999. For more information, see www.adkbrewery.com



low income households who struggle daily, making hard choices between paying the rent and putting gas in the car, buying food or filling prescriptions.

Changing Age Trends Will Shape Programs, Services, Labor Force, and Growth

Half of the Region's population (at median age of 43 years) are entering their peak earning years, but are older than State and country median age by about five years. The decline in young families and children (born and raised in the Region) will influence enrollment at local schools. The larger millennial generation including those in their twenties, both current residents and those to be attracted, represents a growing entry-level labor pool that may require training in order to access employment. Some entrepreneurs are "coming home" and starting restaurants like Morgan & Co. and Just Beverages in Glens Falls. Retaining and growing the number of young families helps to support the rapidly expanding elderly population, since families are the front line caregivers for many seniors, especially those in the oldest age groups. More than half of the Region's households are retired and on fixed incomes, creating new and different needs for housing and transportation, health care, and support programs and services at the community scale.

Investment is Occurring Almost Everywhere, but at Very Different Scales

The Region is rapidly changing, which represents opportunities for investment and challenges to family and workforce stability.

The diversity of environments it offers (rural, suburban and urban) is both an asset and a challenge. Millennials are interested in the area, especially the small city lifestyle offered in the Glens Falls area. They are seeking a more affordable life and are leaving other metropolitan areas and moving in. Dozens of community based development projects, addressing shelter, health, drinking water and wastewater, communication, transportation, recreation, and brownfield redevelopment are on the drawing board, and the Region is increasingly successful in nominating priority projects through the Regional Economic Development Councils for funding. Housing and health investments are distributed throughout the outlying settlements where need is great, particularly for medical care.

Housing, Transportation, and Utility Costs Drive Location Affordability

Housing stock is aged, which reflects a supply of historic homes for restoration, but means housing may be expensive to purchase and maintain, and subject to high energy costs. Nearly two-thirds of the Region's housing was built prior to adoption of new building codes in the 1980s. Lower income homeowners are significantly cost-burdened, spending more than a third of their income on their mortgage and less than one in five families can afford to own a home. Nearly 30% of residents are struggling renters, and one in two low and moderate-income families pay nearly fifty cents on the dollar for rent alone. At the same time, the number of new residential units, mostly market rate and located in the suburbs, grew by 15% between 2000 and 2013 (a pace faster than the State as a whole).

Niche.com and NERDWALLET Study Millennial Job Seekers

Niche.com recently identified the best towns for young professionals in New York based on the number of millennials, job opportunities, and access to bars, restaurants, and affordable housing. A high ranking indicates that a town attracts millennials with an affordable, diverse community and lots of things to do. Glens Falls ranked number three on the list behind White Plains and Albany.

Another recent survey released by Nerd Wallet ranks Glens Falls 30th among 153 communities in New York State as a “Best Place for Millennial Job Seekers.” Millennials currently make up 23% of the city’s population - only Cohoes (16th), Albany (19th) and Saratoga Springs (20th) in the Capital Region ranked higher. Both studies offered key takeaways including that:

- While housing is affordable in upstate cities, “big city” wages are not yet widely available;
- Millennials choose to be close to colleges; Four upstate communities in the top 10 are college towns including Geneva (3rd), Ithaca (4th), Cortland (7th), and Fredonia (10th); and
- They like flexibility in transportation options. Nearly all highly ranked suburban areas had public transportation.

For more information see: www.nerdwallet.com/blog/cities/best-places-millennial-job-seekers-york-2015/ & <https://local.niche.com/rankings/towns/best-places-for-young-professionals/s/new-york/>

Availability of Subsidized Housing is Not Keeping Up With Demand

Community efforts have been unable to keep up with the growing need for affordable shelter across the Region. With just over 150,000 people, there are fewer than 2,000 units of project-based housing and just under 600 HUD Section 8 Vouchers through the Glens Falls Housing Authority. Rural areas face very limited housing choice, especially for protected classes such as people with disabilities, elders who need accessibility modifications, and larger families. There are no vacancies in many subsidized rentals, extensive waiting lists, and very slow turnover. It can take more than a year, possibly two, for a family to move into a more affordable unit. Housing advocates report that the expanding number of elders on fixed income who can no longer live independently may wait 18 months to find an affordable apartment anywhere in the Region. The quality of affordable housing and the need to coordinate code compliance and public health concerns are a priority. An accurate inventory of developable land and infill sites and local development and design standards would encourage affordable housing at a multi-family scale. Housing rehabilitation programs to meet even basic housing quality standards cannot keep up with demand and the need is particularly urgent to replace aging manufactured homes.



Fluctuations in Federal and State Housing Funding Slows Improvements to Housing Supply

In recent years, a decline in federal and State resources to support housing construction has made it harder to expand supply in the Region. The City of Glens Falls' status as a HUD Community Development Block Grant



Photo: Pepe Productions

Glens Falls Housing Authority senior housing.

Entitlement Community is still an asset, but decreasing formula-based funding levels and reductions in support for community-based housing organizations result in diminished capacity at the municipal and nonprofit level. Changes in federal and State underwriting regulations for capital investment requires an even higher level of sophistication in order to fund, construct, and successfully operate new affordable housing developments.

SCA Funds Student Environmental Projects

SCA in Glens Falls produces the Tork brand of napkins, towels, tissue, and wipe products used in a range of commercial settings, including office buildings, restaurants, schools, and health care facilities. Locally, SCA employs nearly 400 people between its fully integrated mill in South Glens Falls, a converted facility in Greenwich, and a distribution center in Saratoga.

The company regularly hosts tours for local middle school students, helping them to see that there are good job opportunities close to home. In addition SCA offers an Environmental Education Grant Program for K-12 schools and nonprofit organizations that support sustainability projects which encourage students to identify environmental issues in their communities and propose solutions. Schools and nonprofit organizations are invited to apply for grant funding up to \$5,000. SCA has awarded nearly \$53,000 in environmental education grants to 23 schools in upstate New York. Past local grants have funded a variety of environmental education initiatives such as the study of water flow and sediment in streams, recycling projects, and climate specific vegetable gardening projects.

Photo: Pepe Productions



High quality housing is essential at all price points.

Public Policy Affects the Availability of Affordable Housing

High quality housing at all price points is essential to the Region's economic future. Local and State land-use regulations are critical to protect vital resources like forest products and scenic values appealing to tourists, especially in the Adirondack Park, yet they may unintentionally create barriers to affordable housing. Community leaders report that in some cases, regulatory compliance can push development costs for affordable housing to the tipping point where the projects become infeasible. The integration of affordable units into residential development through the use of inclusionary zoning is an opportunity, and the Adirondack Park Agency is considering ways to integrate more cluster development into local projects to conserve open space and reduce the cost of infrastructure to support new homes.

There is Regionwide Disparity between Housing Costs and Income

Incomes are not keeping pace with the costs of housing and households are paying a larger and larger percentage of their income towards shelter. Rental costs are rising and fixed retirement incomes are not keeping pace with rents. Second home development in the lake and resort towns of Warren County are pushing up housing prices and pricing out low and moderate-income households. Washington County's housing prices are generally more affordable, but the real estate market in the County is rapidly changing with newcomers drawn by what they consider to be reasonable sales prices.

Replacement of Aging and Deteriorating Manufactured Homes is Critical

Although the percentage of residents living in manufactured homes is low overall, those living in older manufactured homes, some built before HUD standards for housing quality, face some of the Region's worst housing conditions. In the Region's rural areas, where land was once less inexpensive, locating a manufactured home on a parcel of land was the only affordable home ownership option. The AGC Region communities are working to help residents to replace substandard and dilapidated units with new ENERGY STAR qualified manufactured housing.



Photo: Pepe Productions

The real estate market in Washington County is rapidly changing.



Photo: Pepe Productions

The quality of affordable housing is a priority in the Region.



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MULTIMODAL TRANSPORTATION

This pathway to progress addresses the enhancement of a multimodal transportation system across the Region that meets the needs of residents of all ages and abilities. The FHEA found that transportation costs are typically the second-biggest budget item for most families. As part of HUD’s access to opportunity principles, this pathway looks for ways to provide more transportation choices and timely access to employment centers, educational opportunities, services, and other basic needs, and to increase mobility and lower the combined cost of housing and transportation. The Adirondack Gateway Council is communicating these findings to businesses, municipal leaders, policymakers, and developers to help them make more informed decisions about where people should live, work, and invest. The full report and appendices are available at: www.agcny.org/housing-transportation.

While available and affordable transportation is a bottom-line imperative for workers to be able to access stable employment, the pathway is also key to maintaining a quality of life. Choice of modes is a clear expectation of the millennial generation, who like to choose the most practical approach (driving, public transit, biking, or walking) for each trip. Car sharing, bike sharing, walking, and car ownership will all play a part in the multimodal network, but public transportation is ranked highest as the best mode to connect by younger people. Many lower income families appreciate the affordability and reliability of transit. Young workers like the opportunity to multi-task and socialize online while traveling. They also appreciate that public transportation protects the environment by reducing pollution and vehicle use – consistent with recommendations from the Capital Region Sustainability Plan and the Adirondack/Glens Falls Transportation Council (A/GFTC).



Photo: Greater Glens Falls Transit

Photo: Pepe Productions



Communities in the Region vary in their walkability.

Complete Streets and Walkability

The National Complete Streets Coalition reports that “regardless of age, ability, income, race, or ethnicity, all people ought to have safe, comfortable, and convenient access to community destinations and public places—whether walking, driving, bicycling, or taking public transportation.” In downtown Glens Falls, streets such as Hudson Avenue and Glen Street earn a walk score of 75 and are rated as very walkable, where most errands can be accomplished on foot. Other communities in the AGC Region do not rate nearly as well with walk scores for Hadley (11), Queensbury (11), and Argyle (7) reported as automobile dependent. To learn more about walk scores see: www.walkscore.com

Key Findings for Multimodal Transportation

The Region Is Highly Automobile Dependent

The mountainous geography and low population density of the area leaves limited alternatives to car use in large parts of the Region. In the past fifty years, alternatives were established in the urban core of the Greater Glens Falls area. While transit is available in the most populated areas, many residents in the countryside still rely on their car, without regard to gas prices or travel distances. Over three-quarters of residents drive alone to work. Carpool use is fairly low and varies considerably between communities. Some agencies and employers have identified the lack of reliable transportation as a barrier to worker recruitment and retention.

The Region Benefits from an Existing Multimodal Transportation System

The Adirondack Gateway Region takes strength from its existing, in-place multimodal transportation system, which is operated by a variety of public and private organizations in the greater Glens Falls area as well as in the Capital District to the south. Amtrak service from Fort Edward and Saratoga Springs connects the region to national and international destinations. The A/GFTC ridership for all transit services has steadily increased over the past 26 years. Lack of funding, distributed demand, and high operating cost for transit have shaped the compactness of this system to



serve areas of highest population density. Adirondack Trailways, Greyhound, and several taxis serve the Region. Van- or car-based senior transport services exist in several townships. Many residents, especially seniors, rely on friends and family for transportation. In the urban area and some suburbs, hamlets, and villages some sidewalk systems do exist.

According to Adirondack Gateway Council’s 2014 survey of service providers, at least 15 agencies and non-profit organizations provide “mobility” services to their consumers. The Adirondack/Glens Falls Transportation Council (A/GFTC) reports that “although these services are not truly public in that they are only available to limited segments of the population or specific clients, they do serve particular mobility needs for specific groups and often operate in areas where sustained public transit is not feasible.”

Access to Opportunity Regarding Transportation is Limited

Transportation providers are collaborating to maintain the quality and variety of transportation resources that do exist across the Region. They believe that opportunity exists to increase the efficiency, range, and coordination of human services transportation. In order to reach the outlying communities of the Region, local governments at all levels need to develop financially sustainable systems that address the unmet transportation needs. New financial assistance and operating capital will be necessary to jump-start a second-generation transportation system that serves most, if not all interests and provides comprehensive transportation choices.



Photo: Pepe Productions

Fort Edward train station.



Photo Creighton Manning Engineering LLP

Centennial Circle, a five-leg roundabout in Glens Falls.



Photo: Pepe Productions

North Creek Free Shuttle service.





Photo: Pepe Productions

COMPREHENSIVE BROADBAND, INFRASTRUCTURE, & BROWNFIELD REDEVELOPMENT

This pathway evaluates the availability of broadband infrastructure and information services, infrastructure, and brownfield redevelopment opportunities that support economic development. A digital divide is occurring across the nation, across New York, and in the AGC Region: a division between the mostly urban areas that have access to high speed, affordable broadband service and those, mostly rural, areas that do not. The AGC Region may offer the attractive and affordable quality of life businesses seek, but it will only be a suitable place for investment if there is access and choice in broadband connectivity. The Council is clear that support for broadband is the progressive path, as important as paved roads and reliable utilities, and that this reality should inform Regional planning. Universal access will also make it possible to attract telecommunication intensive businesses such as high tech industries and back office support.



Photo: Pepe Productions

The region is well served by an interstate highway system connecting to major northeastern U.S. and Canadian cities.

Twenty-first century businesses and residents expect 21st century infrastructure, and this pathway focuses on delivering it to every business and every resident in the AGC Region. They expect well-maintained roads and bridges, dependable utilities, clean water, and reliable wastewater. And they expect to connect – by cell phone and to the Internet - all the time and everywhere. Homebuyers will choose where they live based on connectivity. Successful models of providing healthcare, education, and job training remotely are working elsewhere, but for the AGC Region’s rural communities to have access, high speed broadband must be available to the providers on the receiving end. Without these emerging opportunities, low and moderate income residents will continue to spend more money than they can afford on transportation to reach the support and services they need.

Recent progress, including a grant to help Warren County improve emergency radio communications, may also give businesses in the Lake George and Warrensburg areas access to more high-speed Internet service. A radio tower will be equipped with a transmitter to

improve the County’s problematic emergency radio communications system. Adirondack Gateway Council has been undertaking meetings with the area’s emergency services personnel within Warren, Northern Saratoga, and Washington Counties to explore other potential collaborations to share or co-locate equipment. The Town of Thurman in Warren County gained national attention for its use of unused space on the UHF dial to provide Internet access – an alternative approach to reach “the last mile” in some rural communities. The newly expanded Connect NY Program along with federal funding opportunities within the United States Department of Agriculture (USDA) and Federal Communication Commission are available, and the Adirondack Gateway Council will be seeking grant funding from those sources and others in 2015.

