

Economic Development Committee Minutes  
October 3, 2019 – 4:00 p.m.

Present: Chairman Phil Barrett; Committee Members Art Johnson, Todd Kusnierz, Jack Lawler, Matt Veitch; Supervisor Ed Kinowski; Spencer Hellwig, County Administrator; Steve Dorsey, County Attorney; Andrew Jarosh, Treasurer; Jenniffer McCloskey, Employment & Training; Todd Shimkus, Annamaria Bellantoni, Saratoga County Chamber of Commerce; Marty Vanags, Shelby Schneider, Saratoga County Prosperity Partnership; Dennis Brobston, Tori Riley, Saratoga Economic Development Corporation; Pete Bardunias, Southern Saratoga Chamber of Commerce; Steve Mittler.

Chairman Barrett called the meeting to order and welcomed all in attendance.

**On a motion made by Mr. Johnson, seconded by Mr. Veitch, the minutes of the August 8, 2019 meeting were approved unanimously.**

Ms. Bellantoni distributed a handout and gave an overview of their tourism campaign. Occupancy tax statistics are up slightly or flat over last year. At a recent roundtable with local businesses, July was up and August was down or flat, some of this can be attributed to Airbnb. From Memorial day to Labor day 60K visitors stayed in Airbnb's in Saratoga County. Ms. Bellantoni said that July increase was due to additional Live Nation concerts and earlier track opening date. Ms. Bellantoni went over the data in the handout, which is attached to these minutes.

Mr. Shimkus said that over track season, in talking to the hotel owners, Mondays and Tuesdays were down. Wednesday to Saturday was up.

Ms. Bellantoni said that the Chamber has a shared calendar with 6-7 other entities. If anyone has an event they would like to promote, they can add to the calendar via the chamber website and it automatically updates on all of the seven other calendars such as Saratoga Springs City Center, Skidmore College, Downtown Business Association, Discover Saratoga etc.

**A motion was made by Mr. Kusnierz, seconded by Mr. Veitch, to designate the Saratoga County Chamber of Commerce as the County's Tourism Promotion Agency and authorizing the Saratoga County Chamber of Commerce to apply for an "I Love New York" grant in 2020. Unanimous.**

Mr. Shimkus said that this resolution authorizes the Chamber to apply for the grant funds. Ms. Bellantoni said that the total appropriation for the I Love New York grant is \$4.408M but the max grant that they are allowed to apply for is 5% or \$220,400. They do not anticipate getting this amount however.

Mr. Barrett said that regarding occupancy rates, based on what he was able to find out, there was little impact on the hotel stays in Clifton Park due to the change in the track schedule. Mr. Barrett said that he read recently that Saratoga Hospital will be taking up some property in the Wilton Mall. Mr. Barrett said that they have a large gym in the Clifton Park Mall and will soon have a trampoline park. They recently had a ribbon cutting for Albany Med in Clifton Park who are

investing a lot for both their emergent care and their bone and joint center. CDPHP broke ground on a new building on Route 9. The new Synergy Park on Route 9 has a multimillion dollar investment from U-Haul as their first tenant. Chase Bank have located their first branch location in the Capital Region in Clifton Park.

Mr. Vanags said that a newsletter is emailed to all Supervisors on the first Thursday of each month and a hard copy placed in their mailboxes. Mr. Vanags distributed a copy of the newsletter and gave an overview. The newsletter has been changed to reflect their change in mission according to the MOU with SEDC. A copy of the newsletter is attached to these minutes. Mr. Vanags said that all Supervisors are welcome to attend their open meetings monthly.

Mr. Vanags distributed a handout outlining their budget presentation and request for funding in 2020. The handout is attached to these minutes. The Saratoga County Prosperity Partnership request for funding in 2020 is \$130K. Mr. Vanags said that they have acquired several pieces of software that will give the opportunity to provide data and information to companies, organizations, non-profits and units of government. The information will be available via the website and will include demographics from census data, housing, real estate, etc. and the information is updated dynamically on a constant basis. Mr. Barrett requested that a demo. of the site be provided. Ms. Schneider said it is currently being built and will inform when it's complete. Mr. Barrett said that the next wave communities initiative is a good place for the partnership to show value and suggested to continue on that track.

Mr. Barrett said that workforce development seems to have different meanings to different people and he would like to see what each organization (SCPP, SEDC, Chambers) is doing under the umbrella of workforce development. This could identify where there could be more collaboration in the county.

Mr. Kusnierz asked Mr. Vanags for an explanation of what changes there are in the 2020 goals and objectives listed as a result to the MOU adopted by both organizations. Mr. Vanags said that they have been doing most of the goals and objectives, SEDC has been working on business attraction and working with the IDA, and both working on leading the branding and marketing of the County.

Mr. Brobston said that in August their mid-year report was distributed. This added up to approximately \$14.5M of new investment, 150 new jobs, 38 retained, payroll of approx. \$12M. The U-Haul - Synergy Park is an \$18M project between both. This brings approximately 180 acres of developable land. Another recent development is an addition to a site at exit 16. Mr. Parillo has purchased additional land which gives a much better opportunity for a warehouse distribution or companies looking for multiple buildings on one site. Mr. Brobston said that they are currently working on approximately 40 projects. They have noticed an increase need for infrastructure studies, and also the need for rail. Mr. Brobston said that Career Jam is being held in the Saratoga Springs City Center this year and they have booked up to almost 2K students, 8<sup>th</sup> & 9<sup>th</sup> graders. It will be held on October 22<sup>nd</sup> 8:30am – 1:30pm. Supervisors are welcome to attend.

Mr. Brobston distributed a budget request handout, which is attached to these minutes. The Saratoga Economic Development Corporation request for funding in 2020 is \$150K.

Mr. Brobston said that he and Ms. Riley are planning a trip to Ireland next week for a Foreign Direct Investment meeting. Meeting with 4 companies that need to come to the Northeast but to also discuss the ramifications of Brexit. It is hoped that a larger group will travel again next year.

Mr. Bardunias distributed the Community Development Program for 2020 and gave an overview of the handout. The handout is attached to these minutes. The Chamber of Southern Saratoga County request for funding in 2020 is \$40K. Mr. Bardunias said that there is potential affiliation with the Capital Region Chamber which will be voted upon by their members by October 10. There was also a vote by the Malta Business & Professional association to dissolve and merge with the Chamber of Southern Saratoga County effective January 1, 2020.

