
EDC STANDING COMMITTEE
12/03/2009

MEETING AGENDA

- I. 2010 Project Priorities



Economic Development Corporation, Warren County
Draft – December 2, 2009

2010 Project Priorities

1. Exit 18 Development Zone*

Description: EDC provides guidance and support to the entities responsible for infrastructure and streetscape improvements associated with the Exit 18 – Main Street project. The organization is also involved in efforts to transition and/or upgrade surrounding commercial and light industrial lands, thus creating a nucleus for planned commercial development. EDC is actively marketing potential development and investment opportunities resulting from the Exit 18 improvements with the ultimate goal of creating sustainable quality jobs and increased tax base.

'09 Accomplishments:

- Developed a comprehensive development and marketing strategy for the Exit 18 Development Zone
- Worked with Town of Queensbury GIS to construct an Exit 18 Major Projects and Development Opportunities map that outlines recent & current investments and future opportunities for use in marketing Exit 18 to outside parties
- Initiated marketing efforts and outreach to regional and local developers, real estate brokers, site evaluators to promote, educate and encourage investment in Exit 18 development opportunities
- Coordinated regular project updates, progress and timeline reports from project administrator Bill Lamy
- Updated available light industrial properties i.e. Carey Park, Former Native Textile facility and soon to be vacated Saratoga Eagle facility on searchable EDC Website inventory database

Planned Activities:

- Approach the WWIDA and QEDC with a request for funding assistance needed to facilitate sewer extension and other needed utility upgrades/to undeveloped lands within the Carey Park area (*HRLDC*)
- Continue to promote opportunities for businesses, investors and site selection

<p>representatives seeking to locate, develop and/or acquire/upgrade properties along the Main Street corridor and surrounding areas via EDC Website property database</p> <ul style="list-style-type: none"> ▪ Continue to market Tech Meadows, Carey Park and other adjoining undeveloped properties as viable site location options for technology, Globalfoundries supply chain companies, and others ▪ Work with listing brokers to market former Native Textile and Saratoga Eagle buildings and encourage highest/best uses to bring high quality jobs and further investment
<p>Long-term: Develop Exit 18 and surrounding commercial and light industrial properties into an office/light industrial hub capable of offering quality sustainable job opportunities for the region while providing an attractive gateway into the City of Glens Falls.</p>
<p>Strategic Plan: Initiative aligns with</p> <ul style="list-style-type: none"> ▪ Objective 2 - Lead and Evaluate Product and Project Development ▪ Objective 3 - Define and Develop Markets

2. Inside the “Blue Line”

<p>Description: A comprehensive initiative that connects a number of EDC economic development projects within Warren County’s Adirondack Park communities. With over 94% of Warren County lands situated inside the Park, EDC seeks ways to maximize job and wealth creating opportunities via a number of sources including but not limited to: four season tourism, infrastructure enhancement, business assistance, marketing the region’s assets and supporting Adirondack economic planning initiatives.</p>
<p>'09 Accomplishments:</p> <ul style="list-style-type: none"> ▪ Conducted one on one outreach to employers within the Blue Line plus met with groups i.e. North Creek Business Alliance to brief them on Empire Zone status and proposed changes ▪ Participated in Adirondack Park economic planning meetings including Adirondack Association of Towns and Villages and the Adirondack Park Local Government Review Board ▪ Promoted Chester Industrial Park as one of the only approved industrial park locations with Empire Zone benefits available within the Adirondack Park ▪ Supported Warren County broadband expansion initiative and attended a number of scoping sessions with CBN Connect, Warren County, others ▪ Attended NYSEDC EZ Conference in Fall 09 and advocated for a program designed to address specific Adirondack Park needs re: future business assistance under consideration to replace existing Empire Zone program ▪ Conveyed the results of the comprehensive Adirondack Park Regional Assessment Project prepared by LA Group to Warren County Board of Supervisors
<p>Planned Activities:</p> <ul style="list-style-type: none"> ▪ Administer Empire Zone benefits to businesses within the North Creek/Ski Bowl and Chester Industrial Park pods