The full reports for these pathways can be found at www.agcny.org/broadband-resources and www.agcny.org/sewer-infrastructure and www.agcny.org/economy-infrastructure.



Key Findings for Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment

Broadband Serves Much of the Region, but Rural Areas Have Significantly Less Coverage

Research on this pathway details availability of existing broadband infrastructure including fiber optic and coaxial cable locations. It identifies cell site locations, occupants, and wireless service providers as well as central office locations and wire center boundaries. Telecommunications and broadband service providers and the services they provide have been inventoried. A needs assessment documented the Region's broadband needs and identified entities that might be interested in filling the gaps including service providers, wireline and wireless broadband providers, and enterprise customers. An outline was developed that demonstrates the potential partnerships and forms the basis to seek incentive funding from State and federal sources.

The Region is well served with broadband along the major traffic corridors and in the cities and villages. The City of Glens Falls and Town of Queensbury have access to at least two high-speed broadband providers with competitive access widely available. Services along the Route 9 corridor are of consistent capacity and quality with comparable areas statewide. Outside of these more populated areas in the Region there is much less

coverage. These areas would reap rewards from additional investment in diversified fiber and/or wireless broadband service, particularly in the northeastern and northwestern portions of the Region. Thurman's recent experience points out some challenges facing many of the AGC Region's Adirondack Park communities, including prohibitions on siting communications towers and challenges to wireless technologies that require line of sight in heavily forested and mountainous areas.

A Variety of Providers and Technologies are Available

Broadband is delivered by a number of competing providers using different technologies and infrastructures. The primary owners of broadband infrastructure include Verizon, Frontier, and Time Warner; one competitive local exchange carrier (Windstream); and two independent fiber network providers (Primelink and FirstLight). There are 25 cell towers in the Region and 10 public safety towers. The broadband providers are delivering service to homes, businesses, and other organizations at varying degrees of access, performance, and cost. Most service is delivered by land or wire lines of copper, coaxial cable, and fiber optic cable. Wireless based broadband technology utilizing strategically placed towers is also available in some locations, usually outside of the Adirondack Park.

The Lack of Broadband in Rural Communities Limits Access to Opportunities

Broadband communications have transformed the way people communicate, congregate, live, and prepare for work. At a time of

New Technologies Hold Promise for Rural Communities

Many rural AGC Region communities provide little or no municipal water or wastewater, which is a significant challenge for both residential and commercial development. The cost of building and operating conventional systems, especially sanitary sewers, is cost prohibitive and long distances from existing urban systems make connection equally expensive.

New technologies that are known as decentralized wastewater treatment can be an affordable and “green” alternative. They avoid large capital, operating, and maintenance costs; are sustainable; protect water quality and community health; use land efficiently; and preserve greenspace – consistent with the Adirondack Gateway Council’s livability principles.

A variety of options are available, from enhanced onsite septic systems to treatment units that collect, treat and discharge waste to either surface waters or the soil. They can serve industrial or institutional facilities, clusters of homes or businesses, and entire communities. The Town of Wilmington in the Adirondack Park is pursuing a decentralized system in support of a hotel project and has initiated important conversations with the Adirondack Park Agency and NYS DEC regarding permitting.

increasing globalization and technological dependence, failure to adequately prepare students will limit their ability to compete for jobs. High-speed broadband has the ability to deliver more knowledge to more students at a lower cost and at more flexible times than traditional teaching methods. These are critical enhancements for rural schools if their students are to stay competitive in the face of declining State assistance and increasing local budgets.

Broadband also makes telehealth and quality emergency services possible. It can provide significantly improved, cost-effective access to quality healthcare including home-based rehabilitation and health monitoring devices to the Region’s fast growing senior population. This allows seniors to age in place, living anywhere they choose, and still stay connected with family, services, and support. Broadband allows disabled people more ability to communicate through sign language using webcams. Visually impaired people can use “screen reader” programs and users of Telecommunications Relay Services can use Video Relay Services to communicate more easily with voice telephone users. All of these technologies reduce isolation for rural residents.

There is a Need to Create a Technology Led Culture

The creation of a technology led development culture will require that the community as a whole understands the need to attract and retain compatible technology companies. Whether through formal commissions or volunteer committees including businesses, private citizens, municipalities, healthcare, and educational representatives, more



Salt Summit Being Planned

The Jefferson Project is a collaboration between Rensselaer Polytechnic Institute, IBM, and The Fund for Lake George to understand the lake's past, present, and future. Its recent publication called "The State of the Lake: Thirty Years of Water Quality Monitoring on Lake George," identifies it as one of the most monitored water bodies in the world.

At an upcoming meeting at Darrin Fresh Water Institute, presenters will use the giant panel of high-resolution screens in its data visualization laboratory to show participants how science and technology can solve the problems that threaten the lake, from salt levels to water clarity to invasive species. The Post Star reports that "Equipment on display will include an acoustic doppler current profiler, a sensor probe, the plankton cam, a lake-coring barge, food-web sampling equipment and a tributary station that monitors tributary characteristics."

The report found that the salt level in the lake has tripled over three decades, due in part to road salt runoff. Many municipalities have responded by agreeing to lessen the amount of salt that is spread on local roads. Institute researchers hope to create an annual summit called "Salt: Halting the Acid Rain of Our Time," with the first conference being planned for the fall of 2015.

stakeholders need to be engaged as advocates for the extension of fiber infrastructure and broadband to underserved and unserved areas. Adirondack Gateway Council is in the midst of meeting with service providers in efforts to address and resolve issues within the Region and communities. Like many regions, the Adirondack Gateway Council will need "carrots" to entice expansion of services. Through the use of grants, tax programs, low interest loans, Right of Way, franchise agreements, and Regional assets such as tall buildings and tower space, the Council can work with the service providers to promote access and competitive services, and leverage funding from State and federal partners.

The Region Has Completed a Comprehensive Assessment of Infrastructure

The Economic Development Corporation of Warren County and the Adirondack Gateway Council collected input from key Regional municipalities, businesses, and leaders regarding the state of infrastructure. The top five infrastructure concerns relate to roads, bridges, energy transmission, wastewater/storm water/drinking water, and telecommunication and broadband. The cost of improvements, deteriorating condition of facilities, reduction in funding available from State and federal agencies, lack of capacity to meet local cost share, and the length of various approval processes are concerns across the board. Partners identified other concerns including:

- **Roads:** Interstate 87 (Northway) rated well in recent plans but concerns exist about deteriorating physical conditions, lack of capacity, and ongoing maintenance of

Hudson Avenue Mixed-Use Development



Photo: The Galesi Group & Bonacio Construction

14 Hudson Ave will be a mixed-use downtown anchor.

Recently the City of Glens Falls formed a public/private partnership to redevelop a vacant property at 14 Hudson Avenue as a 151,000 square foot mixed use downtown anchor. The \$28.0 million project includes a five story building. The first two floors offer contemporary retail, commercial and office space. The upper stories will accommodate up to 90 market rate apartments. In addition, an \$8.0 million parking garage with just over 500 spaces will be constructed to answer the call for significantly expanded parking to support the City's revitalizing urban core.

other roads in the Region. Leaders worry about the shift in NYS DOT policy to focus more on preservation projects rather than comprehensive improvements. Specific road improvements needed include four miles of Dix Avenue within the Glens Falls City Line, through Queensbury, in Washington County, and the Town of Kingsbury.

- **Bridges:** Leaders are concerned about deteriorating conditions of the 103 bridges within Warren, Washington, and Northern Saratoga Counties that have been classified as being “structurally deficient” or “functionally obsolete.” While these bridges are not considered unsafe by NYS DOT, they require repairs or modifications to restore condition or improve functionality.
- **Energy Transmission:** Concerns for energy transmission (including physical condition of power grid, gas/oil pipeline, solar and wind) include lack of service, coverage, and capacity; susceptibility to storms; the need for redundant energy services in technology and industrial parks; and the need for a Regional energy plan that educates businesses and residents about incentive programs.
- **Wastewater-Stormwater-Drinking Water:** Concerns include the age of drinking water systems, lack of capacities for wastewater, need for upgrades in urban areas and service extension to suburban and rural areas (where more development is occurring), and the need for more coordinated regional planning.
- **Telecommunication and Broadband:** Data show that communities in northern Warren County, Northern Saratoga County,



and areas within Washington County are significantly unserved or underserved by modern telecommunications infrastructure. There is need for more competitive service offerings in the greater Glens Falls Region and, like utility services, for redundant and multiple services requested by companies located in area technology and business parks.

- **Bicycle and Pedestrian Issues:** Local plans find bike and pedestrian facilities to be insufficient and, in some cases, in need of safety improvements. There is growing support for bike paths along roadways, designation of share-the-road markings (sharrows), and pedestrian connectivity at the local level, all of which will provide free alternatives to car use for some trips.

View the full report at:
www.agcny.org/files/public/economy-infrastructure-enhancements-booklet.pdf

The Strategic Expansion of Wastewater Infrastructure Will Enhance Commercial and Residential Development

The Adirondack Gateway Council has studied existing conditions and projected growth in the Region's communities, performed a needs assessment, and identified recommendations for the technical and economic feasibility of taking a regional approach to wastewater collection and treatment. The evaluation found that to accommodate the projected sanitary sewer needs, new collection and conveyance infrastructure is generally needed along Route 9 in the Town of Moreau; throughout the

ReCharge NY Powers Family-Owned Firm

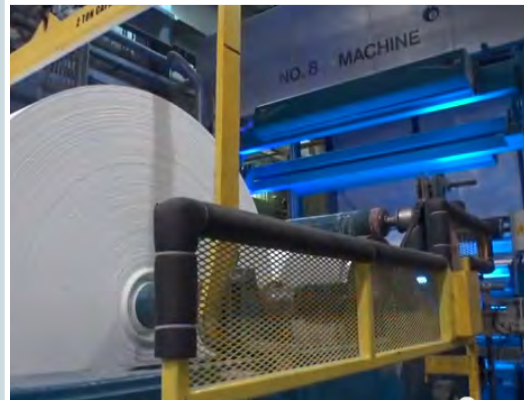


Photo: New York Power Authority

Recharge NY has helped the company to grow.

Hollingsworth & Vose, a family-owned firm since 1956, employs 150 people at sites in Easton, New York. The company is a global leader in the supply of technically advanced engine, high-efficiency and liquid filtration materials, battery separator materials, and industrial specialty paper. In 2013 the company began participating in the ReCharge NY program, which is run by the New York Power Authority. Val Hollingsworth, the company's president and CEO, reports that added competitiveness from affordable energy helps the company to remain successful and grow in the AGC Region, and enables them to make significant infrastructure and equipment upgrades as well as energy efficiency enhancements in facilities in Easton and Greenwich. "The success of Hollingsworth & Vose illustrates the possibilities of adapting traditional industry to evolving technology," said Laura Oswald, Washington County's Director of Economic Development.

Photo: Pepe Productions



103 bridges in the Region are "structurally deficient."

Photo: Pepe Productions



Brownfield on Bay Road in Queensbury, NY.

Photo: Pepe Productions



Solar panels in the hamlet of Chestertown.

Villages of Fort Edward and Hudson Falls; along Dean, Vaughn, and Wait Roads in the Town of Kingsbury; and along Dixon Road and Main Street/ Corinth Road/ Carey Road in the Town of Queensbury.

The analysis included a review of Smart Growth principles that each community could incorporate to maximize efficiencies, minimize costs, and otherwise conserve resources including engaging the community, using existing facilities, and focusing infrastructure in existing centers. The phased improvements that have been identified are estimated to cost \$102 million. They include 36 miles of collection and conveyance piping, 14 pump stations, and more than \$20 million of process improvements at the Glens Falls and Washington County Sewer District No. 2 Wastewater Treatment Plants. An \$800,000 NYS DOS Government Efficiency grant was awarded to the City of Glens Falls on behalf of several of the communities to study and complete preliminary engineering for the regional sanitary sewer system within the southern area of the AGC Region.

Remediating Brownfields in the Region is Underway

The Adirondack Gateway Council Region is the recipient of federal and State funding for brownfield planning, assessment, and job training. Many initiatives, including those of the EPA's Brownfield Program are very consistent with the HUD sustainability initiatives. They focus on environmental justice, revitalizing brownfield properties, mitigating potential health risks, and restoring economic vitality. The programs engage residents affected by economic disinvestment, health disparities, and environmental contamination.



Seven communities within the AGC Region (the Town of Corinth, the Town of Hadley, and the Village of South Glens Falls in Saratoga County; the City of Glens Falls and the Town of Chester in Warren County; and the Village of Hudson Falls and the Village of Whitehall in Washington County) formed a working coalition known as the Hudson River-Adirondack Redevelopment Coalition. The Coalition received a \$600,000 EPA Brownfields Assessment Grant to conduct environmental assessments and reuse evaluations of abandoned properties to attract clean industry, high-technology supplier and service businesses, and entrepreneurs seeking to invest and create high-wage jobs within the Region. In addition, the City of Glens Falls received a grant of nearly \$200,000 from the NYS DOS under the Brownfield Opportunity Area (BOA) program to initiate land use and property redevelopment planning associated with vacant and underutilized properties on South Street, Broad Street, and Warren Street corridors with opportunities to undertake feasibility and marketing studies for these corridors.

To further the training of residents, the City of Glens Falls was also awarded a \$200,000 Environmental Workforce Development Grant from the EPA to assist unemployed and under-employed individuals to obtain good-paying jobs in the environmental field, with a particular emphasis on the assessment and cleanup of brownfield sites and hazardous waste sites. Two rounds of classes have been completed and 43 residents have been trained to date, with the final training class to be completed in 2015. The program represents a major milestone for the Region by coordinating various disparate job training programs and partner agencies, including the NYS DOL, to focus on a comprehensive and unique environmental-based curriculum sought after

by specific companies and Regional employers. To date more than three-quarters of graduates from the first class have obtained employment.