Mr. Barrett said that he recently read the opinion of Mr. Dorsey regarding the ABO and asked Mr. Dorsey to be present at the meeting today to discuss. Mr. Barrett said that one thing the ABO identified is that if an organization that receives funding through a public services contract shows where that portion of their revenue was spent, this would be a positive in their eyes. Mr. Dorsey said that the ABO representative indicated they might look at marketing services differently to economic development services, however this was in conversation and was not put in writing. Mr. Dorsey had asked the representative to put a letter together that could be forwarded to the Board of Supervisors. He did not receive a letter but did get an email, the contents of which were a lot less than what was discussed on the phone. Mr. Dorsey did take notes during the conversation and it was indicated that a straight up marketing services agreement could potentially be viewed as not requiring SEDC to be deemed a public or local authority. Mr. Barrett said that this summer he had asked about the several public service agreements the county has, and what makes the contract with SEDC any different than the other organizations. Mr. Dorsey said that for whatever reason, IDA's and Economic Development agencies are on the top of the list for ABO's focus. Mr. Lawler thanked Mr. Dorsey on his comprehensive, well documented memo. Mr. Lawler confirmed with Mr. Dorsey that there are two avenues, an organization must comply, or must apply for and receive a waiver from the ABO to allow non-compliance legally. Mr. Dorsey said that alternatively the ABO determines that an organization is not a local authority because A. they are providing just marketing services, or B. the amount funded to them by the government is insignificant. Mr. Lawler said that in conclusion from the Director, that if asked an opinion, the regulation would apply. Mr. Dorsey said that he advised the ABO that funding in the amount of \$150K was being considered and was told that SEDC fell off their radar because they were aware that the county stopped funding. However, if the county funded them at \$150K, they would deem them to be subject to Public Authorities Law. Mr. Dorsey said that this could change depending on how the services are defined and worded. Mr. Lawler said that when the resolution from this committee was originally passed requesting the opinion of the ABO, he believes that they requested an opinion from both the ABO and the County Attorney, and how do they get an opinion from the ABO? Mr. Dorsey said that he believes they have the ABO opinion, that this is as much as will be received from them, and that they prefaced everything with "we don't give legal advice". They stopped short of sending the letter they said they were going to send. Mr. Barrett said that the County should have the contract crafted in a way to satisfy all parties, have it in place and it's then up to the ABO or State to take action. Mr. Lawler expressed concern over drafting a contract, executing the contract, moving forward with \$150K disbursement and then finding out down the road that the ABO does require compliance from an agency that is saying they are not going to comply. Perhaps there should be a clause in the contract that if an organization is not in compliance, the funding should be returned to the County.

**A motion was made by Mr. Johnson, seconded by Mr. Lawler, to authorize drafting a proposed contract with Saratoga Economic Development Corporation and submitting the**

**contract to the ABO for their advisory opinion of compliance. Motion passed by a 3 to 2 vote.**

Mr. Dorsey said that when you read Director Pearlman's two emails, even though he said he is not writing an opinion, there is an opinion in there which is, if they are funded by Saratoga County, they need to comply. Mr. Dorsey said that Director Pearlman also said something on the phone that is not in the email, which is if this is a straight up marketing services agreement, they would potentially deal with that differently. Mr. Barrett said that he is not sure that the ABO will give the opinion. Mr. Barrett said that the language in all of the other contracts needs to be analyzed. SEDC was created by a private entity, other entities were created publicly. Mr. Lawler said that both the draft agreement with the scope of services as defined MOU should be sent to the ABO. Mr. Kusnierz said that if the ABO is charged to ensure there is proper oversight for the use of taxpayer dollars, how can the distinction be made regarding whether the services are marketing or economic development, whether this decision is statutory or a decision by the ABO. Mr. Barrett said that there is a lot more research that needs to be done, and believes they will not get an opinion until a contract is in place. Mr. Veitch said that he believes this should be done prior to the budget vote in December. He would be more comfortable at the budget vote having the knowledge at that time. Mr. Veitch confirmed that this resolution would pass through to Law & Finance and the full board.

Ms. McCloskey said that this month the Employment and Training office is doing a Veterans focused job fair at the Saratoga Public Library on Wednesday, October 30<sup>th</sup>. Ms. McCloskey will have brochures sent to all Supervisors and would like to get the word out about the event. It is targeted towards Veterans but all are welcome to attend.

**A motion was made by Mr. Kusnierz, seconded by Mr. Veitch the meeting was adjourned unanimously.**

Respectfully submitted,

Therese Connolly  
Deputy Clerk of the Board



# Saratoga County Tourism

Presentation to the Economic Development Committee

Saratoga County Board of Supervisors

October 3, 2019



# Occupancy Statistics

County occupancy tax collected 2001-2018

Occupancy (%)	Running 12 Months		
	2017	2018	2019
This Year	60.6	61.2	61.6
Last Year	63.1	60.6	61.2
Percent Change	-3.9	0.9	0.7

ADR	Running 12 Months		
	2017	2018	2019
This Year	144.78	145.62	145.78
Last Year	149.73	144.78	145.62
Percent Change	-3.3	0.6	0.1

RevPAR	Running 12 Months		
	2017	2018	2019
This Year	87.80	89.13	89.87
Last Year	94.44	87.80	89.13
Percent Change	-7.0	1.5	0.8

Supply	Running 12 Months		
	2017	2018	2019
This Year	1,243,103	1,287,040	1,298,649
Last Year	1,090,573	1,243,103	1,287,040
Percent Change	14.0	3.5	0.9

Demand	Running 12 Months		
	2017	2018	2019
This Year	753,799	787,771	800,604
Last Year	687,852	753,799	787,771
Percent Change	9.6	4.5	1.6

Revenue	Running 12 Months		
	2017	2018	2019
This Year	109,138,392	114,712,114	116,713,352
Last Year	102,994,147	109,138,392	114,712,114
Percent Change	6.0	5.1	1.7

	Dec.-Feb.	Mar.-May	June-Aug.	Sept.-Nov.	YTD TOTAL	% Change
2001	35,070.00	57,678	166,815	76,042	335,605	3%
2002	37,707	62,364	177,520	88,123	365,714	9%
2003	43,281	71,730	199,163	87,886	402,060	10%
2004	49,064	75,197	211,133	113,641	449,035	12%
2005	52,602	81,878	232,350	114,382	481,212	7%
2006	50,265	91,306	250,409	121,309	513,289	7%
2007	60,566	96,633	262,427	136,674	556,300	8%
2008	59,524	102,400	276,811	126,043	564,778	2%
2009	63,357	95,386	247,017	134,876	540,636	-4%
2010	65,081	105,365	265,782	144,526	580,754	7%
2011	68,317	118,111	271,260	163,217	620,905	7%
2012	93,541	140,039	315,929	161,190	710,699	14%
2013	90,586	158,669	327,034	164,217	740,506	4%
2014	108,882	175,616	378,421	191,120	854,039	15%
2015	138,363	202,786	404,838	212,722	958,709	12%
2016	117,769	182,600	414,424	218,210	933,003	-3%
2017	127,491	187,770	453,552	213,465	982,278	5%
2018	143,364	196,349	447,918	210,943	998,574	2%