- Research and market to potential industries most likely to take advantage of Chester Industrial Park's Adirondack location i.e. wood products, biomass/renewable/alternative energy products utilizing wood, etc.
- Continue to advocate for targeted business assistance for Adirondack Park companies and entities
- Continue to support Adirondack broadband needs analysis study required for application re: next round of stimulus related funding
- Work with state and federal resources to identify funding opportunities for water line extension to Chester Industrial Park
- Seek funding for Warrensburg wastewater treatment plant and expansion of sewer district
- Determine feasibility of expanding Warrensburg Industrial Park
- Continue to support and participate in Adirondack Park economic planning meetings including Adirondack Association of Towns and Villages and the Adirondack Park Local Government Review Board
- Provide targeted assistance to primary businesses/employers (Northeast Products, Copperfield Inn, etc.)
- Work with Warren and Saratoga Counties to establish a viable, self-sustaining operating structure for the Adirondack Rail line
- Evaluate potential industrial areas and utility uses along the Adirondack Rail corridor that may benefit from future industrial rail uses to help cover operating costs

Long-term: Lead and develop new opportunities to generate added wealth and enhanced quality of life for northern and central Warren County/Adirondack towns and villages. Find appropriate ways to create and attract quality jobs and investment by maximizing assets and strengths and marketing them to targeted industry.

- Strategic Plan:** Initiative aligns with
- Objective 2 - Lead and Evaluate Product and Project Development
 - Objective 3 - Define and Develop Markets

3. South Queensbury/Airport Corridor*

Description: Formulating a comprehensive strategic development plan for the areas including the Warren County/Floyd Bennett Airport and surrounding light/heavy industrial lands and business parks. This predominantly undeveloped area contains Empire Zone lands and is targeted for Foreign Trade Zone inclusion in 2009. The area includes four business/light industrial parks – one that is currently developed (Warren Washington IDA Park) and three that are in varying stages of development and/or pre-development (Queensbury Business Park, Quaker Ridge Tech Park, future Airport Aviation Tech Park).

- '09 Accomplishments:**
- Completion of utility and sanitary sewer pump station installation and activation at Queensbury Business Park (*HRLDC*)
 - Marketed QBP and other County sites at targeted biomedical and nanotech trade

shows

- Completion of road repaving resulting from damage due to Readiness Center construction
- Updated draft QBP restrictive covenant document (*HRLDC*)
- Designed landscape plan including draft of park monument sign (*HRLDC*)
- Submitted Federal appropriations request for Floyd Bennett/Warren County Airport improvements – secured preliminary \$850K appropriation from Congressman Murphy’s office to assist with runway expansion and funding of Aviation Park feasibility study
- Worked with new Airport Manager and FBO staff to itemize future facility improvement needs, timetable and review development plan underway
- Established point of contact and dialog with BASF re: handling of former Ciba Geigy brownfield site to determine potential reactivation of outer parcels

Planned Activities:

- Evaluate site by site park build out potential and maximum building scenarios for QBP (*HRLDC*)
- Market Queensbury Business Park to targeted industry groups including biomedical device, semiconductor/supply chain and nanotechnology
- Continue to work with airport management to research public/private solutions to offset Warren County Airport operating costs
- Support/facilitate/advocate for funds necessary to complete extension of primary runway
- Seek workable development structure/partnership with Warren County DPW for on-site properties to develop future 90 plus acre aviation tech park (*HRLDC*)
- Upon receipt of funding notification due in 2010, commission feasibility study relating to aviation business park site development; identify potential constraints i.e. wetlands, environmental, soil conditions
- Obtain pre-approvals on Lot 4 of QBP utilizing National Grid grant designed to offset design and pre-engineering of flex style building (*HRLDC*)
- With the assistance of airport management, evaluate possibility of establishing a wetlands bank in the area to facilitate/benefit multiple area projects (*HRLDC*)
- Continue to advocate for enhanced accessibility for airport and surrounding light industrial lands and parks including a new road linking Quaker Road and Queensbury Avenue
- Continue to assist companies in the corridor with Empire Zone benefits for future expansion projects

Long-term: Encourage desirable light industrial development and job growth for targeted industries within the SQAC; market the corridor as a cohesive, integrated enterprise zone in Warren County that complements and/or utilizes airport services.

Strategic Plan: Initiative aligns with

- Objective 2 - Lead and Evaluate Product and Project Development
- Objective 3 - Define and Develop Markets

4. Marketing & Business Attraction*

Description: Development and execution of a comprehensive marketing plan, in conjunction with technical assistance and increased access to benefits and incentives; maximize business attraction, retention, and expansion efforts in Warren County. Communicate value of EDC to stakeholders. Drive economic development dialog through variety of channels including meaningful events, publications, networking and electronic (web, e-newsletter) formats

'09 Accomplishments:

- Developed and refined overall EDC marketing plan, including communications and sales components
- Designed and implemented systemic outreach campaign to both members and non members with over 35 interviews conducted in 2009
- Contracted with Miles Ahead Communications to enhance existing EDC communications/materials (EDC Vision e-newsletter, Annual Report) and assist with public relations and event coordination
- Held 10th Annual Luncheon (235 attendees, record high sponsorship)
- Held 2nd Annual Fall Luncheon featuring Rep. Scott Murphy as the keynote speaker (250 Attendees, 10 sponsors, local and regional press coverage)
- Received a "Best of Class" marketing award from NYS Economic Development Council for EDC's 2008 Annual Report; received Certificate of Excellence for EDC's Queensbury Business Park brochure
- Designed and developed direct mail campaign to technology targets using \$10K matching grant from National Grid utilizing the following pieces:
 - Warren County/Tech Valley technology recruitment brochure
 - Queensbury Business Park brochure w/ new QBP logo
- Updated and maintained EDC website database of buildings and sites totaling over 100 properties in Warren County for lease or sale
- Represented Warren County at four major targeted industry trade shows including Semicon West and Semicon Europa, plus other events and meetings, in conjunction with CEG's NY Loves Nanotech initiative
- Solidified relations with regional and statewide ED partners (ESD, NYSEDC, CEG, ARCC, GFLDC, WCLDC, HRLDC, SEDC, others)
- Worked with Capital District Regional Planning Commission (CDRPC) to revise and resubmit the original application of the Foreign Trade Zone #121 expansion to include entire Warren County into General Purpose Zone and not be limited to specific identified properties
- Identified opportunities to network and market Warren County opportunities at a variety of meetings, events, groundbreakings and seminars

Planned Activities:

- Continue Annual and Fall Luncheons plus special Business Trends event formats designed to give EDC public visibility and establish position as economic/business leader
- Elevate efforts to attract/recruit bio-related businesses (medical device manufacturing, R&D, etc.) while also maintaining a focus on nanotechnology and semiconductor supply chain

- Expand efforts to retain and attract members/investors to EDC; develop new ways to communicate the value of underwriting EDC through membership
- Continue to utilize, strengthen and broaden network of real estate professionals, developers, economic development-focused organizations, academic institutions, site selectors, etc.
- Attend relevant trade shows, industry events and potential targeted company visitations in conjunction with broader regional attraction initiatives and strategic alliances
- Market Warren County's two shovel ready sites (QBP and Tech Meadows) and promote other potential sites including Carey Park, Quaker Ridge, Chester IP
- Continue to market major vacated light industrial buildings i.e. Native Textile buildings (GF and Exit 18), Kadant and Saratoga Eagle in cooperation with owners/listing brokers via EDC updated searchable online database
- Gain final approval (due in mid 2010) from the Federal Foreign Trade Zone (FTZ) Board on revised application to include Warren County into the expanded ten county General Purpose Zone
- Identify local business that can benefit from participation in the FTZ program and continue to work with the CDRPC to facilitate the FTZ potential benefits as an attraction tool for incoming companies to Warren County
- Represent region at targeted industry conferences, organizational events, seminars and programs
- Strengthen alliances and strategic partnerships with governmental, business, economic development and academic entities and organizations i.e. ESD, NYSEDC, SEDC, Center For Economic Growth, ACC, RPI, College of Nanoscale Science and Engineering

Long-term: Become the sole resource and point of entry for all business inquiries, promotion and attraction efforts and economic development activity within Warren County

Strategic Plan: Initiative aligns with

- Objective 2 - Lead and Evaluate Product and Project Development
- Objective 3 - Define and Develop Markets
- Objective 4 - Maximize our Potential as an EDC
- Objective 6 - Drive Economic Development Dialogue

5. Tourism*

Description: The tourism sector accounts for roughly one quarter of Warren County's overall economy. Utilizing Warren County's Empire Zone Development Plan, and its unique status as a regional economic development entity, EDC is actively engaged in the support and promotion of four-season tourism in Warren County. EDC serves a direct role in providing business related visits to the region through its administration of expansion benefit programs i.e. Empire Zone and via new industry attraction and marketing initiatives.