Electric Rates are Currently Competitively Priced

Electricity rates in the AGC Region through National Grid are affordable when compared to suppliers serving other markets, especially in the price for small commercial operations and small industrial users. There is not 100% redundancy and some major users report uneven distribution and energy spikes that require continual equipment upgrades. Natural gas is available in the Greater Glens Falls area, but the customer base is not large enough for National Grid to consider extending service beyond Warrensburg in Warren County. Many rural communities rely on propane. Since natural gas is not likely to be extended and the cost of electricity is rising in New York State (45th most expensive out of 50 states) the opportunity to explore use of renewable energy sources may become a necessity.

The City of Glens Falls was recently awarded two grants from NY-SUN to develop a solar farm with 49 ground panels in the Town of Queensbury on 10-15 acres of city owned land. The project will decrease the city's energy cost, saving up to \$4.8 million over 20 years, by permitting the City to receive credits for the energy it produces. This project is part of a NYS initiative to substantially increase the amount of energy produced through solar power. Funding is provided through NYS Energy Research and Development Authority's (NYSERDA) Competitive Photo Voltaic Program. Additionally, the Town of Moreau received a similar NYSERDA solar grant, where new infrastructure is estimated to save \$34,000 per year for 20 years. Warren County is also examining solar options with NYSERDA.



V. THE PATHWAYS INTERSECT: ECONOMIC OPPORTUNITIES

The identification of business opportunities, goals, strategies, and actions across all pathways is informed by demographic profiling, community and employer dialogues, advancement of existing and ongoing local efforts, as well as industry cluster analysis. No one source tells the whole story. Target Industry Cluster Analysis; the identification of Strengths, Weaknesses, Opportunities, and Threats; and development of seven key Principles For Livability help to refine recommendations and suggest priorities.

Business Opportunity Analysis

Business opportunity analysis helps to understand patterns of growth or decline in private sector employment. Clustered industries are interconnected businesses and support networks in specific geographic areas. Groups of industries are more competitive and efficient because they contribute to shared supply chains, transfer technologies, and grow a workforce with specialized skills - ideally those skills that can be adapted to multiple employers, providing for job choice and upward mobility. The industries' ability to export goods and services outside of the Region and abroad increases their direct sales and investment, with spinoff value for communities. Understanding the range of jobs and wages in each industry helps to hone in on the opportunities for low and moderate-income residents and identify the specialized training that may be required to make them strong candidates for employment. Targeting industries that have the highest possibility of creating or saving the greatest number of jobs is the overall goal of the analysis.

Photo: Pepe Productions

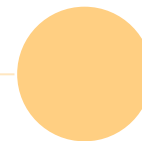


Photo: Pepe Productions

Business opportunity analysis helps to identify emerging trends among small businesses.

Cluster analysis evaluates private sector employment. Information about farm workers is included in the analysis. While the pathway research does evaluate public sector employment, it is not reflected in the cluster analysis. Public sector employment includes municipalities at all levels (including corrections) and public education. The Adirondack Gateway Council recognizes that the public sector is dominant in the Region, employing one out of six workers, and is expected to grow to 10,500 workers by 2022. Maintaining this base while growing the private sector will buffer the Region from traditional highs and lows in government jobs over time.

Cluster analysis helps to identify emerging trends among small business, though it doesn't distinguish important components like the extraordinary contributions of the creative class or employment in arts and cultural industries. Other business opportunities will continue to be advanced by the sheer commitment and tenacity of AGC Region's residents, such as the growth in family and boutique farms, despite what any statistics say. The approach does not account for

unique local circumstances, for example, that the regulations in the Adirondack Park control density of development outside of designated hamlets and will affect where and how much an industry is likely to grow.

In determining which clusters to target, the Adirondack Gateway Council considers three things: the size of the companies, the rate and scale of growth, and how private sector employment is concentrated in the Region when compared to New York State (the "location quotients (LQs).") The clustered industries are likely to have competitive advantage, be more easily promoted, and are reinforced by local and Regional economic development initiatives, including the Capital Region Regional Economic Development Council. The Adirondack Gateway Council also recognizes that companies in other industries, like paper manufacturing, are of such legacy value that sustaining them is critical, despite statistical findings or potential job losses. See detailed information about the full cluster analysis at www.agcny.org/economic-development.

Adirondack Region College Graduates Want to Stay in Region and Start Businesses

A recent survey by the Adirondack Association of Towns and Villages (AATV) found “reasons for optimism as the Region embarks on a strategy to inspire entrepreneurship.” The survey of 300 recent graduates from area colleges and universities found that nearly 70% considered looking for a job in the region and many would consider starting a business in the Region, which the AATV considers a “clear indication that young people are interested in making their homes in the area if the right career and business opportunities exist.” The survey was commissioned to gain insight into how the Adirondack Region is

a premium on: inspiring entrepreneurship among people who crave the healthy lifestyle available in the region; cultivating sustainable land-based businesses; and improving the region’s connectivity through improved internet and cell phone access, helping Adirondack entrepreneurs do business anywhere in the world.”

Brian Towers, President of AATV and Supervisor of the Town of Wells in Hamilton County, commented that “Students who choose to go to college in the Adirondack Region are prime candidates to remain or become year-round residents and business leaders...They love the Adirondacks’ natural beauty, tremendous recreational amenities and small, safe communities, and most of them plan to live in a rural area. They want to live here, and there is a real opportunity for local governments and organizations across the region to work with them to help them realize their dreams. The students are spot-on that good-paying jobs are central to a sustainable Adirondack economy and sustainable Adirondack communities.”



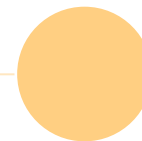
Photo: SUNY Adirondack

Many area graduates consider seeking jobs in the Region. perceived as a place to live and build a career in the eyes of the next generation of business and community leaders. Clarkson University, North Country Community College, Paul Smith’s College, St. Lawrence University, SUNY Adirondack, SUNY Plattsburgh, and SUNY Potsdam graduates participated.

These findings reinforce the AGC Pathways to Progress strategies and link the Council’s approach to economic and community development with those of its neighbors in the rest of the Adirondack Park to the north. AATV writes that “The survey findings reinforce the wisdom of the ADVANTAGE Adirondacks economic development strategy unveiled late last year by the Adirondack Partnership, a coalition of local governments, nonprofits, business organizations, colleges and universities, and other Adirondack region organizations, including AATV. This strategy puts

Key findings from the study include:

- Nearly 70% of graduates considered looking for a job in the Region, including over 80% who lived locally year-round and 60% who lived elsewhere.
- They are more inclined to start their own business within the Region (34%) than outside (30%).
- Over half would prefer to live in a rural setting, compared to 40% who prefer the suburbs and 10% who prefer a big city.
- Most liked the area’s natural beauty and open space, outdoor recreation and safe communities (50%).
- They feel the Region must develop well-paying jobs; year-round cultural, social, and entertainment options; and improved internet and cellular coverage to attract young workers.
- Next steps include bringing in more businesses (37%), protecting the environment and open space (33%), and improving cultural and entertainment options.



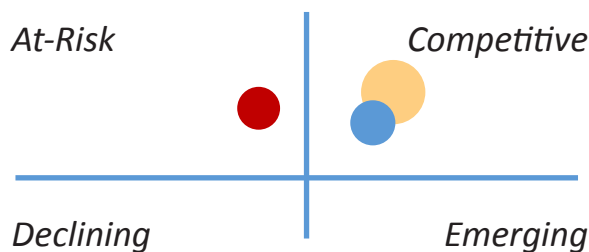
Reading the Location Quotient Chart

The chart that follows depicts the dynamics of the targeted Regional clusters on three levels:

- 1. How concentrated will an industry in the AGC Region be when compared to the State?** The vertical Y-axis estimates how jobs will be concentrated in the Region in 2022. The level of job concentration is referred to as the “location quotient” or LQ. As a benchmark, a location quotient of 1.0 means that employment in the Region is concentrated at the same level as the State of New York as a whole.
- 2. How much change in job concentration is there likely to be in each industry?** The horizontal X-axis shows how much change there is projected to be in the concentration of jobs in each industry (LQ) from 2013 to 2022.
- 3. How many jobs are there likely to be in each industry?** The bubble labeled with each industry name forecasts the relative size of employment in each cluster in 2022 – bigger bubbles mean more jobs. The large red circle represents the amount of public sector employment projected in the Region in 2022.

Each quadrant of the chart represents the specific way a cluster is changing:

- **Upper Left Quadrant:** The industry is “at risk” of losing power and influence;
- **Lower Left Quadrant:** The industry is “declining” and in danger of becoming unsustainable;
- **Upper Right Quadrant:** The industry is “competitive” and currently dominant; and
- **Lower Right Quadrant:** The industry is “emerging” but may not yet have critical mass.



Fourteen clusters are summarized on the table above. The industries that could be targeted by the AGC Region are highlighted. In order of opportunity the clusters are:

- Education, Healthcare, & Social Assistance
- Tourism & Recreation
- Professional & Business Services
- Information
- Manufacturing
- Retail Trade
- Transportation & Warehousing

Due to the unique Regional nature of farming and agricultural products, a special category of targeted industries is reserved for Agriculture, Forestry, Fishing & Hunting, which cannot be measured by traditional employment concentration alone. The secondary clusters, which are less of a priority, include:

- Construction
- Financial Activities
- Other Services & Unclassified Industries
- Mining & Utilities
- Wholesale Trade

AGC Region Industries - Location Quotient Chart

All Industries 2013-2022

Description	AGC 2022 Empl	AGC 2022 LQ	AGC 2013-2022 LQ Chg	LQ Impact Factor	Target Industry
Agriculture, Forestry, Fishing & Hunting	497	2.4	0.2	1.6	■
Construction	2,748	1.2	-0.1	4.6	
Education, Healthcare & Social Assistance	10,367	0.6	-2.3	193.7	■
Financial	1,896	0.5	0.5	6.1	
Info	1,418	0.9	2.5	33.2	■
Mining & Utilities	495	2.2	2.1	15.0	
Manufacturing	7,340	2.7	-0.2	27.7	■
Other	2,438	0.9	-0.2	4.0	
Professional & Business	4,383	0.6	2.5	83.3	■
Retail	8,484	1.4	0.3	26.0	■
Tourism & Recreation	7,789	1.3	1.0	86.7	■
Transportation & Warehousing	1,795	1.2	1.0	19.7	■
Wholesale	1,320	0.6	1.7	17.6	
Government	10,530	1.2	0.4		
Total	61,499			19.7	

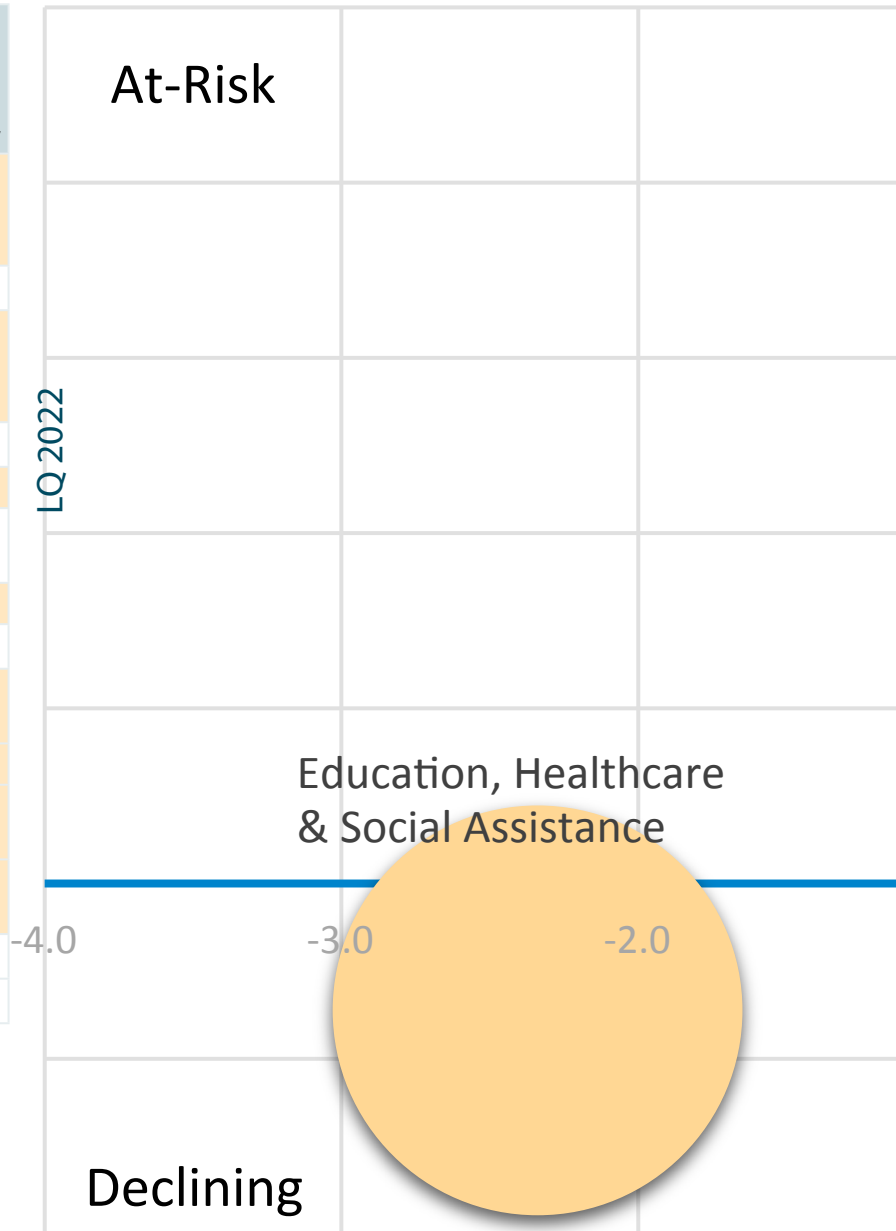
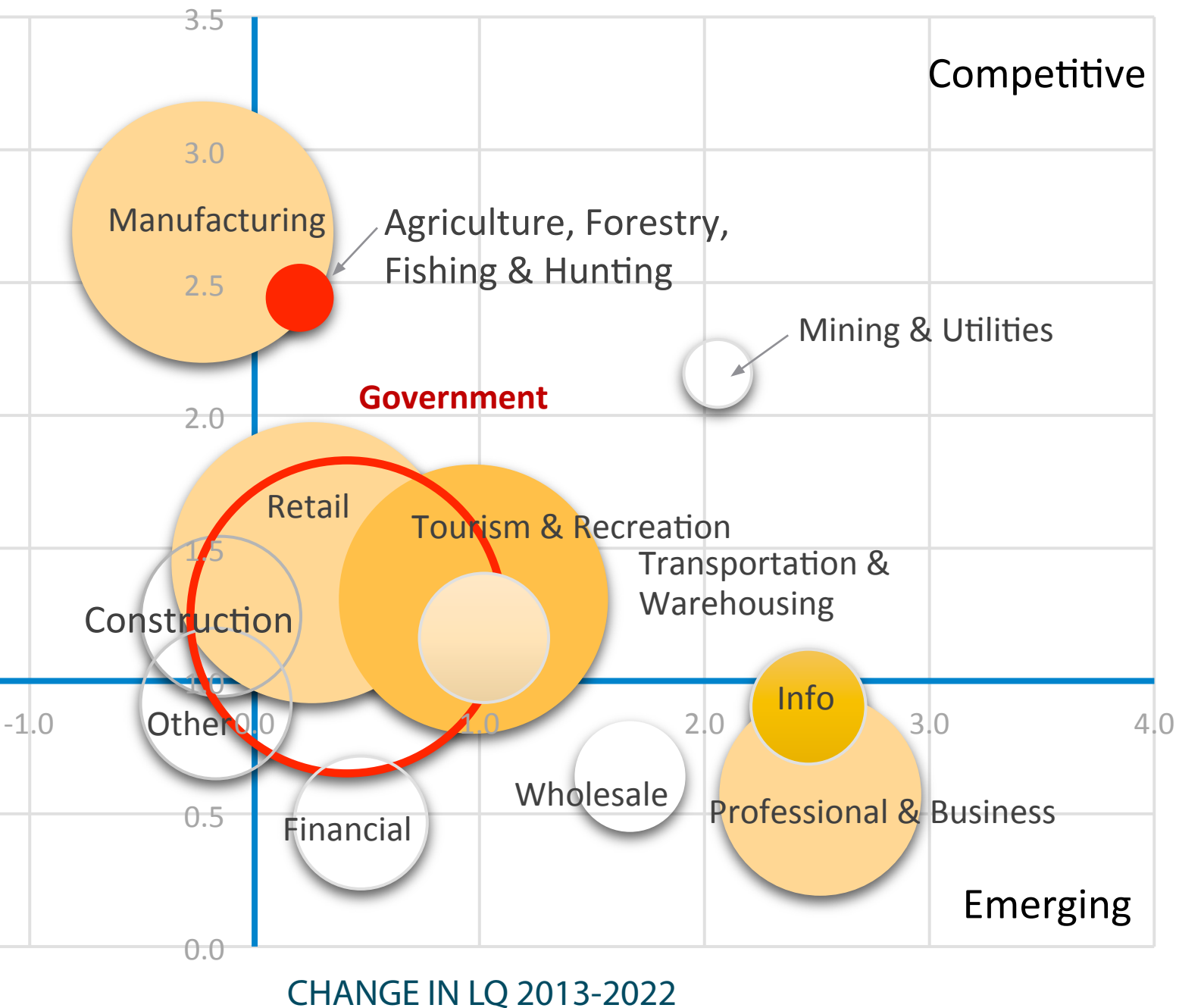