- Occupancy statistics are up slightly or flat over last year
- Advertising efforts create demand for rooms
- 2018 collections were up over prior year



# Marketing Overview 2019

## 2019 Budget Revenue

• Saratoga County	\$375,000
• I LOVE NY	70,720
• Private/Co-Op	30,000
• TOTAL	\$475,720

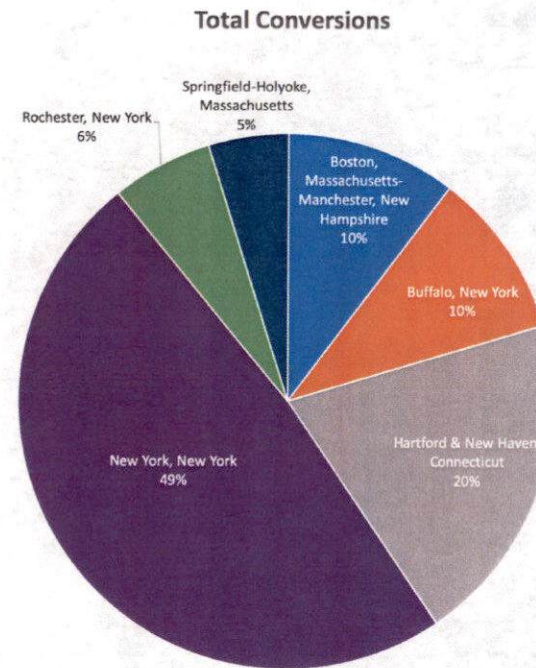
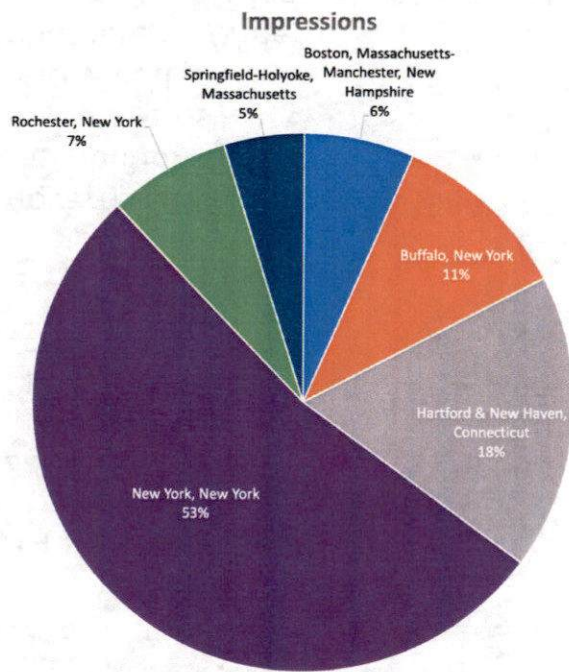
## 2019 Budget Expenditures

• Advertising	\$384,720
• Distribution/Postage	18,000
• PR/Fam Trips	4,000
• E-Newsletter	10,000
• Photography/Video	7,500
• Design/Production	15,000
• Printing	9,000
• Co-Op with CTB	25,000
• Leisure Tradeshow	2,500
• TOTAL	\$475,720





## Market Segmentation By Geography/Behavior



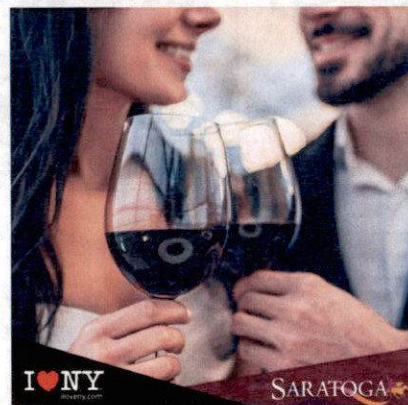
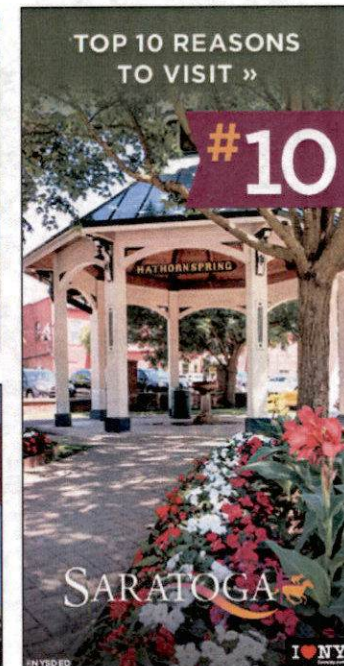
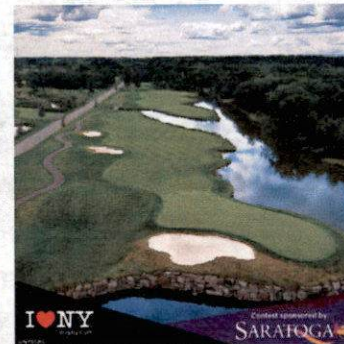
- Age 45-64
- Leisure Travelers: Golfers, Vacationers, Family Vacationing, Weekend Getaways, History Buffs
- Interests: Travel, Fine Dining, Horse Racing, Casino Gambling, Art and Leisure, Luxury Travel, Luxury Shoppers, Hotel Enthusiasts, Spa Services





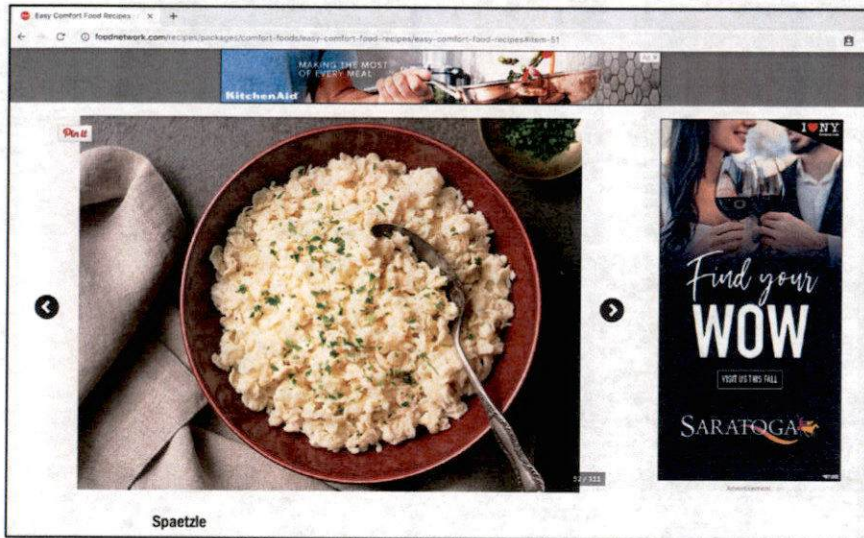
## Summer Campaign 2019

- Summer Tourism Campaign ran from 5/1 to 8/20 (8/21 switched over to Fall Tourism Campaign)
- Over 31 million impressions and over 50,000 activities were delivered
- Over 6,000 unique email addresses were collected – Over 29,000 visitors receive monthly e-blast
- Tactic highlights - data matching (serving ads to behavioral target), SEM (search engine marketing), native advertising (content ads) and offline conversion tracking (direct visits from ads)