'09 Accomplishments:

- Initiated a "Ski 3" marketing initiative connecting and leveraging Warren County's three alpine skiing destinations: Gore; West Mountain and the newly

<p>reopened Hickory Hill – brought onboard the County Tourism Dept., Lake George Chamber and hospitality groups for their expertise</p> <ul style="list-style-type: none"> ▪ Held an EDC sponsored Winter Kickoff event in December 2009 at the Queensbury Hotel promoting the Ski 3 marketing initiative
<p>Planned Activities:</p> <ul style="list-style-type: none"> ▪ Continue support and further development of the “Ski 3” initiative with goal of reaching full marketing potential in 2010 ▪ Commission report/study that quantifies and defines the economic impact of alpine skiing in Warren County ▪ Identify and address critical infrastructure components needed to carry forward four season opportunities to expand tourism ▪ Work with hospitality sector to expand business opportunities and enhance infrastructure needs to seed growth ▪ Administer Empire Zone program in North Creek and provide benefits to key industry sector employers ▪ Serve as a catalyst and sounding board for new idea development concerning four season tourism with purpose of increasing economic impact, sustainable job creation and revenue generation ▪ Align & leverage marketing efforts with County Tourism and link promotional efforts wherever possible i.e. website cross-links, blast email, e-newsletter cross-links, promotions, trade shows
<p>Long-term: Grow overall tourism economy within Warren County; Increase direct and indirect revenues; Expand and upgrade four season employment opportunities; Develop, upgrade and expand dedicated infrastructure related to support tourism; Increase business related visits through regional recruitment of industry to Warren County; Leverage and link marketing efforts with County Tourism Department to further grow and maximize tourism revenue for Warren County.</p>
<p>Strategic Plan: Initiative aligns with</p> <ul style="list-style-type: none"> ▪ Objective 2 - Lead and Evaluate Product and Project Development ▪ Objective 3 - Define and Develop Markets

6. Glens Falls Revitalization*

<p>Description: EDC continues to seek and pursue economic development and related growth opportunities in the City of Glens Falls utilizing the tools and approaches identified in the Warren County Empire Zone Development Plan and EDC’s Downtown Glens Falls Development Plan.</p>
<p>'08 Accomplishments:</p> <ul style="list-style-type: none"> ▪ At the request of City Administration, recruited a qualified developer (Glen Street Associates) to respond to a cosponsored RFP with NYS ESD for a redevelopment proposal for Glens Falls Armory ▪ Maintained communications with existing and potential developers; identified and wrote (3) National Grid main street matching grant proposals on their behalf ▪ Provided ongoing EZ administrative services and reporting ▪ Obtained additional \$150,000 in National Grid grant awards during 2009

bringing the total to \$348K for redevelopment grants secured in downtown Glens Falls

- Promoted Tech Meadows Business Park via participation in CEG's NY Loves Nanotech initiative, major international trade show exposure, utilization of EDC's extensive real estate network, and EDC's website
- Assisted developer Peter Hoffman's Empire Square (Warren Street) project with National Grid grant award plus utilizing HRLDC tax credits (*HRLDC*)
- Featured approximately forty five available property listings in multiple categories for City of Glens Falls properties in EDC's searchable website database
- Worked with City Administration and NYS ESD to construct a competitive benefit package for a proposed expansion of Andritz R & D facility on Pruyn's Island
- For the second consecutive year, assisted regional brokerage firm CBRE update Glens Falls office market statistics for inclusion in nationally published Office Market Index widely used by site locators and investors

Planned Activities

- Facilitate the acquisition and redevelopment of the Glens Falls Armory; Explore options that enable qualified private develop to develop property in accordance with stakeholder's vision and needs (*HRLDC*)
- Incorporate 139 Warren Street property into a prospective qualified Armory developer(s) redevelopment proposal (*HRLDC*)
- Enhance developer communication and provide assistance whenever possible
- Administer Empire Zone Program
- Where appropriate, facilitate targeted development and revitalization efforts in the Central Downtown Business District (*HRLDC*)
- Continue to sponsor Glens Falls business attraction, recruitment, retention and growth efforts at regional and national technology and biotech trade show venues and meetings via regional industry attraction initiatives
- Market Tech Meadows Industrial Park via EDC's targeted industry recruitment initiative
- Continue to work with regional brokers to insure of inclusion updated Glens Falls commercial real estate market statistics in its nationally published reports

Long-term: The City of Glens Falls is the urban centerpiece of Warren County and to the broader region as a whole. As such, EDC encourages its redevelopment as a catalyst for regional economic growth and recognizes that in order to remain healthy; Warren County needs a vibrant Glens Falls as its urban anchor. To support this objective, EDC will engage in the following: continued administration of the Empire Zone program; support existing and incoming prospective developers and/or investors; sponsoring Community Development initiatives; marketing and business attraction of Tech Meadows

Strategic Plan: Initiative aligns with

- Objective 2 - Lead and Evaluate Product and Project Development
- Objective 3 - Define and Develop Markets

** Denotes EDC and/or HRLDC funding need identified for 2010*