Chart generated by DCG Corplan Consulting.



The AGC Region's Major Employers:

HEALTH CARE:

- Glens Falls Hospital (2,800 employees)
- Hudson Headwaters Network (650 employees)



Photo: Pepe Productions

Glens Falls Hospital.

MEDICAL DEVICES:

- AngioDynamics (865 employees)
- CR Bard (900 employees)

PAPER INDUSTRIES:

- Finch Paper (700 employees)
- SCA Tissue (420 employees)
- Irving Tissue (330 employees)
- Morcon Tissue (90 employees)

INFORMATION:

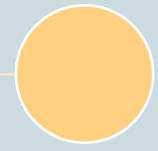
- Gracenote (400 employees)

2013, just over 55,000 people worked in the AGC Region in all sectors (public, private, non-profit, and farm). By 2022, total employment is expected to rise to over 61,000 jobs. The eight target industry categories (highlighted) are forecasted to add at least 5,200 new jobs in the Region by 2022, or 83% of the total expected 6,250 new jobs.

These opportunities are significantly enhanced by the location of GLOBAL FOUNDRIES immediately to the south of the Region. The company will soon employ 3,600 permanent workers and thousands of construction workers, including 2,000 plumbers who are working on site at Fab-8, many from Glens Falls Plumbers and Steamfitters Local 773.

EDUCATION, HEALTHCARE, & SOCIAL ASSISTANCE

This industry is projected to grow by over 1,600 jobs by 2022, representing 25% of all job growth in the Region in that timeframe, the largest sector behind public employment. Targeted industries within this group are ambulatory care, including offices of medical professionals, outpatient care centers, and laboratories; and nursing and residential care facilities, including care for people with special needs, seniors, and those with substance abuse problems. Since Glens Falls Hospital and Hudson Headwaters Network are the major providers of these services, in addition to providing a wide range of hospital-based care, this is welcome news for the Region that will be advanced by SUNY@Adirondack's focus on nursing.



TOURISM & RECREATION

Industries in this group, a bread-and-butter cluster for the Region, are forecasted to grow by nearly 1,500 workers by 2022 with lodging and amusement & recreation as the leading factors for growth. Targeted industries within the sector that are growing more competitive include food services and drinking places, covering special food services, drinking places (alcoholic beverages), restaurants and other eating places; accommodations, including recreational vehicle parks and recreational camps; amusement, gambling, and recreation industries, including amusement parks (like Six Flags); and arcades and other recreation industries. The industries in this group that are beginning to show signs of growth (and are critical to creative place making and hamlet and village revitalization) include performing arts, spectator sports, and other performance activities. Businesses that are at risk of becoming less viable, but of similar importance to tourism development, are museums, historical sites, and similar institutions. Opportunities to collaborate with initiatives including the Lakes of Locks Passage and First Wilderness Scenic Byway can advance growth in cultural and heritage businesses. The development of a casino in the City of Schenectady could also draw a pool of new visitors and create hundreds of new jobs.

PROFESSIONAL & BUSINESS SERVICES

The industries in this group are forecasted to gain over 700 jobs by 2022, becoming significantly more dominant in the Region. Targeted industries within this group are: administrative and support services, including office administration, business support,

The Adirondack Health Institute

The introduction of the Adirondack Health Institute (AHI) headquartered in Glens Falls, expands Regional collaboration across nine counties among health care and social service providers, and addresses rapid changes and challenges facing the sector. AHI is a joint venture of Adirondack Health, Glens Falls Hospital, Hudson Headwaters Health Network, and University of Vermont Health Network – Champlain Valley Physicians Hospital who provide services across nine counties and 700,000 people. It has secured over \$37 million in funding for rural health care planning, information sharing, case management, workforce training, and other performance enhancements to improve the health of the Adirondack Region.

The Institute coordinates planning, recruiting, clinical programs, outreach and management of grant supported programs, and should help the industry to grow. With representation on the New York Rural Health Council, the AHI also makes policy and programmatic recommendations to the New York State Department of Health (NYS DOH). With an anticipated gain in number of employees, a range of social assistance services provide a critical role in meeting the needs of disenfranchised people, and represents a competitive but not immediately prioritized sector.

A Father of the American Amusement Park



Photo: Pepe Productions

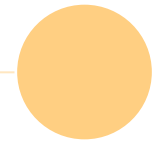
Great Escape Six Flags Amusement Park in Queensbury, NY.

Charley Wood, another of the Region's self-made millionaire entrepreneurs, is considered by some to be a father of the modern amusement park. In 2004, when he died at age 90, "10 years after doctors ordered him to stop riding his own roller coasters," the *New York Times* shared his story.

After serving for over three years in World War II, Mr. Wood visited Knott's Berry Farm in Southern California and "imagined an amusement park based on Mother Goose rhymes. He invested his life savings and hammered nails himself to create it," naming it Storytown USA when it began in 1954 (one year before Disneyland opened). The attraction was the Adirondack's second amusement park, following North Pole village, near Lake Placid, which opened in 1949. Mr. Wood went on to offer a cluster of entertainment activities in the Lake George area, including other amusement parks, all or parts of at least a dozen resorts, restaurants, hotels, a classic car museum, a wax museum, and more, according to the *NY Times*.

The Region's public television station WMHT recently announced that it will be filming a documentary about Mr. Woods and the history of Storytown as well as his philanthropic commitment to the Region in health care, the arts, and assistance to children in need. With the actor Paul Newman, he founded the Double "H" Hole in the Woods Ranch, in Lake Luzerne, NY, for children with cancer and blood-related diseases.

When he was interviewed by *The Capital District Business Review*, Mr. Wood said his plans were always simple: "I just wanted to own places that people had a good time at." In 1983, Storytown USA was renamed the Great Escape. In 1994, the Comet was added as the first of seven roller coasters, and many enthusiasts consider it to be one of the best wooden roller coasters in the world. In 1996, the Great Escape became a branded Six Flags Amusement Park and a water park and hotel were added on site.



security services, and building maintenance; and professional and technical services such as legal, accounting, architecture, computer systems design, management and scientific consulting, and advertising and public relations. These sectors include some creative class industries that draw younger entrepreneurs. The attraction of younger professionals will be easier with ongoing local investment in amenities like parks and trails, revitalized Main Streets, and access to greener products and locally sourced food.

INFORMATION

The industries in this cluster (including companies like Gracenote in Queensbury, employing 400 local residents) produce and distribute information, cultural products, and data. They are technology based and focus on communicating and processing information. A number of the business opportunities employ millennial knowledge workers with a strong preference for revitalized small cities, local food, outdoor recreation, and green products. The main industries are in publishing, including software publishing, traditional publishing, and publishing exclusively on the Internet; motion picture and sound recording; broadcasting, including traditional broadcasting and broadcasting exclusively over the internet; telecommunications; web search portals; data processing; and information services. The sector is expected to contribute almost 230 new jobs in the AGC Region by 2022. Growth targets include news reporting and archival service, data storage, streaming video and audio content, as well as wired and wireless telecommunications. The companies in these industries attract younger and technologically adept workers who can help address concerns about loss of younger workers and inspire schools to adopt STEM curricula to ready local young people for employment.

MANUFACTURING

These industries are foundations of the Region's economy and those at risk require direct attention and incentives to stop decline and protect the family-sustaining wages many have offered for decades. Manufacturing, as a group of industries, is projected to gain a modest 240 jobs by 2022. Those industries that remain competitive include manufacturing medical devices, electrical equipment and appliances, furniture, wood products, plastics and rubber, and fabricated metal products. Industries that are declining or at risk include some of the Regions' historic powerhouses, including manufacturing of paper, chemicals, textiles, and apparel. Important emerging areas such as beverage manufacturing suggest synergy with the agricultural industry in areas like maple syrup and craft beverages despite the general underperformance of food manufacturing in the Region.

RETAIL TRADE

Retail industries are forecasted to increase by almost 650 employees, becoming only marginally more dominant. A number of industries in this group are competitive, including building materials, garden equipment and supply dealers, clothing and accessories stores, food and beverage stores (including grocery stores), and gasoline stations and motor vehicle and parts dealers. Industries at risk include sports and hobby stores. Emerging candidates such as clothing and accessory stores may include recreation and outdoor outfitters for the Adirondack Park visitors. Smaller local grocery stores may not have sufficiently competitive pricing compared to large retailers such as Walmart, Hannaford, and Price Chopper, which are projecting limited growth. Lack of transportation for some

David Sheridan: Argyle's Catheter King

In a 1988 article titled "Catheter King," Forbes magazine said: "David Sheridan is a throwback to an earlier age when a man without a formal education could tinker and invent his way to a fortune, as Edison or Ford did."

As World War II approached and access to reusable catheters manufactured in France was uncertain, David Sheridan partnered with a graduate of Rensselaer Polytechnic Institute and invented the modern "disposable" plastic endotracheal tube now used routinely in surgery.

After the war, Sheridan moved to a farm in Argyle in Washington County and before long he pioneered processes to make catheters from extruded plastic cheaply enough to be disposable, which helps prevent infection. Forbes quoted Mr. Sheridan as saying: "I always figure that if it can be done, I can do it, and if I can't do it, it can't be done."

In 1987, the man who never attended high school received an honorary doctorate in science from Albany Medical Center for his innovations in medical devices. When he died in 2004, at age 95, he held over 50 medical instrument patents and had started and sold four companies that provided nearly 1,000 jobs to generations of women and men in Argyle, and created an industry that grew to include six major medical instrument manufacturers employing 3,300 people in the Region.

residents will make accessing these larger retail opportunities challenging. Outside of the City of Glens Falls, the suburbs and the retail outlets along Route 9 in Queensbury are the major concentrations of retail.

TRANSPORTATION & WAREHOUSING

Industries in this group are forecasted to grow by over 200 employees to about 1,800 persons by 2022, with warehousing & storage and support activities for transportation as leading factors for growth. The industries in this group support activities for air, water, road, and freight transportation; warehousing and storage, including farm product storage; and both general and specialized freight trucking. Public transit, typically provided by public agencies like the Adirondack/Glens Falls Transportation Council or Capital District Transportation Authority, are not captured in this evaluation of private sector transportation companies.

AGRICULTURE, FORESTRY, FISHING, & HUNTING

Despite the fact that agriculture and its related industries were not identified as high performing, they are a target for the AGC Region because of emerging trends, strong Regional commitment, and targeted academic support (especially at SUNY@Adirondack), as well as selection of the industries by EDC of Warren County, Washington County Economic Development, and Capital Region REDC as a priority industry. The greatest opportunities are likely to be in logistics, value added food processing, and warehousing and distribution of farm products.



Highest Quality Milk in The State

Battenkill Valley Creamery, in Salem, New York, produces the “Highest Quality Milk in NYS” and is the first farmer/producer/bottler in NYS to win recognition from Cornell University’s Department of Food Science. The Creamery, owned by Donald and Seth McEachron, has been processing and bottling milk since 2008 and super premium ice cream since 2009. Their products are all natural and 100% traceable, and a great example of the AGC Region’s growing value-added agricultural movement.