# Fall Campaign 2019



## Fall Campaign currently running 8/21-11/11/19

- Fall foliage, foodies, golf, craft beverage, agriculture, history, retail

## Upcoming Winter Campaign will run 11/12-1/15/20

- Romance, close to skiing, winter sports, foodies, craft beverage, history, school break, holiday/winter events, New Year's Eve

## Shoulder seasons

- Strategic shift of campaign dollars to Spring, Fall and Winter campaigns






# Social Media Promotions

Post Details

**Saratoga Springs, NY**  
Published by Liz Sutton 171 · July 7 · 🌐

The Saratoga County Historical Society at Brookside Museum is holding a craft and antique fair! There will be unique handmade items, historic collectibles, farm products and more! Check it out!



SARATOGA.COM  
**Craft and Antique Fair**  
Join the Saratoga County Historical Society at Brookside Museum on...

**12,668** People Reached      **831** Engagements      **Boost Post**

👍❤️👍 Judy Kelly Watkins, Susan Lyons and 93 others      7 Comments 32 Shares

👍 Like      💬 Comment      ➦ Share      📍

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**Performance for Your Post**

**12,668** People Reached

**166** Reactions, Comments & Shares

<b>107</b> Like	<b>91</b> On Post	<b>16</b> On Shares
<b>4</b> Love	<b>3</b> On Post	<b>1</b> On Shares
<b>1</b> Wow	<b>1</b> On Post	<b>0</b> On Shares
<b>20</b> Comments	<b>17</b> On Post	<b>3</b> On Shares
<b>34</b> Shares	<b>32</b> On Post	<b>2</b> On Shares

**665** Post Clicks

<b>0</b> Photo Views	<b>578</b> Link Clicks	<b>87</b> Other Clicks
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**NEGATIVE FEEDBACK**

<b>5</b> Hide Post	<b>1</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.


## Saratoga County Historical Society Craft and Antique Festival

## 2019 Markets at Round Lake

Post Details

**Saratoga Springs, NY**  
Published by Liz Sutton 171 · August 5 · 🌐

Come out and shop amazing local goods from some of the region's best artisans this weekend at the Markets at Round Lake! There will be live music, a book market, activities for the kids and more.



SARATOGA.COM  
**2019 Markets at Round Lake**  
Come and celebrate the Makers Revolution and Sustainable Food...

**14,250** People Reached      **1,080** Engagements      **Boost Post**

👍❤️👍 Rami Ahmed, Richard Bell and 151 others      8 Comments 44 Shares

👍 Like      💬 Comment      ➦ Share      📍

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**Performance for Your Post**

**14,250** People Reached

**260** Reactions, Comments & Shares

<b>179</b> Like	<b>153</b> On Post	<b>26</b> On Shares
<b>4</b> Love	<b>3</b> On Post	<b>1</b> On Shares
<b>27</b> Comments	<b>13</b> On Post	<b>14</b> On Shares
<b>50</b> Shares	<b>44</b> On Post	<b>6</b> On Shares

**820** Post Clicks

<b>0</b> Photo Views	<b>718</b> Link Clicks	<b>102</b> Other Clicks
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**NEGATIVE FEEDBACK**

<b>11</b> Hide Post	<b>1</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.

# SUPERVISORS BRIEF

*from the President*

## I. NEXT WAVE COMMUNITIES INITIATIVE

*The Saratoga Partnership will create customized economic development plans for each individual town/village/city. The Next Wave Communities initiative is designed to broaden the economic base of each community and ensure their long-term prosperity by tailoring the economic development plans to each individual town/village/city's strengths, needs, and aspirations.*

### **Next Wave Communities - Malta**

The Town of Malta passed a resolution initiating the Next Wave Communities economic development planning process. The Next Wave Communities plan will dovetail with the current Malta-Works economic development plan developed by the Town Economic Development Committee. The Saratoga Partnership had their kick-off meeting on the evening of September 17th where we presented on the Next Wave Communities initiative and had a collaborative discussion with members of the Malta-Works economic development committee and members of the public who attended the session.

### **Next Wave Communities - Ballston Spa**

On May 27th, the Village Board approved the MOU to move forward with the Next Wave Communities plan with the intent to begin sometime in the fall. On September 9, we held a Kickoff Meeting and gave a presentation on Economic Development 101. We are in the process of finishing a draft survey which is specifically designed for Village residents. Once completed we will wait for Mayor Woolbright's review and approval and then it will be sent out to community members.

### **Next Wave Communities - Milton**

We recently met with the Supervisor of Milton to create a booklet of Invest/Milton sell sheets to promote properties in the Town that are ripe for economic development activities. The Supervisor was impressed by the Invest/Mechanicville initiative and is looking to do similar activities in Milton.

### **Next Wave Communities - Moreau**

The team is setting up the final SWOT/Foresight analysis workshop and is in the process of finalizing the Community Economic Development report. We are also creating Invest/Moreau sell sheets for to help market commercial parcels available for development on Route 9.

### **Next Wave Communities - Galway**

The Town of Galway and The Saratoga Partnership have signed an MOU to begin the process of developing an Economic Development plan for the Town. We held an economic development workshop at the Galway Town Hall meeting on Wednesday, April 24 at the Galway Town Hall. We had over 40 people, 9 businesses, and members of the zoning, planning, and town boards in attendance. The Supervisor included the **Next Wave Communities survey** in the Town newsletter on July 29, we have had several Galway businesses post on their social media sites, and have posted on the Saratoga Partnership's Facebook page. We have received 146 surveys back from Town Residents - over 50 were mailed in, and 93 filled out on the online portal.

## **II. BUSINESS RETENTION + EXPANSION**

*The Saratoga Partnership will engage existing businesses, stakeholders, partners, and other economic development agencies in an all-inclusive, multi-year Business Retention and Expansion Campaign that will help the private sector secure new jobs and capital investment in Saratoga County.*

### **Saratoga County Hospitality and Tourism Economic Index**

As we are winding down from a busy summer in Saratoga County, the Saratoga Partnership team is busy at work trying to quantify the economic impact of our tourism and hospitality industry on Saratoga County. How did the extended Saratoga Race Course meet compare to past seasons for our hotels and retailers? Did the additional hotel inventory in Saratoga County have a positive impact on room occupancy tax in Saratoga County? How is the workforce shortage impacting our Hospitality and Tourism industry and what can we do to help? Join us on November 13th, from 11:30am - 1:00pm at 47 Excelsior Ave, Saratoga Springs, as we explore these questions and more at our next Economic Index featuring the economic impact of the Hospitality and Tourism industry sector in Saratoga County. Registration and panelist details to follow. ***Supervisors are invited to attend as guests of the Saratoga Partnership.***

### **Hospitality and Tourism Roundtable**

The Saratoga Partnership held a roundtable discussion with hospitality and tourism industry stakeholders from Saratoga County. The conversations had will help shape our research for the upcoming Saratoga County Hospitality and Tourism Index. Topics such as workforce needs, occupancy rates, the new Saratoga Racecourse season, and other discussions were had.

### **Saratoga County Prosperity Summit - March 3, 2020**

The Saratoga Partnership team will be hosting the Saratoga County Prosperity Summit on March 3, 2020 at the Saratoga Springs City Center. It will be an expanded version of the Saratoga County Economic Index with a half day of discussions on initiatives including business retention + expansion, Next Wave Communities, placemaking, and more thought leadership from subject matter experts in the placemaking, community economic development and marketing fields. Stay tuned for more details as the agenda is developed. We will be working

collaboratively with the Saratoga County Planning Department to enhance and highlight topics covered in the planning conference on February 6, 2020.

### **Creative Economy Mixer at Pitney Meadows**

On September 11, the Saratoga Partnership sponsored and attended a panel discussion at Pitney Meadows Community Farm. The mission of Pitney Meadows Community Farm is to celebrate and explore agricultural education, healthy food production and recreation on a preserved, in-town working farm located in Saratoga Springs. The panel, which was led by Crickett Thomas-O'Dell, Regional Director of the **Workforce Development Institute**, discussed the increase in the number of women farmers in the Capital Region. The event was sponsored by the Workforce Development Institute, Saratoga County Prosperity Partnership, MVP Health Care, Community LoanFund, and Caffe Lena.

## **WORKFORCE DEVELOPMENT**

### **Governor Cuomo Workforce Development Session**

The Saratoga Partnership was invited to attend a workforce development session for business owners and non-profit leaders. The session was led by Governor Cuomo's Director of Workforce Development, Madhuri Kommareddi, and the discussion outlined Governor Cuomo's new \$175 million Workforce Development Initiative.

### **Mandatory Sexual Harassment Training**

New York State law now mandates that all employers provide **annual sexual harassment training**. The new law enacted in 2018 and expanded in 2019 requires all public and private employers to provide annual sexual harassment training along with written sexual harassment prevention policies that meets certain standards. This year's training deadline is October 9, 2019. In addition, all new hires must be trained "as soon as possible".

### **Social Media Seminar Series**

This fall, the Saratoga Partnership will be kicking off a **Social Media Series** in partnership with **SUNY ADK Business Central** and the **Adirondack Regional Chamber**. The 10 seminar series, which will offer events at both the Queensbury and Saratoga Campus, will run from **September 5 - December 12**. Digital marketing topics covered include: **how to identify your customers, building your brand, setting social media guidelines for your company, how to use data + analytics**, how our local powerhouse brand, **Death Wish Coffee uses social media to engage customers, when to pay for advertising**, and **how to measure success**. Classes are \$15 each or free for SUNY ADK Students.

### **Warehouse & Logistics Workforce Development Training**

The **Saratoga County Prosperity Partnership**, in partnership with **The Saratoga Warren and Washington County Workforce Development Board**, **Warren County EDC** and **Washington County Economic Development**, is seeking to develop sector based workforce development training for the Warehouse and Logistics Industry. We will use the information provided at the

event for our work moving forward. Shelby will be presented the findings of the Warehouse and Logistics Index workforce development board Workforce Needs Committee meeting on September 24 and will be presenting to the full board meeting in October.

## **GLOBAL MARKETS**

### **Stop Fakes Event with International Trade Administration | U.S. Department of Commerce**

On November 5, the Saratoga Partnership and Capital Region Chamber of Commerce will be hosting the U.S. Department of Commerce for a "Stop Fakes" Event to help businesses protect their intellectual property in foreign markets. The event is geared for start-ups, entrepreneurs, SMEs, independent creators, and inventors. Experts from multiple government agencies that deal with intellectual property issues will be on hand to help businesses identify and protect the various intellectual property and assets. Businesses will learn how to obtain IP protection in overseas markets, and how to strategize where to should seek protection. Businesses will also learn how to record trademarks and copyrights with CBP and combat counterfeits on international e-commerce sites. They will also hear about government resources available to help U.S. businesses with intellectual property issues.

## **DATABASE CLEARINGHOUSE**

### **State-Of-The-Art Research Tools**

The Saratoga Partnership was deemed the Database Clearinghouse under the MOU with SEDC. The Saratoga Partnership is currently in the process of looking into different database tools. With these new tools, we will be poised to provide the most robust and up-to-date data demographic data an information on different business industries, present this information in our Economic Indices, include information into our Next Wave Communities' economic development plans, help with business retention and expansion, and use these database tools as an attraction resource to position Saratoga County as a competitive location for new industries.

### **New Website**

The Saratoga Partnership has been working with a local web developer to customize and create a new website. This new website will help viewers navigate and explore our site more easily. We will be providing critical demographic and industry data to help keep Saratoga County's community members better informed, while promoting our area to outside investors.

## **III. CAPITALIZE ON GLOBALFOUNDRIES - LFTC, SEMICONDUCTOR + TECHNOLOGY**

*The Saratoga Partnership shall leverage the investment of GLOBALFOUNDRIES and the presence of Luther Forest Technology Campus to attract new advanced manufacturing businesses, suppliers and allied industries to increase employment and capital investment in Saratoga County.*

### **Special announcement at Marcy Nanotech site 9.23.19**

The Saratoga Partnership team was invited to attend a special announcement by Governor Cuomo on September 23rd at SUNY Polytechnic Institute in Marcy (Utica). The Governor announced a new Semiconductor Manufacturing operation that has committed to NY at **Marcy Nanocenter**, which could have a positive impact on the overall manufacturing ecosystem in Upstate, NY.