A Sweeter North Creek

Driven by growing demand, Barkeater Chocolate in North Creek, NY opened a new factory and retail store to build on their successful web and wholesale business. The co-owner of the company, Deb Morris, said that they expanded to produce, package, and store their growing inventory. The need for improved distribution and production facilities to add value to the Region’s growing food industry, perhaps in a cooperative Food Hub, is a recommendation of the Healthy Communities & Agriculture Pathway to Progress.

AGC is a Sweet Region

Sugarhouses abound in the AGC Region and they are becoming a big part of the area’s reputation for local food and agri-tourism. From the Up Yonda Farms Environmental and Education Center in Lake Placid, to the Town of Thurman’s Maple Days with sugarhouse and farmhouse tours and the growing Maple Valley Farm in Corinth, the Region’s reputation as a sweet destination is growing. NYS is also getting in on the act, sponsoring Maple Week and marketing through the Taste NY campaign. Despite the difficult winter in 2015, NY’s maple syrup producers reached its highest level of production in 71 years, producing over 601,000 gallons of syrup from more than 2.3 million taps. New York’s yield was up over 10%, helping the State remain the nation’s second-ranking producer, behind only Vermont, which produces nearly 1.4 million of the 3.5 million gallons of syrup produced nationwide each year.



Photo: Sally Feibel

Mike Hill serves pancakes at Thurman Maple Days.

Argyle Cheese Factory Helps Bottom Line

With the extremely high quality milk from its 50-cow herd, the Argyle Cheese Factory in Washington County makes yogurt, cheese, cheese spreads, cheesecakes, gelato, and buttermilk, including some in recyclable/returnable/refillable glass containers. The Cheesemaker, Marge Randels, says that they pursued this path to generate a more stable and reliable income and self-sufficiency. Their products are available at farmers markets across the AGC Region and at local retailers.

The Arts and Entertainment Gateway to the Adirondacks



Photo: Pepe Productions

The annual Adirondack Balloon Festival draws nearly 150,000 people to the Region over four days.

The Region is a growing center for arts and culture, offering theater, museums, historic sites, an annual balloon festival and many events at the Glens Falls Civic Center. Both residents and tourists enjoy these assets, which attract nearly one million visitors each year. These assets compliment the Region's strong outdoor recreation base with a growing reputation for golf, zip lining, mountain biking, and white water rafting. The Gateway Region's assets include:

- **Charles R. Wood Theater** – Opened in 2003, this theater on Glen Street in Glens Falls rehabilitated a former Woolworth store and is now the home of the summer-long Adirondack Theatre Festival. The

theater is named for the founder of The Great Escape theme park, Charles Wood.

- **Fine Regional Museums** - The Hyde Collection is a world class museum of European, American, and contemporary art. The principal collection is presented in its original domestic context as a private collection in a beautiful mansion in Glens Falls. The Chapman Historical Museum celebrates the History of Glens Falls, Queensbury, and the Southern Adirondacks. The World Awareness Children's Museum is an interactive, hands-on museum designed for children and their families with a mission to inspire curiosity and foster understanding and appreciation of worldwide cultural



diversity. The Slate Valley Museum in Granville, New York celebrates the history and culture of the quarrying community that was established along the New York-Vermont border in the 1800's. Many of the Slate Valley quarries are still in operation, producing most of the colored roofing slate sold throughout the United States today.

Photo: Pepe Productions



The renovated Crandall Public Library is LEED certified.

- **Crandall Public Library** - The library, based in the City of Glens Falls, serves the Region and has operated continuously since 1893. It has served as the Central Reference Library of the Southern Adirondack Library System for nearly 60 years. 598,935 people visited the Library physically and virtually in 2014. The library recently undertook a \$18.8 million library renovation and expansion project. It was awarded LEED Certification and named the Best Library Construction/Renovation Project by the New York Library Association's Public Library Section.
- **Adirondack Balloon Festival** - In the early 1970's a balloonist from Vermont shared the idea for a Regional festival with Glens Falls' residents, including Walter Grishkot, and the Adirondack Balloon Festival was born. The event has drawn international exposure and built relationships with cities

like Saga, Japan and Gatineau, Quebec. The event draws nearly 150,000 people over four days and has been named one of the Top 100 events in North America and received accolades from the Weather Channel and the Food Network.

- **Fort William Henry** - Constructed in 1755, Fort William Henry commanded the



Photo: Pepe Productions

Ice hockey at the Glens Falls Civic Center.

- southern end of Lake George as a British outpost to protect the colonies farther to the south and to serve as a launching site against the French-held northern end of the lake protected by Fort Carillon during the French and Indian War. The Fort offers an interactive approach, introducing visitors to the sights and sounds of the day. It sponsors numerous events annually including the Silver Moon Intertribal Pow Wow and events to mark the surrender of the fort in 1757 and the Battle of Lake George.
- **Glens Falls Civic Center** - Glens Falls Civic Center is a nearly 5,000 seat multi-purpose arena located in downtown Glens Falls, New York, that serves as the home of the Calgary Flames affiliated Adirondack Thunder hockey team. The center hosts annual events sporting events, concerts, rodeo and many other community events.

Photo: Pepe Productions



Plumbers and Steamfitters Local 773 in Glens Falls.

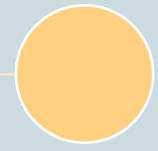
The Power of Fab 8

GLOBALFOUNDRIES is a \$4.6 billion leading-edge semiconductor manufacturing facility located at the Luther Forest Technology Campus in Saratoga County, NY, just south of the AGC Region's border. The company recently announced that it will add 600 jobs at the Malta semiconductor plant, known as Fab 8, by the end of 2015. This will add to the current base of 3,000 employees. In addition, another 3,000 construction workers are employed at the Fab 8 site at the current time. A new National Grid electricity substation was built to ensure Fab 8 has enough power when it's completed, underscoring the need for infrastructure and utility enhancements to make the AGC Region viable. "We use a lot of power," Mike Russo, Senior Manager recently said. "We use quality power. We need to have a resilient system."

The initial projection of 1,200 jobs a few years ago was welcome news in the Capital Region and AGC Region, but the company has far surpassed that goal and is now "the most advanced facility in the world," with \$15 billion invested in Fab 8 so far. With GLOBALFOUNDRIES' arrival, community colleges and engineering schools and the Albany-based Center for Economic Growth have ramped up programs to train everyone from cleanroom technicians to engineers and scientists. The jobs pay well: a cleanroom technician can make \$45,000 or more, while engineers can earn \$95,000. Last year the company reported other economic impacts including:

- 20,000+ new construction jobs, including local companies like Rozell Industries, Haun Welding Supply, Gross Electric, and Miller Mechanic, among others;
- 15,000 indirect jobs created by the spinoff effect;
- \$338 million plus payroll;
- Over \$50 million in paid local taxes; and
- \$5 million invested in community development foundations.

In response to this opportunity, the Glens Falls Plumbers and Steamfitters Local 773 has constructed a complete and operational clean technology facility within their training complex, offering the ability to train workers directly for jobs at GLOBALFOUNDRIES as well as medical device industries in the Region. Creating a workforce training connection to SUNY@Adirondack is underway and is consistent with the college's START-up NY technology initiative.



Traditional Manufacturers Retool for Success



Finch Paper in Glens Falls is undergoing a \$20 million modernization project that will help sustain local jobs.

Paper manufacturing in the AGC Region is retooling and innovating to sustain well-paying jobs.

- **Finch Paper** in Glens Falls received \$1 million in assistance from New York State's Empire State Development to assist with a \$20 million modernization project that will help sustain 625 jobs. Finch paper has committed private funds of \$4.7 million. The company is working to reduce its overall cost structure and increase competitiveness. For more information about the company see: www.finchpaper.com
- **Irving Tissue's** (maker of Scotties Tissues) completion of a \$150 million expansion, creation of 30 jobs, and retention of nearly 270 jobs is a great boost for the Region. The company will construct three new buildings and install state-of-the art machinery that will enable it to complete the entire tissue manufacturing process at a single site, for the first time in Irving's history. According to the New Brunswick tissue-manufacturing company's president, Robert Irving, "Irving Tissue has invested more than \$250 million in Fort Edward" since it bought the plant in 1996. The Fort Edward location is Irving Tissue's only plant in New York. For more information about the company see: www.irvingconsumerproducts.com

Renewable Wood Energy Grows

Photo: Pepe Productions



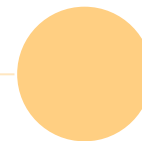
Wood pellet production is growing within the Region.

Duke and North Carolina State Universities' researchers report that wood pellet production increases forest area, stimulates forest investment and jobs, and reduces greenhouse gas. Throughout the AGC Region's Adirondack Park communities, the production of wood pellets is growing, and State incentives like Renewable NY are helping to increase awareness of this local sustainable energy supply. Though the Adirondacks do produce high value timber for building materials and furniture, lower value wood is more common, as are manufacturing byproducts suitable for pellet production. The Adirondack Gateway Council advocates expansion of clean and renewable energy from biomass as another strategy to encourage investment and expansion in rural communities, creating healthier places in the face of a changing climate.

Strengths, Weaknesses, Opportunities & Threats

The analysis of the strengths, weaknesses, opportunities, and threats in the Region is based on community input, survey results, cluster analysis, technical reports, and observed conditions. The pathway recommendations act on the SWOT analysis by:

- **Pursuing Opportunities that Capitalize on Strengths.** An example is fostering population growth by marketing to millennial newcomers seeking a less expensive and recreation-oriented location to raise families;
- **Overcoming Weaknesses to Pursue Opportunities.** An example is seeking opportunities to manufacture products in rural areas for companies that want to be close to raw materials, such as the wood products industry;
- **Determining Ways In Which Strengths Can Be Used to Reduce Vulnerability to External Threats.** An example is marketing the AGC Region as a lower-cost alternative to other Capital District submarkets to attract new businesses, especially in emerging sectors;
- **Establishing a Defensive Plan to Prevent Weaknesses from Being Susceptible to External Threats.** An example is working with Regional farmers to create a food hub that enables value added processing and more efficient and affordable distribution.



STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Council Leadership, Abilities & Capacities to Expand • Alignment with REDC • Collaborative Spirit • Scenic Beauty/Open Space • Adirondack Park/Tourism • Recreation Resources • Strong Healthcare • Good Schools • Low Crime Rates • Push for Rural Broadband & Cellular Service • Affordable Real Estate • Growing Number of Farms • Growth in Income • Higher Retail Sales • State & Federal Support • Regional Customer Base • Revitalizing Urban Core • GLOBALFOUNDRIES • Nanoscience • Medical Device Manufacturing • Paper Industry • Support by Federal, State, & Local Representatives • SUNY@Adirondack • Lake George Internationally Recognized • Hudson River • Ski Venues: Gore, West, & Willard Mountains • History of Region & Attractions • Ample Water Supply • Interstate 87 Northway • Visitors from NYC, Boston, Canada • Market Proximity: NYC, Boston, Canada • Long Time Canadian Tourist Destination • Revitalization Greater Glens Falls Area • Not Boom or Bust Economy • No Local Business/Income Tax • Proximity to the Capital Region • Skilled & Productive Workforce 	<ul style="list-style-type: none"> • Broadband Gaps • Cellular Gaps • Agricultural Distribution • Seasonality of Tourism • Rural “Brain Drain” • Missing Rural Services • Rural Public Transport • Land Constraints • Scale & Travel Distances • Funding Infrastructure • Affordable Housing • Cost/Rent Burden • Low STEM K-12 Grads • Lack K-12 Programs (IB) • Need Advanced Skilled Employees • Depend on Public Jobs • Uneven Growth • Lack of Agricultural Processing • Cost of Transportation • Few Export Industries • Need to Expand Sewer • Lack of Hotels/Conference Center • Limited Land for Development Due to APA Land Use Restrictions • State Tax Structure • Lack of Industrial/Retail Property-Sales Tax Base in Certain Areas of AGC Region • Multiple Layers of Local Governmental Units • Lack of Meaningful Mandated Relief Reform for Local Governments 	<ul style="list-style-type: none"> • Millennial Generation • Creating Jobs • Growing Population • Local Food Movement • Untapped Recreation • Planned Infrastructure • Second Homeowners • More College Grads • Specialized Training • Lower Cost of Living • Wood Products & Pellets • Wood Biomass Fuel • Global NY • Capital Region Tech Valley Growth • Taste NY • Complete Streets • Brownfield Reuse • Creative Economy • Companies Expanding • Shovel Ready Parks • Start Up NY at SUNY@Adirondack • Freight & Passenger Rail • Waterways • College of Nanoscale Science & Engineering/SUNY IT • Medical, Hospital and Primary Care Training & Education Center • County Airport • Develop Buildings for Industrial Sites • Expansion of Outlets/Retail Destinations • Barge Canal • Alignment Between Worker Training & Jobs • Alternate Energy Options • Greater Connectivity Among the Region’s Parks, Trails, Bicycling Routes • Develop Venture Capital Fund • Arts & Entertainment Venues: Glens Falls Civic Center, Hyde Collection • Develop International High School Diploma Program 	<ul style="list-style-type: none"> • Higher Median Age • Aging Population • Fewer Young Workers • Diminishing Funding for Affordable Housing • Increasing Complexity of Affordable Housing Development Process • Income Polarity • Limited Infrastructure • Jobs/Housing Balance • Cost & Rent Burden • Transitioning Markets • APA Regulations • Land Prices • Risk to Farmland • Legacy Industry Risk • Worker Training • Access To Wholesalers • Energy Costs • Need for Road & Bridge Repairs • Water Quality of Lake George & Surrounding Waters • Invasive Species • Changes in NYS DOT Public Improvement Projects

Nano Expansion Far From Complete

A responsive business climate - including both business-friendly leadership and infrastructure - is critical to growth. It creates what major companies in the AGC Region and Capital Region, like IBM, GLOBALFOUNDRIES, and General Electric call the "whole business ecosystem." Mark Little, Senior Vice President and Director of GE Global Research and GE's Chief Technology Officer recently said, "Whenever we make a decision about putting anything anywhere, we look at the whole world." Thomas Caulfield, Senior Vice President and General Manager of GLOBALFOUNDRIES' Fab 8, said that "in manufacturing, [infrastructure] is everything," adding that expanding Colleges of Nanoscale Science and Engineering in Albany "created the ecosystem." With the acquisition of IBM's semiconductor manufacturing business, GLOBALFOUNDRIES now has a corridor that goes from Burlington, VT, site of one IBM fab, through the Capital Region to East Fishkill, the location of IBM's other fab. The AGC Region is a center point along that technology corridor.