**NY Loves Nanotech - SEMICON West** - National Grid has been instrumental in coordinating the NY Loves Nanotech Team and **launching a new website for the semiconductor attraction effort**. The Saratoga Partnership team headed to Utica on August 14th to attend a SEMICON West debriefing with National Grid, SUNY Poly, and NY Loves Nanotech Partners to discuss Semicon West and marketing strategies for the coming year. We also had a chance to tour the Danfoss facility with GM Mike Hennessey.

**GSA Silicon Summit - East** - The Saratoga Partnership has opted not to host the GSA Silicon Summit East on October 8, instead, focusing on the Saratoga County Prosperity Summit and local initiatives including Next Wave Communities and placemaking. We will continue our work with SEMI and plan to host a reception at the **Advanced Semiconductor Manufacturing Conference (ASMC)** in May 2020.

#### **IV. RELATIONSHIPS WITH STAKEHOLDERS**

*The Saratoga Partnership will build and expand relations with appointed and elected officials at the local, state and federal government levels to enhance investments in Saratoga County. Part of this includes reaching out to the community and building strong relationship with our economic development partners in the public, private, not-for-profit, and academic sectors.*

#### **Saratoga County Planning Conference**

The Saratoga Partnership will be working collaboratively with the Saratoga County Planning Department for their upcoming Planning Conference on February 6, 2020. The Saratoga Partnership intends to have a booth at the conference and Saratoga County Planning will help co-promote the Saratoga Prosperity Summit on March 3 at the Saratoga Springs City Center.

#### **Congresswoman Elise Stefanik Economic Development Roundtable**

The Saratoga Partnership team, along with representatives from Center for Economic Growth, the Hudson River Community Credit Union, the Saratoga Chamber of Commerce, GlobalFoundries, and community leaders, met with Congresswoman Elise Stefanik for an economic development roundtable in Corinth. The overall theme of the event was preparing for the "next wave" of technology and business opportunities across Saratoga County and neighboring areas. Topics included job growth, dated infrastructure and poor cellular service in the North Country.



## **Saratoga Partnership in the Community**

*The Saratoga Partnership team was represented at the following events.*

- 9.9 - Village of Ballston Spa Next Wave Communities Kickoff
- 9.9 - Saratoga County IDA Meeting
- 9.10 - State of Malta Update
- 9.11 - Start-Up Stories Series- Craft Brewing
- 9.11 - Creative Economy Mixer: Pitney Meadows Farm
- 9.14 - Henry Street Pilot Community Open House
- 9.17 - Next Wave Communities Malta Meeting
- 9.18 - Governor Cuomo Workforce Development Session at State Capitol, led by Madhuri Kommareddi, Governor Cuomo's Director of Workforce Development
- 9.19 - Social Media Series Saratoga - Building a Brand
- 9.20 - Upstate Unleashed Conference
- 9.20 - Singlecut Brewery Grand Opening Ribbon Cutting
- 9.21 - Galway Library Grand Opening
- 9.24 - County Board of Supervisors Board Meeting
- 9.25 - Saratoga County Chamber Mixer
- 9.26 - MJ Properties Ground Breaking
- 9.26 - Ending Homelessness in Saratoga Presentation

*The Saratoga Partnership team will be attending the following upcoming events.*

- 10.10 - SUNY ADK Investors Summit
- 10.11 - Capital Leadership - Economic Development Roundtable

## **GRANT OPPORTUNITIES**

### **The 2019 Consolidated Funding Application (CFA) Process**

Recently, the deadline for CFA applications across the state occurred. The Saratoga Partnership provided **letters of support for the following CFA Applications projects**. Please call us at 518.871.1887 to discuss your projects or email [Marty Vanags](#) or [Shelby Schneider](#) to set up a meeting.

- Saratoga Performing Arts Center Roosevelt II Building Renovation
- Roof Replacement for Bethesda Episcopal Church to the New York State Office of Parks, Recreation, and Historic Preservation
- Village of South Glens Falls CFA Application for Water and Sewer Infrastructure Upgrades
- Village of Ballston Spa – Engineering Planning Grant Sanitary Sewer Infiltration and Inflow Study
- Village of Corinth, New York, Wastewater Infrastructure Improvements Project
- Town of Wilton Camp Saratoga Visitors Center
- Town of Malta Water Study
- Town of Stillwater Saratoga Lake Green Infrastructure Feasibility Study
- Town of Stillwater Saratoga Lake Water Quality Improvement Study

## **MEDIA COVERAGE**

**Saratoga Partnership to Develop Economic Development Plan for Town of Malta**, The Saratogian, 9.18.19

**Economic development plan to be drafted for Malta**, The Daily Gazette, 9.17.19

**Saratoga Partnership to assist Malta to develop business plan**, Albany Times Union, 9.16.19

**Albany Can Code announces course schedule**, The Saratogian, 8.30.19

**Preparing for tech's 'next wave' a topic at Stefanik economic roundtable in Corinth**, Albany Times Union, 8.22.19

**Moreau to advertise Route 9 commercial parcels available for development**, The Post Star, 8.1.19

# Saratoga County Prosperity Partnership

Budget Presentation & Request for Funding  
2020

Board Presentation

# 2020 Goals and Objectives

- Next Wave Communities Initiative (NWCi)
- Business Retention and Expansion
- Semiconductor & Technology Cluster
- Workforce Development
- Database and Information Clearinghouse

# Revenue

Occupancy Tax (estimated)	\$550,000
County Funding Request	\$130,000*
Grants	\$ 20,000
Events	\$ 10,000
Sponsorship.	\$ 50,000
	<hr/>
	\$760,000

\*last years request was \$350,000 which represents a 62% higher request than this year.

# Proposed 2020 Budget

## Next Wave Communities Initiative (NWCi)

- Next Wave Communities Economic Development Plan \$20,000
- Next Wave Development Network \$ 5,000
- Economic Development School \$ 5,000
- Grant Assistance Program \$15,000
- Ombudsmen Program \$ 2,000

Business Retention and Expansion \$25,000

Semiconductor and Technology Cluster \$30,000

Workforce Development \$15,000

Database and Information Clearinghouse \$25,000

## Proposed 2020 Budget Expenses con't

• Total Next Wave Communities Budget	\$47,000
• Other Programming	\$90,000
• Personnel and related expenses	\$480,000
• <u>Operating Expenses</u>	<u>\$142,500</u>
TOTAL:	\$759,500



**SARATOGA COUNTY OUTSIDE AGENCY FUNDING APPLICATION  
SUPPORTING DOCUMENTATION**

**Budget Request \$150,000**

**Anticipated allocation:**

50% for Marketing planning and execution to promote, retain and grow economic opportunities including developing:

Collateral material creation & production

Digital media creation, promotion & implementation to reach site selection & other capital investment leaders

Demographic data & design compilation & integration with site specific property inventory to support site selection

Video creation & production with a focus on:

Existing ready to go property inventory

Emphasizing Quality of life in the Saratoga/Capital region, ie;

Education quality

Healthcare

Recreation

Cultural/arts

Outdoors

Capital Region connections

Access to transportation infrastructure that is road, rail and airports and 20% of the US population located within 3 hours of the Saratoga region, 54% of North America population within a day's drive.