Foundations for Growth: Livability Principles

The Adirondack Gateway Council has built upon HUD and the Partnership for Sustainable Communities' six livability principles to integrate the five pathways to progress and build a strong foundation for growth. The AGC Region's livability principles are:

Principle One: Lead, Collaborate, and Leverage Resources

The Adirondack Gateway Council is a highly successful coalition to lead growth in the Region, strike new partnerships, and strengthen cooperation between community organizations. Businesses, municipal leaders, and economic development organizations recognize the need for a strong business climate, many sources of support for companies, and improving linkages to the Capital Region Tech Valley immediately south of the Adirondack Gateway Council. They are advocating for better alignment between State and federal policies and funding to remove barriers to collaboration, leverage grants, and increase the accountability and effectiveness of all levels of government to plan for future growth. In response to this principle the Region will:

- Cultivate strong leadership;
- Brand the AGC Region and get the message out;
- Be a leader in Capital Region and North Country Regional strategic planning;
- Advocate for financing and assistance for Regional initiatives;
- Balance the population: support seniors and attract young families;
- Promote compatible land management;
- Provide excellent municipal

- infrastructure and services;
- Push hard on extension of broadband to every community; and
- Protect the environment and become more resilient.

Principle Two: Promote Equitable and Affordable Housing

Expand location and energy efficient housing choices for people of all ages, incomes, races, abilities, and ethnicities to increase mobility and lower the combined cost of housing and transportation. In response to this principle the Region will:

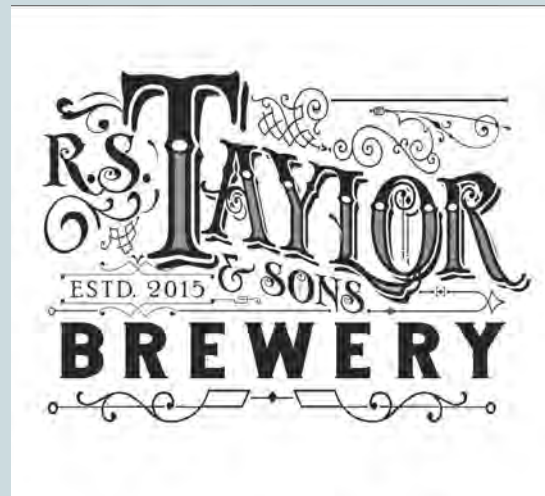
- Monitor compliance with the FHEA;
- Concentrate housing in existing centers;
- Develop a range of senior housing;
- Adaptively reuse buildings;
- Address homelessness and provide housing for people with special needs;
- Meet the housing needs of the Region's poorest residents; and
- Expand the mix of housing.

Principle Three: Provide More Transportation Choices and Modern Infrastructure

Develop safe, reliable, and economical transportation choices that decrease household transportation costs, reduce dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health. Improve and expand essential municipal infrastructure for water, wastewater, and drinking water for planned development. Repair and maintain roads and bridges and invest in broadband and improved cellular service to reach every community in the Region as a bottom line requirement for sustainability.

Hoppy Day in Hebron

The Misty Bleu Farm will be the new home to R.S. Taylor and Sons Brewing Company in Hebron, Washington County. In addition to growing hops they will brew craft beer and operate a taproom and small restaurant. They want the farm and brewery to be a year round destination and plan to offer cross-country ski trails that take advantage



of the farm's scenic beauty including a creek and waterfall. Richard Taylor, the farmer and brew master said, "We want this to be a destination site for people to come and spend the afternoon. They can come and have a beer, get a bite to eat and actually see what goes into what they are drinking. You can't truly appreciate a good beer until you know what goes into it – see, smell, feel the hops. You start to see that it's not just a product in a glass, but something that comes from the ground."

Success Owed to Talented Workforce

Photo: © 2014 Glens Falls Chronicle. All rights reserved.



Telescope Casual Furniture CEO Kathy Juckett.

Telescope Furniture in Granville, Washington County, is a fifth generation, family-owned business since 1903 that manufactures outdoor patio furniture. The company started in New York City and moved to Granville in 1921. The company says “The rural Washington County site offered acres of woodlands, but also hard working laborers and railroads to support our new facility.”

They have continually made renovations to the nearly one million square foot facility along with concentrated efforts in research, development, engineering, and unique manufacturing processes.

The company reports that “Much of Telescope’s success is owed to the talented and skilled work force that takes pride in their craftsmanship, and the professional sales force who work tirelessly to ensure every customer’s expectations are exceeded by their Telescope experience.” The company employs over 300 people.

In response to this principle the Region will:

- Provide truly multimodal transportation;
- Build complete streets;
- Promote biking;
- Extend and link trails;
- Institute AGC Regional buy and build local programs;
- Improve infrastructure; and
- Redevelop brownfields.

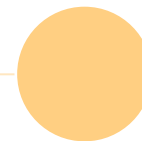
Principle Four: Invest in Quality Places and Existing Communities

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, and suburban. Target investment toward existing communities through strategies like transit-oriented and mixed-use development and land recycling, recognizing one size does not fit all. Steer investment to increase community revitalization, improve the efficiency of public works initiatives, and safeguard rural landscapes. In response the Region will:

- Revitalize urban cores, hamlets, and village centers;
- Enable telework;
- Promote telemedicine;
- Know that quality of life is an economic development amenity; and
- Achieve the right mix of uses in community centers to make them sustainable.

Principle Five: Create Healthy Communities and Preserve Farms

Offer the amenities and support programs to improve community health. Understand the role agriculture and agri-business plays



in the Regional economy and help farmers to efficiently produce, distribute, and promote their products. Understand that farmers are stewards of the Region's open space and scenic beauty and use all means available to carefully integrate residential development without placing important farmland at risk. In response to this principle the Region will:

- Use land use planning to conserve farmland;
- Provide comprehensive and responsive health care and education;
- Build trails and parks;
- Encourage innovation;
- Market the farms' products to local, Regional, and national outlets; and
- Eat local/serve local food at schools and restaurants.

Principle Six: Train and Support a Competitive Workforce

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services, and other worker needs. Provide easily accessible and affordable workforce training for workers of all ages and abilities in formal classroom settings and on the job. Target industries with family-sustaining wages and strong career ladders. Align preparation and training more closely to specific business needs, especially in emerging fields and targeted clusters where skills are transferrable between companies to enable upward mobility. In response to this principle the Region will:

- Provide specialized training;
- Expand STEM preparation;
- Use distance learning to diversify school programming;
- Focus on basic skills and work

readiness;

- Coordinate training programs;
- Integrate returning veterans;
- Support business and labor organizations; and
- Leverage the arts.

Principle Seven: Enhance Economic Opportunities, Entrepreneurship, and Innovation

Create jobs, and grow and diversify the business base as part of the larger Capital Region Tech Valley brand. Reward entrepreneurial thinking and innovation in small and large companies. Target industry sectors with job generating potential and provide focused attention to shore up legacy manufacturers. Educate the public that businesses have many choices of locations both in the State and elsewhere and that the strength of the business support infrastructure can make or break the Region's potential. In response to this principle the Region will:

- Work to meet the financial needs of the Region's companies;
- Build on the nearby Tech Valley brand;
- Develop specific retention and recruitment strategies for each target industry;
- Use incentive programs with due diligence;
- Grow small and micro businesses;
- Coordinate training programs at all levels;
- Support Woman/Minority/Veteran businesses;
- Collaborate widely;
- Target emerging industries;
- Support traditional manufacturers; and
- Use alternate energy and reduce fuel costs.



VI. RECOMMENDATIONS

Charting a Course to Implementation

The research summarized in this strategy underscores recommendations and helps to determine how housing, transportation, infrastructure, marketing, and economic development resources should be allocated over the short and long term. It establishes the undeniable need to expand broadband and cellular access to as many people in the Region as possible and improve and maintain a modern infrastructure to create compatible growth. It provides a framework for workforce training and job preparation and supports business integration throughout the entire supply chain. It focuses on quality of life in the AGC Region, improvement of affordable housing, protection of agriculture, and conservation of open spaces and scenic beauty that drive tourism. To be sustainable, the strategy is flexible enough to respond to changing markets and emerging opportunities. It identifies an implementation approach through which the Adirondack Gateway Council can update the Region's community members about progress and make mid-course changes to take advantage of new opportunities.

Photo: Pepe Productions

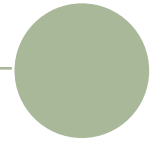


Photo: Pepe Productions



An emerging people-and-place-based will economy create an enviable and equitable quality of life in the Region.

Adirondack Gateway Region Vision

Vision Statement

Our *Pathways To Progress* Support Our People In A Unique Place And A Progressive, Productive, And Prosperous Region.

Over the next twenty years, the Adirondack Gateway Region will promote a more equitable, sustainable, and resilient Region through partnerships with stakeholders and collaboration across federal, State, County and local governments. Our five pathways intersect, creating vibrant cities, villages, and hamlets. The emerging people-and-place-based economy creates an enviable and equitable quality of life where:

- Our **economic development** approach captures more of the growth and job creation in the AGC Region and in the Capital Region Tech Valley to the south, and distributes products and services both locally and globally. We enjoy an adaptable and competitive workforce and strong educational partnerships that offer a path to family-sustaining wages for every resident.
- Our **healthy communities and farms** take advantage of our strategic location, scenic beauty, and working landscapes for local food production, growing agriculture, and enhanced recreation that yields healthier, cleaner, and greener communities, attracting residents and visitors.
- Our neighborhoods offer **housing and services** that are affordable, accessible, and coordinated for people of all ages and abilities, including those with special needs. We strike a successful and equitable balance between safe and affordable housing, available jobs, and access to high quality education and healthcare.
- Our **transportation system** is affordable, reliable, and fully multimodal, with expanded transit and complete streets. It takes us where we want to go, when we want to go there.
- Our technology-led development culture delivers **essential broadband** and cellular coverage to a majority of our communities, as well as **infrastructure enhancement** that advances business growth, **reuses brownfields**, and promotes compatible affordable residential development.

PATHWAY GOALS & STRATEGIES



PATHWAY: Sustainable Economic Development Goals and Strategies Recommendations

See technical report with detailed recommendations at www.agcny.org/economic-development

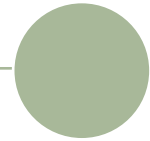
VISION: *Our economic development approach captures more of the growth and job creation in the AGC Region and the Capital Region’s Tech Valley and distributes products and services both locally and globally. We enjoy an adaptable and competitive workforce and strong educational partnerships that offer a path to family-sustaining wages for every resident.*

Goal 1: Provide A Full Range Of Support To Manufacturing Companies That Are The Backbone Of The Region’s Economy.

- a. Support manufacturers that use locally sourced wood, stone, ceramics, natural fibers, and nutraceuticals.
- b. Target industrial park marketing to high tech, R & D, and ramp-up tenants in advanced materials.
- c. Support the medical device manufacturing industry.
- d. Support technology transfer with paper companies in areas like packaging, filtration, clean-room supplies, fibers, etc.
- e. Recruit new vendors that support local sourcing of materials and services for technology companies.
- f. Develop opportunities for warehouse buildings.
- g. Promote use of freight rail.

Goal 2: Retain And Grow An Educated And Adaptable Workforce With Specialized Skills In Targeted And Emerging Industries.

- a. Recruit new workers including “millennials” and others seeking a less expensive recreation-oriented lifestyle.
- b. Continue to revitalize urban cores that attract younger professionals and families seeking small safe communities to live and work in.
- c. Expand business incubators targeting healthcare, hospitality, and information technology.
- d. Establish small telecommuting call centers that offer flexible hours and reduce travel distances including job training for telecommuting employment opportunities.
- e. Work with higher education to graduate more “knowledge workers.”
- f. Work with K-12 schools to improve young workers’ interpersonal skills and work readiness.
- g. Consider developing International Baccalaureate high school diploma program.



PATHWAY: Sustainable Economic Development Goals and Strategies Recommendations

Goal 2: Retain And Grow An Educated And Adaptable Workforce With Specialized Skills In Targeted And Emerging Industries...(continued)

- h. Develop a specialized “Grey Collar” labor force with unique technology skills in target industries.
- i. Focus training to retain the largest labor force possible in the Region’s rural communities.
- j. Encourage and assist further collaboration/partnership between Glens Falls Hospital and Hudson Health Headwaters Network.

Goal 3: Market The Region’s Many Attributes And Use Incentives To Attract New Investment.

- a. Encourage specialty retail and outfitters and manufacturers of outdoor gear/apparel/ equipment to reinforce the “Adirondack Gateway” image.
- b. Market the AGC Region as lower-cost alternative to other Capital District submarkets.
- c. Utilize selective and appropriate State and federal incentive programs to assist companies and essential service providers.
- d. Pursue broadband/cellular funding opportunities in collaboration with telecom/ broadband providers to expand coverage.
- e. Promote production and use of solar, wind, geothermal, and wood biomass. Design and promote a "Green Energy" brand affiliation with the Adirondacks.

Garnet Company’s LEED Certified Headquarters

For more than 130 years, family owned **Barton** has worked to achieve its vision “To be the global leader in the garnet abrasives industry, providing the highest quality and most innovative abrasive solutions and service.” Today, Barton’s Glens Falls headquarters shows their commitment to environmental stewardship. The company transformed a three-story brick structure built in 1865 into a visionary green office building. The U.S. Green Building Council certified the building as LEED Platinum, the Council’s highest ranking.

Beginning in 1878, Barton’s operation included mining and milling garnet for the sandpaper industry. Today it mines garnet throughout the Adirondacks. Because of its ever-sharp

crystalline structure Barton garnet quickly became the world standard for sandpaper applications. Today the company produces the world’s highest quality garnet abrasives for waterjet cutting, coatings removal, surface preparation, and other specialized applications. Its garnets are harder, heavier, and more durable abrasives that cut faster and recycle efficiently, significantly increasing productivity while reducing consumption and cost to handle, collect, and dispose of the material. The company works closely with waterjet cutting equipment manufacturers to ensure that their products respond to changing needs.

For more information about the company see: www.barton.com



PATHWAY: Healthy Communities & Agriculture Goals and Strategies Recommendations

See technical report with detailed recommendations at: www.agcny.org/agriculture-health

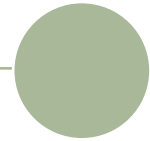
VISION: *Our healthy communities and farms take advantage of our strategic location, scenic beauty, and working landscapes for local food production, growing agriculture, and enhanced recreation that yields healthier, cleaner, and greener communities, attracting residents and visitors.*

Goal 1: Improve Food Access And Distribution.

- | |
|---|
| a. Establish a Regional Food Policy Council. |
| b. Enhance food accessibility. |
| c. Promote food nutrition and preparation education. |
| d. Develop a strategic marketing program. |
| e. Work with local governments to develop land use patterns, densities, and designs that foster safe and efficient multimodal routes to neighborhood centers with healthy food options. |
| f. Improve participation in Regional Farm-to-School programs. |
| g. Establish a year-round farmers market in downtown Glens Falls and Fort Edward and promote all of the Region’s farmers markets. |

Goal 2: Enhance Competitiveness And Linkages To Markets.

- | |
|--|
| a. Enhance efficiency and competitiveness for small- to medium-sized farms. Coordinate with local farmers to promote the 20 farmers markets. |
| b. Promote a Regional “Food Hub.” |
| c. Promote a new logistics sector focused on fresh and frozen foods and wholesale and distribution. |
| d. Explore the feasibility of creating a Regional Food Cooperative. |
| e. Develop a coordinated marketing plan for agriculture in the Region. |
| f. Promote the Region’s proximity to New York City, Boston, and Canadian markets and other Capital District submarkets, with potential overseas, for export potential of agricultural and manufactured products. |
| g. Encourage all local comprehensive plans to include statements and policies that support local food systems. |
| h. Support recent NYS Cider Regulations and funding for the industry at the federal level. |
| i. Examine the feasibility of expanding freight rail and waterways for “foodshed” distribution. |
| j. Support SUNY@Adirondack Community College’s focus and programs in sustainable agriculture and agri-business. |



PATHWAY: Healthy Communities & Agriculture Goals and Strategies Recommendations

Goal 2: Enhance Competitiveness And Linkages To Markets...(continued)

- k. Support local farmers through partnerships with Cornell Cooperative Extension, Hudson Valley Agriculture Development Corporation, and New York State and federal agencies.
- l. Facilitate the connection between retiring farmers and next-generation farmers.
- m. Develop an Agri-Tourism Program with a focus on introducing Regional farms to residents and visitors.

Goal 3: Be A Healthy Region With A Diverse Array of Recreation Resources.

- a. Continue local bicycle paths, making linkages into the Adirondack Park and Statewide bikeways, and collaborate with Lakes to Locks Passage, the Feeder Canal Alliance, First Wilderness Scenic Byway, the New York State Canal Corporation, NYS Department of State, NYS Parks and Recreation, Regional recreation committees, Warren County Safe and Quality Bicycling Organizations (WCS QBO).
- b. Support communities to improve and expand parks.
- c. Continue bike paths and pedestrian walkways including art and historical trails to improve connectivity between communities.
- d. Promote and protect local waterways and lakes and address invasive species.
- e. Enhance existing trail network by closing gaps and making appropriate Regional connections.

Gateway Region Craft Beverages

Support for craft brewing of beer, wine, spirits, and cider has the attention of New York State. TASTE NY markets State food and beverage products, producers, and processors. NYS Farm Legislation passed in 2012 gives local distillers who use NYS grown goods the same rights as wineries to sell at farmers markets, and operate tasting rooms or retail shops. In the southern Adirondacks, Lake George is

home to the Adirondack Pub and Brewery. Coopers Cave Ale Company and Davidson Brothers Restaurant and Brewery are located in Glens Falls. Davidson Brothers operates the “Hoppy Trails Brew Bus” that takes patrons on brewery tours throughout the Region. The Adirondack Regional Chamber of Commerce received a nearly \$170,000 grant to develop technology applications in support of the trail.



PATHWAY: Access to Opportunity, Housing, & Fair Housing Equity Goals and Strategies Recommendations

See technical report and detailed recommendations at: www.agcny.org/housing-transportation

VISION: *Our neighborhoods offer housing and services that are affordable, accessible, and coordinated for people of all ages and abilities, including those with special needs. We strike a successful balance between safe and affordable housing, available jobs, and access to high quality education and healthcare.*

Goal 1: Advance Access To Opportunity.

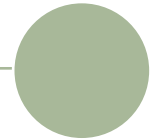
- a. Achieve better case management, better partnerships, and better integrated planning.
- b. Give priority to aging initiatives to address the fastest growing Regional demographic trend.
- c. Develop alternatives to existing policies in order to enhance resources, apply different approaches, and institute new thinking.
- d. Improve income to keep pace with the cost of living.
- e. Honor AGC Region independent lifestyle and cultural preferences.

Goal 2: Improve And Expand Affordable Housing Choices.

- a. Invest throughout the Region with funding assistance from federal, State, private foundations, and private contributions, in the development of compatible scale, permanent, good quality, affordable, and workforce rental housing for a broad range of intended users.
- b. Promote home ownership.
- c. Intensify investment in existing housing stock through home repair.
- d. Expand emergency, transitional, and supportive housing options at a compatible scale.
- e. Support existing partnerships to improve service networks and attract public investment in rural places and the urban core.
- f. Expand comprehensive and flexible wraparound services and interventions that stabilize occupancy, prevent homelessness, and promote independent living.

Goal 3: Align Community Investments And Codes To Encourage Affordable Housing Development.

- a. Continue to invest, improve, and expand the range of properly scaled affordable housing for the young and the old, from shelters to rental properties and single-family homes, to continuum of care in hamlets, villages, and the Glens Falls area.
- b. Improve capacity to win funding resources and advocate for expanded State and federal financial resources and incentives for housing.
- c. Consider more coordination and collaboration for code compliance.



PATHWAY: Access to Opportunity, Housing, & Fair Housing Equity Goals and Strategies Recommendations

Goal 3: Align Community Investments And Codes To Encourage Affordable Housing Development...(continued)

- d. Consider different forms of inclusionary zoning with interested communities.
- e. Invest in community infrastructure. Make supportive investments in rural and suburban communities and the urban core to create a pro-housing environment.
- f. Engage stakeholders including local officials, Planning Boards, developers, builders, real estate professionals, and others to facilitate affordable housing development.



PATHWAY: Multimodal Transportation System Goals and Strategies Recommendations

See technical report with full recommendations at: www.agcny.org/housing-transportation

VISION: *Our transportation system is affordable, reliable, and fully multimodal, with expanded transit and complete streets. It takes us where we want to go, when we want to go there.*

Goal 1: Advance Transportation Planning And Evaluation.

- a. Conduct transit-integration scenario planning including location of housing along transit routes.
- b. Troubleshoot policy restrictions and find ways forward.
- c. Evaluate ridership trends and make course corrections.
- d. Collaborate with Greater Glens Falls Transit System, area Metropolitan Planning Organizations including Adirondack Glens Falls Transportation Council and the Capital District Transportation Committee, area DPW departments, area planning boards, neighboring transit provider Capital District Transportation Authority, and NYS and U.S. Departments of Transportation.

Goal 2: Advance Transportation Improvements.

- a. Ramp up a comprehensive, real-time, human services-based transportation network.
- b. Deploy a Regional ride clearinghouse.
- c. Select consensus-based pilot projects to build successful enterprises.
- d. Update the transport infrastructure system.
- e. Provide for a safe transport experience for all users by using a complete streets approach, where appropriate, to planned improvements as funding permits.
- f. Improve passenger rail service, along with greater options for passengers arriving and departing from area train stations.
- g. Expand freight usage in the Region.
- h. Improve roads and bridges, as funding permits.



PATHWAY: Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment Goals and Strategies Recommendations

See technical reports with detailed full recommendations at www.agcny.org/broadband-resources and at www.agcny.org/sewer-infastructure

VISION: *Our technology led development culture delivers essential broadband and cellular coverage to a majority of our communities and infrastructure enhancement that advances business growth, reuses brownfields, and promotes compatible affordable residential development.*

Goal 1: Create A Technology Led Culture That Educates And Builds Strategic Partnerships.

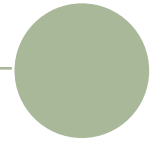
- a. Create, in conjunction with EDC of Warren County, Washington County Economic Development Corp, SUNY @ Adirondack, SUNY College of Nanoscale Science & Engineering, and area Workforce Investment Boards, a technology led development culture to educate citizens, public leaders, and policy makers about telecom issues and concerns, and about the broadband industry and its economic importance to existing and new businesses.
- b. Maintain and update the Interactive Broadband Tool and educate economic development organizations and other stakeholders about the use of the tool.
- c. Coordinate Regional telecom efforts with other Regions such as North Country Regional Economic Development Council.

Goal 2: Expand Access To Traditional And Emerging Broadband Infrastructure.

- a. Investigate and consider fiber builds to areas where broadband does not exist. If possible, create a fiber ring by connecting the northern and southern routes.
- b. Develop a plan to deploy advanced Gigabit broadband in the Region.
- c. Work with the telecom industry to identify and resolve Regional issues and concerns.
- d. Continue to meet with individual providers to resolve specific community issues.
- e. Work with existing and new service providers to develop a multi-County plan.
- f. Collaborate with NY Connect, ESD, USDA, Federal Communication Commission, and County, State, and federal legislators to achieve results under all goals.

Goal 3: Expand Regional Capacity To Advance Broadband Expansion.

- a. Develop a formal plan to market focus sites around existing high bandwidth areas.
- b. Identify and pursue telecom and broadband grants and other funding opportunities.
- c. Partner with County information technology departments to help “sell” the Region from a technology/telecom standpoint.
- d. Use grants, low interest loans, tax programs, right of way, franchise agreements, and Regional assets such as tall buildings and tower space to entice expansion of services.



PATHWAY: Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment Goals and Strategies Recommendations

Goal 4: Plan And Evaluate Municipal Sanitary/Wastewater Treatment Projects.

- a. AGC and consortium within AGC consisting of City of Glens Falls, Town of Queensbury, Town of Moreau, Village of South Glens Falls, Town of Kingsbury and Washington County Sewer District No. 2, and Lake George communities, along with rural areas, to examine funding opportunities which include innovative waste water disposal process, along with other waste water infrastructure improvements such as separation, storm and sanitary lines, infiltration issues, construction of new sanitary and storm lines, with submittal to NYS for CFA 2015, and other State and federal agencies.
- b. Develop an asset management plan for long-term operations and maintenance in the City of Glens Falls. Complete GIS mapping of entire collection system and prepare a collection system cleaning and rehabilitation plan.
- c. In the Village of South Glens Falls, evaluate the need to expand the main pump station to increase its hydraulic capacity.
- d. Pursuant to Washington County Sewer District No. 2 in the Village of Hudson Falls, complete a study of inflow and infiltration (I&I) in the village.
- e. Determine an approach to extend sewer service to the proposed developments immediately adjacent to the Village of Hudson Falls along Dix Avenue, Route 4, Route 35, and Dean Road in the Town of Kingsbury.
- f. In the Town of Moreau, evaluate the need for a pump station and related infrastructure to the north of the industrial park.
- g. Examine the use of alternative and decentralized solid waste disposal systems in rural areas of the AGC Region.

Goal 5: Expand And Extend Sewer To Support Development.

- a. In the Town of Queensbury, extend the existing sewer to the west of Interstate 87 on Corinth Road to reach the Main Street/ Corinth Road corridor and the industrial park along the Hudson River. Install a pump station at the intersection with Carey Road. Expand infrastructure from the industrial park to convey projected flows to the GFWWTP as a combination of gravity and force main sewers with a pump station.
- b. Extend infrastructure to convey flows from the proposed industrial and residential developments including the industrial park along the Hudson in the eastern part of the Town of Moreau.
- c. In the Town of Kingsbury, construct a nearly two-mile long sewer in the northwestern portion of the Town, which would convey flows from proposed development.
- d. Construct a new sewer to connect the Irving Tissue plant to the existing collection system in the Village of Fort Edward. Construct new sewers from the proposed community area at the southern point of Rogers Island. Add other required infrastructure and utilities, and examine the potential of NYSERDA's grants such as Prize NY at the site.

PATHWAY: Comprehensive Broadband, Infrastructure, & Brownfield Redevelopment Goals and Strategies Recommendations

Goal 5: Expand And Extend Sewer To Support Development...(continued)

- e. In the Town of Fort Edward, construct a new sewer to the proposed development just east of the Village of Fort Edward; and construct new sewers to the proposed developments within the swath of land between the Village of Hudson Falls and the Village of Fort Edward.
- f. Construct a system of gravity sewers, force mains, and sewers to the two large residential developments identified southeast of the industrial park in the Town of Moreau.
- g. Identify and submit NYS Consolidated Funding Application and other requests as appropriate to NYS Department of Environmental Conservation (NYS DEC), NYS Environmental Facilities Corporation (NYS EFC), and US Environmental Protection Agency (US EPA).

Goal 6: Address Other Identified Municipal Concerns.

- a. Advocate for expanded funding for infrastructure improvements from NYS DEC Engineering Grants, NYS EFC grants, NYSERDA Programs, NYS DOS grant, HUD programs, and USDA.
- b. Advocate streamlining of regulatory review actions and timeframes at all levels.
- c. Refocus NYS DOT priorities on comprehensive road improvements.
- d. Prioritize and advance upgrades to “structurally deficient” or “functionally obsolete” bridges.
- e. Improve and expand business class energy transmission including physical condition of the power grid, gas/oil pipeline, and availability of solar and wind energy sources.
- f. Increase resiliency of utilities and reduce susceptibility to storms.
- g. Provide redundant utilities in business and technology parks.
- h. Educate businesses and residents about utility incentive programs.
- i. Evaluate and address concerns related to the age of drinking water systems.
- j. Expand bicycle and pedestrian facilities and overall connectivity, including bike paths along roadways and designation of sharrows to increase safety.

Goal 7: Redevelop Vacant, Underutilized Brownfield Sites.

- a. Investigate, advocate, and apply for infrastructure funding from various federal funding sources: EPA Brownfield grants, including Risk Assessment, Job Training, Brownfield Revolving Fund, Clean up, Area Wide Planning, Economic Development Administration, USDA, and from New York State Department of Environmental Conservation: Brownfield Cleanup-BCP, Environmental Restoration Program-ERP, Brownfield Opportunity Area, and Empire State Development Corporation (ESD).