Workforce skill preparation & readiness (highlight STEAM learning alignment with industry sectors, Career Jam & other skills dev features from education partners)

Continued next page





## **SARATOGA COUNTY OUTSIDE AGENCY FUNDING APPLICATION SUPPORTING DOCUMENTATION**

25% for Foreign Direct Investment (FDI) – Saratoga investment attraction & job growth

Coordinate group FDI trade mission in 2020 to follow up on SEDC discovery FDI trade mission trip to Ireland in 2019 (additional monies for this effort will also come from private sources)

Attraction focused

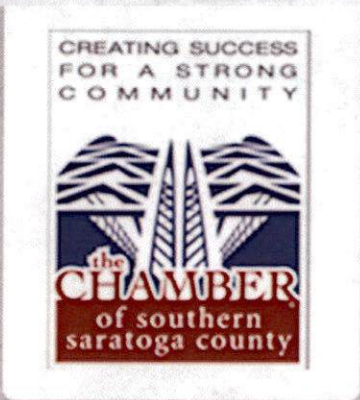
2020 – Builds on discovery and diligence produced in 2019 to set up and gain traction with overseas business

25% Entrepreneurship & Innovation - Saratoga talent retention, attraction & growth

Spark Saratoga Incubator/Accelerator

Monies will be used to implement strategies and programming to attract new business and accelerate and grow existing business in the region using;

- The Spark/Saratoga mentoring and business development platform,
- Advisory teams aligned & supporting promising revenue generating businesses,
- Funding allocated from the county will also be leveraged with private economic development partner capital sources & private sector sponsors advocating for more local emerging companies & talent



# Community Development Program

## 2020



Prepared for:

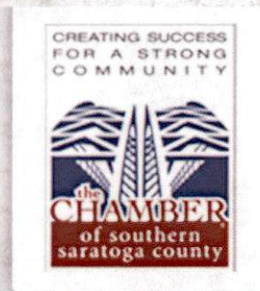
# Saratoga County Board of Supervisors

September 2019

Prepared by:  
THE CAPITAL DISTRICT  
REGIONAL PLANNING COMMISSION  
2000

# Community Development Program...

...making a tangible difference in each local community



Prepared by:





# Community Development Program...

...making a tangible difference in each local community

Media

Concerned citizens

Farms



Waterways

Community

Government

Other business orgs

Small Business/Entrepreneurs



Manufacturers



Retail

Primary Education

Prepared by:  
THE CAPITAL DISTRICT  
REGIONAL PLANNING COMMISSION  
2000

Engineers

Secondary Education

Veterans

Higher Education

CREATING SUCCESS  
FOR A STRONG  
COMMUNITY



# Community Development Plan

## 2019

- Maintain existing projects as required with enhancements
- Continue coordination of Area 3 Project along the Hudson River in Halfmoon
- Capitalize on Rest Area Information Center/Fair Tent/Area Festivals to benefit Countywide Events/Communities
- Create Referral Center for Marine Services
- Develop/Maintain Community Development Menu in consultation with local communities, conduct additional projects
- Work with local BPAs/chambers/regional associations as partners.
- Obtain in-kind assistance from Tech Valley corporations.
- Coordinate local volunteer efforts.
- Develop and exploit economic benefits of community improvement projects.
- Provide a status report to the county Economic Development Committee of progress on 2019 projects, goals and funding request for 2020.

**ECONOMIC IMPACT:** Each town and all 226,000 residents of Saratoga County can benefit from the Rest Area and other information center promotions. Area 3 has the potential to bring \$500 million-plus in new business investment and possible common suppliers to GLOBALFOUNDRIES. DMV support aids County Clerk offices. Marine initiative would County impact tourism economy. The other initiatives primarily impact southern Saratoga County communities with a special emphasis on the River Towns and underserved communities

**2019 Funding: \$40,000**

# How'd We Do? 2019 In Pictures.....

**ACTION**



Historic Lock 19 Maintenance with Momentive (May/June)

Vischer Ferry Picnic Area

**THIS WEEKEND:**

**ROUND LAKE ANTIQUES FESTIVAL**  
**June 22nd & 23rd, 2019**  
 Village greens and parks of Round Lake NY  
 (1/2 mile west of the Adirondack Parkway Exit 11)  
**FREE admission**  
**9AM - 5PM**  
**Saturday and Sunday**

Exit 11 – turn right, and turn back time in This historic and unique Village!

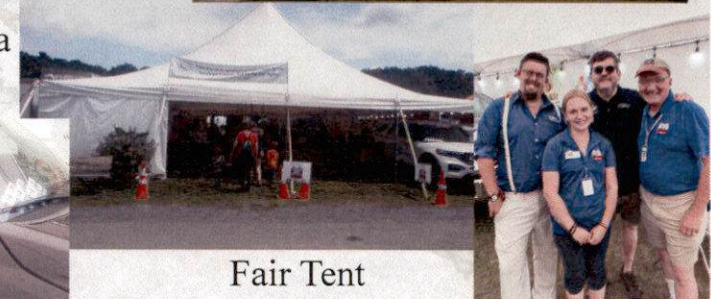
**Support Saratoga County Farms**  
**#NoFarmsNoFood**

Apple, Pumpkin, Livestock, Cider

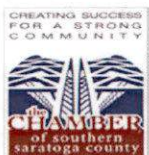
Visit us online for more information!  
[www.saratogafarms.org](http://www.saratogafarms.org)  
 or  
[www.southern.saratoga.org](http://www.southern.saratoga.org)