Advancing Opportunities and Measuring Progress

The Economic Development Pathway is the nexus that makes future housing, agriculture, infrastructure, and family-sustaining wages possible. Dollars and cents matter today – to the State, the Adirondack Gateway Council, the business community, the municipalities, and to economic development partners. Businesses track every penny, as do municipalities delivering services to residents – whether it is spent on heat, housing development, job training talent and labor, buildings, or taxes. Firms are merging, moving, consolidating, and changing business models to gain advantage. Some require urban areas and others enjoy rural locations. Workers at every rung on the corporate ladder are telecommuting and can work anywhere they want as long as the telecommunications infrastructure is available. Families and companies look around the world for the best overall PLACE to locate and expand their base of operations. They consider community quality of life a locational asset. Once the numbers have been crunched, the planning is complete, and strategy is printed, it is how the Adirondack Gateway Council and all of its implementation partners take action on all of these issues across all five pathways to progress that will create jobs and prepare people to take advantage of them.

The Adirondack Gateway Council will guide, advocate, and act as a catalyst in implementation of the Adirondack Gateway Sustainability Initiative: Pathways to Progress. The Adirondack Gateway Council is a respected facilitator of collaboration between a diverse set of stakeholders, both within and outside of the Region, including municipal organizations and boards, State and federal agencies and funders, educational and research institutions,

New Opportunity for Brownfield Reuse



Photo: Rob Yasinsac/www.hudsonvalleyruins.org

The former GE plant in Fort Edward.

Some 300 tons of toxic PCBs left behind at a former grocery store in Fort Edward (that was once part of the General Electric plant) are being cleaned up under a State-approved plan. Once cleared, the land will be developed for commercial uses. The cleanup is being done by the Town of Fort Edward and a private developer who plans to build a new grocery store on the site. The property is among 800 acres in Fort Edward that are part of a State Brownfield Opportunity Area. This New York State program assists communities and property owners to clean and reuse idled sites using a combination of financial assistance, marketing support, and access to State tax credits.

Glens Falls Americade Motorcycle Rally



Americade motorcyclists gather in Lake George.

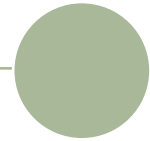
For over thirty years, more than 50,000 motorcyclists have gathered in Lake George for the week-long event known as Americade – identified as “the world’s largest multi-brand motorcycle touring rally.” Initially held in Ruidoso, New Mexico the event was known as “Aspencade” in honor of a festival celebrating the aspen trees’ changing colors. A decade later, a Lake George local named Bill Dutcher began planning and advocating to move the rally to Lake George. Initially, Roaring Brook Ranch served as the social and demo headquarters, and the Glens Falls Civic Center played host to the TourExpo tradeshow. By the mid 1980’s the renamed “Americade” had grown into a national-level event. There are attractions for riders and non-riders alike, from tours through Vermont and other scenic destinations to whitewater rafting and hot air ballooning, and the event is truly family-friendly.

and nongovernmental organizations. It focuses on the big picture policy and advocacy efforts alongside the implementation partners who will deliver programs and projects at the community level that increase access to opportunity in the communities. The Adirondack Gateway Council is already working as part of multi-organization and multi-municipal collaborations on issues of importance to the Region as a convener that can bring together the talents and resources of partner groups to accomplish Regional priorities.

The Adirondack Gateway Council has produced the *Pathways to Progress* technical research that will be incredibly important to its core partners and the other collaborators in each pathway as they secure funding and technical assistance. The Council members will continue to have a key role to play in maintaining lines of communication, aligning interagency initiatives, and educating residents and businesses about opportunities and emerging trends. Through strategic alliances with stakeholders in each pathway, the Adirondack Gateway Council will maintain and expand relationships with funders at all levels as described in the pathway recommendations and in each technical report at www.agcny.org.

To guide implementation the Adirondack Gateway Council will:

- Continue to build awareness of the Pathways to Progress Sustainability Initiative, and engage stakeholders in its speedy implementation;
- Advocate with funders to advance various Regional projects;
- Build local capacity in community-based implementation organizations to leverage funding including identifying matching funds and ways to cover local



- cost share, especially on infrastructure projects;
- Provide technical assistance and education to communities as they increase their focus on sustainability;
- Broker statewide, inter-state, and global opportunities for export of the Region's goods and services;
- Expand efforts to cooperatively market and brand the Gateway Region;
- Monitor compliance with the Pathways to Progress Sustainability Plan and the FHEA;
- Communicate success and share the "good news" through the Adirondack Gateway Council website and events; and
- Evaluate project feasibility and emerging opportunities and make mid-course corrections to the strategy to stay on the right course.

Each pathway technical report includes an implementation section. Those reports can be viewed at www.agcny.org. The Adirondack Gateway Council will work with a core group of organizations as an ad hoc committee of the larger Council focused on operationalizing recommendations across all of the five pathways to progress (housing, infrastructure, transportation, farms and healthy communities, and economic development.) The core group includes members who helped develop the reports, including:

- Local and County planning agencies;
- Warren County Economic Development Corporation;
- Washington County Economic Development;
- SUNY@Adirondack;
- The Capital Region Economic

Development Council;

- School districts; and
- The Adirondack/Glens Falls Transportation Council (A/GFTC).

The Adirondack Gateway Council (AGC) where feasible will seek a lead role in many of the goals outlined. AGC will undertake efforts to secure funding for this administrative lead role through federal, State, and foundation resources and where feasible obtain any required State enabling legislation to provide assistance and services to municipalities and organizations in this region. Additionally, AGC will also serve to assist and guide the efforts of other organizations and community projects. The Adirondack Gateway Council is undertaking direct support of various programs and projects that are described in detail in the preceding Goals and Strategies Section, including the following key initiatives:

- Advancing research and service provider partnerships in anticipation of a major funding application to New York State in the Fall of 2015;
- Leading implementation of the U.S. Environmental Protection Agency Phase 1 Environmental reviews of community sites throughout the region; and
- Working to advance the Healthy Communities and Agriculture pathway through examination of potential sites for an expanded year-round farmers market in downtown Glens Falls.

In addition to the core group, each pathway will be encouraged to form an ongoing working group if no regional framework that currently exists has identified key collaborators.

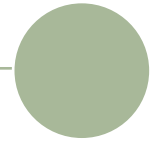
PATHWAYS TO PROGRESS KEY COLLABORATORS – SEE WWW.AGCNY.ORG FOR ADDITIONAL PARTNERS

Economic Development		Healthy Communities & Agriculture	
<p>Regional Economic Development Groups: Capital Region Economic Development Council, EDC of Warren County, Washington County Economic Development, Center For Economic Growth, Lake Champlain-Lake George Regional Planning Board, and North Country Economic Development Council.</p>	<p>Major Employers: Glens Falls Hospital, Hudson Headwaters Health Network, Angio Dynamics, CR Bard, Finch Paper, SCA Tissue, Irving Tissue and Morcon Tissue, Gracenote, Glens Falls National Bank, and GLOBALFOUNDRIES.</p>	<p>Local County Departments: Soil and Water Conservation, Social Services, and Farm Bureaus.</p>	<p>Farm Support Groups: National Farm to School Network, Tri- County NY Transitions Initiative, Hudson Valley Farmlink Network, and NYS Farm Bureau.</p>
<p>Workforce Development & Education: Saratoga-Warren-Washington Workforce Investment Board, NYS Department of Labor, SUNY @Adirondack, EPA Job Training Program, Glens Falls Plumbers and Steamfitters Local 773, and College Of Nanoscale Science Engineering and SUNY Albany Institute of Tech.</p>	<p>Quasi-public Organizations: EDC of Warren County, Washington County Economic Development, LDCs and IDAs, Chambers of Commerce.</p>	<p>Education Resources: Cornell Cooperative Extension, SUNY@ Adirondack, local schools, USDA, NYS Department of Agriculture.</p>	<p>Nonprofit Organizations: Area farmers markets, area food banks, food coops, Meals on Wheels, Senior Citizen Organization, school districts, and State agencies.</p>



Photo: Behan Communications

Finch Paper in Glens Falls, New York.



Affordable Housing	Transportation	Infrastructure, Broadband, & Brownfields	
<p>Municipal Organizations: Departments of Social Services, Aging and Disabilities, Fair Housing, Veterans, Public Housing Authority, and Health; Glens Falls Housing Authority; Glens Falls Community Development Office; EDC Warren County; Warren & Washington County Planning; and NYS Office of Housing & Community Renewal, Housing & Urban Development (HUD).</p>	<p>Metropolitan Planning Organizations: A/GFTC, the Greater Glens Falls Transit Authority, the Capital District Transportation Authority, NYS DOT, and US Federal DOT.</p>	<p>Service Providers - Waste Water: Water and waste water municipalities, districts, and AGC Consortium waste water.</p>	<p>Broadband Cellular Providers: Municipal IT, area emergency service organizations, including area police agencies, education facilities, libraries, schools, health care and consumers, EDC Warren County, Washington County, Empire State Development Corporation, NY Broadband Program Office, Development Authority of the North Country, and North Country Economic Development Council.</p>
<p>Nonprofit Partners: Warren-Hamilton County Action Agency, Greater Glens Falls Senior Center, NAACP, YMCAs, faith-based organizations, Tri-County United Way, North Country Ministeries, and Greater Glens Falls Youth Center.</p>	<p>Transportation Businesses: Area taxi companies, Regional bus carriers, Adirondack Trailway, and the Floyd Bennett Airport in Warren County.</p>	<p>Service Providers - Brownfield: Adirondack Upper Hudson River Brownfield Redevelopment; Glens Falls Brownfield Opportunity Areas; area, federal, State agencies; property owners; NYS Department of State; NYS DEC; Environmental Facilities; NYSERDA; US EPA; County DPW's; Lake George Park Commission; Capital Region Economic Development Council and subcommittees on roads, bridges, rail, cell-broadband, waste water, and water.</p>	<p>Utility Providers: National Grid, solar companies, economic development organizations, consumers, Public Service Commission, Capital Region Economic Development Council, NYSERDA, alternative energy, organizations, and advancing wood biomass.</p>
<p>Housing Organizations: Saratoga-North Country Continuum of Care, Adirondack Emergency Community Chaplains, Housing Assistance Council, Waite House - Youth at Risk, Adirondack Vietnam Veterans Housing, Catholic Charities, Family Services, and Conkling Center.</p>	<p>Nonprofit Transportation Providers: Senior citizen transportation providers, medical answering services, family services, and Conkling Center (formerly Eddy Group).</p>		<p>Roads, Bridges: County Department Public Works, NYS DOT, USDOT, Adirondack Glens Falls Transportation Council (MPO), and area government officials.</p>

You Can Come Home Again

When Stephen and Rebecca Butters, both chefs, wanted a less hectic life, Rebecca's father, a local attorney enticed them to come home. Both trained chefs, they opened Morgan & Co. restaurant, that operates in a restored mansion in downtown Glens Falls. The building was rehabilitated by local contractors and local art hangs on the walls.



Photo: www.morganrestaurant.com

Morgan & Co. operates in a restored mansion.

They have joined local organizations like the Chamber of Commerce and promote their restaurant through Regional efforts like "Taste of the North Country." They show cartoons on Saturday morning to attract young families to brunch. They offer another in an increasing number of "cool and authentic" places that are attractive to the growing millennial population – a critical base to maintain and grow younger workers.



Photo: Pepe Productions

Ed Bartholomew, CEO of the Adirondack Gateway Council.

Measuring Progress

Over the next year the Adirondack Gateway Council will set realistic and attainable benchmarks for the pathways to progress and will work with the community organizations implementing the goals and strategies to track accomplishments. Performance measuring helps evaluate the state of the Region's economy, as well as the effectiveness of the strategy and its implementation. Regular benchmarking against the Region, surrounding regions, and against comparable regions will be an important component of the ongoing work.

The Adirondack Gateway Council will tirelessly ask and answer two key questions: "How are we doing?" and "What can we do better?"

Dedicated to the hardworking and independent thinking residents of Warren, Washington, and Northern Saratoga Counties.

ADDITIONAL PARTICIPANTS IN THIS PROJECT

- **Empire State Development Corporation:** Howard Zemsky, President & CEO; Kenneth Adams, former President & CEO; and Arnold Will, Acting Director
- **Center for Economic Growth:** Michael J. Hickey, interim President & CEO and Michael Tucker, former President & CEO
- **Capital Region Economic Development Council (CREDC):** James J. Barba, Co-Chair; Dr. Robert J. Jones, Co-Chair, President of University at Albany; Bill Hart, Washington County Representative; Vice President, Contoller Irving Tissue Inc.; Omar Usmani, CREDC Representative & Executive Partner, Aeon Nexus Corp; Andrew Meader, Warren County Representative, Director of Corporate Alliances, Six Flags/Great Escape; and Debabrata Mukherjee, PhD, Warren County Representative, President & CEO, Finch Paper
- **Pepe Productions, Glens Falls**
- **Warren County Tourism:** Kate Johnson, Former Director; Gene Merlino, Chairman Tourism, Supervisor Lake Luzerne; and Peter Girard, Creative Director
- **National Grid:** William Flaherty, Regional Director; Katie Newcomb, Lead Economic Developer; and Linda Hill, former Lead Economic Developer
- **Numerous Not for Profit Organizations and Associations,** as noted in the Housing Transportation Report

CONSULTANTS

- **Agriculture & Healthy Communities:** Elan Planning, Design, & Landscape Architecture
- **Broadband/Cell:** ECC Technologies
- **Economic Development:** DCG Corplan Consulting
- **Housing & Transportation:** Dr. Ann Ruzow Holland
- **Infrastructure & Brownfield Reuse:** Barton & Loguidice
- **Pathways to Progress Plan Development:** River Street Planning & Development
- **Public Engagement:** Peter J. Smith and Company
- **Website Design/Development:** AdWorkShop
- **Graphic Design:** Room One Planning & Design

STAFF

- Jackie Squadere and Crystal Lawrence

Thanks to EDC Warren County, City of Glens Falls/Glens Falls Local Development Corporation, and Glens Falls Industrial Development Agency for their in-kind services throughout this grant process.