Promoting "Renew Here" and Saratoga County DMV



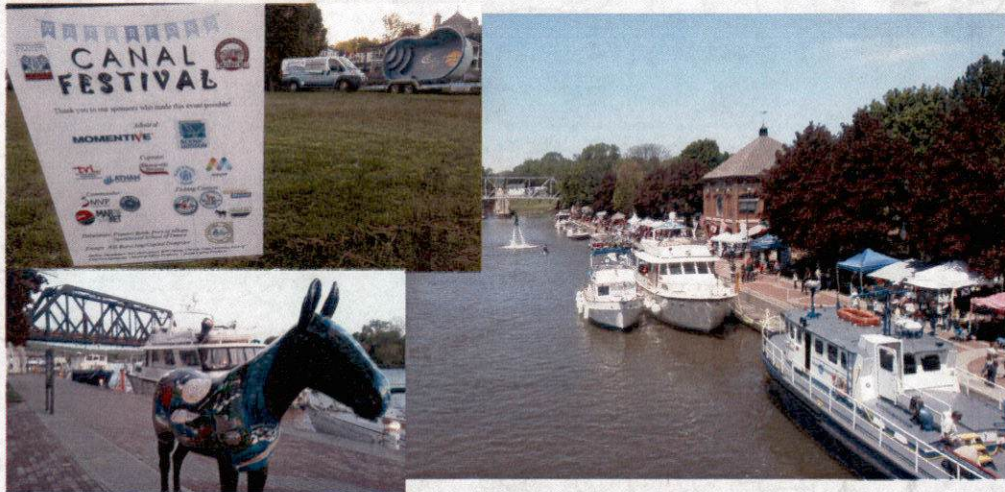
Fair Tent



Rest Area Display Screens

# How'd We Do? 2019 In Pictures.....

**ACTION**



Waterford Canal Festival



Round Lake Kayak Hub



Hudson River Advocacy in Washington DC with Scenic Hudson



**Upstate Community Development**

Moving forward: Navigational Dredging



For decades, PCB issues on the upper Hudson River have prevented cost effective navigational dredging. In some places channel depths and widths have been compromised.

Vessels of all sizes share the Hudson. The time has come to perform the dredging to increase depths along the Champlain Canal to the full amount mandated by the NY State Constitution. It will increase recreational and commercial use of the waterways, and help the River Towns build stronger economies, while adding measures of navigational safety.

**Upstate Community Development**

Moving forward: Area 3 - Commerce



This terminal would provide access to nearby "green" businesses using water and rail versus trucks, and also would have potential to add electric truck charging stations for the "last mile" deliveries

A dredged tugboat channel and dock would create the first dedicated canal terminal along the Champlain Canal since the early 1900s.

Intermodal capability with CP Rail is a major factor

Circular (recycling, renewable energy) Economy and Technology Driven



**Upstate Community Development**

Moving forward: Area 3 - Recreation



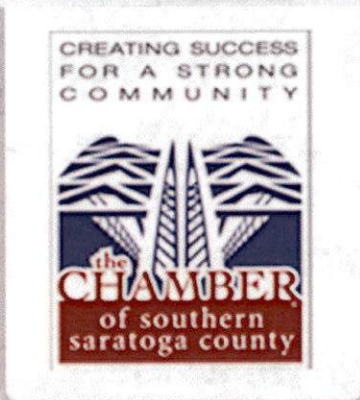
The western edge of the Area 3 site straddles the historic Champlain Canal/Emrie State Trail. An 87 acre site can be used to provide recreation options, preserve nature, and act as a transition zone away from the industrial area.



An interesting comparison might be the Indiana Dunes National Park, a beautiful reclaimed former industrial site right alongside a massive US Steel plant.



Area 3 Advocacy, Development and Planning



# Community Development Plan

## 2020

- Maintain existing projects as required with enhancements, including Area 3 in Halfmoon, participation in local Fairs/Festivals and the Rest Area Information Center.
- Utilize the former Malta BPA for Community and Business Development in Malta, Round Lake and Stillwater
- Assist the Burnt Hills-Ballston Lake BPA on Community Revitalization Projects
- Assist the Village of Stillwater with Community Revitalization Projects
- Regional integration with the Capital Region Chamber to better connect Saratoga County to its neighbors, attract our share of business development
- Maintain Community Development Menu in consultation with local communities, conduct additional projects
- Work with local BPAs/chambers/regional associations as partners.
- Obtain in-kind assistance from Tech Valley corporations.
- Coordinate local volunteer efforts.
- Develop and exploit economic benefits of community improvement projects.
- Provide a status report to the county Economic Development Committee of progress on 2020 projects, goals and funding request for 2021.

**ECONOMIC IMPACT:** Each town and all 230,000 residents of Saratoga County can benefit from the Rest Area and other information center promotions. Area 3 has the potential to bring \$500 million-plus in new business investment and possible common suppliers to GLOBALFOUNDRIES. DMV support aids County Clerk offices. The other initiatives primarily impact southern Saratoga County communities with a special emphasis on the River Towns and underserved communities, plus Tourism

## 2020 Funding Request: \$40,000

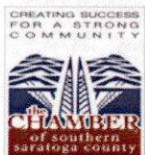


# 2020 Project 1: Continuation/maintenance of past initiatives **PLAN**

**Why Continue?** The projects conducted under the Saratoga County Community Development Program continue to impact the communities, and maintaining these efforts will build on these past successes. Since many of these projects involved major work that was completed, maintenance work will be a lot simpler, although we will seek to improve wherever possible.

The 2020 project will:

- Keep Lock 19 clean and groomed and assess several ideas for improvements
- Maintain Mechanicville Gazebo in conjunction with the City
- Maintain the Community Business Alliances, and grow involvement in the Towns and Villages, maintain community Maps as applicable
- Continue to work with Farm to table initiatives and support agriculture interests
- Engage as many businesses as possible who are connected to historic or venerable buildings and work on best practices for such situations
- Support Brown's Beach as applicable
- Continue to assist the Halfmoon Business and Economic Development Committee in developing its plan to re-zone and promote 6 areas within the Town to better serve its residents and build a stronger local economy.
- Continue to advocate for the environmental concerns of all River Towns
- Continue to seek manufacturing companies for southern Saratoga County
- Continue to evaluate uses for alternative energy powered transportation

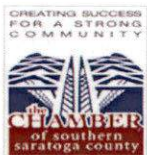


# 2020 Project 1: Continuation/maintenance of past initiatives **PLAN**

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The 2020 project will (continued):

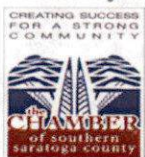
- Continue to put events submitted by all Saratoga County municipalities on the Information Center (I-87) monitor seen by 1,000 travelers daily
- Continue to support Saratoga County DMV in its “Renew Here” initiative
- Continue to host the large tent at the Fair in conjunction with County government offices and improve/enhance the experience for county residents
- Continue to support the Area 3 project in Halfmoon and the efforts to attract businesses there, acquire the land and build a tugboat channel/dock and a rail spur
- Continue to participate in area Fairs and Festivals, such as the Waterford Festivals, B. Spa, Clifton Park, Halfmoon and Schuylerville Festivals and Saratoga County Fair



# 2020 Project 1: Continuation/maintenance of past initiatives **PLAN**

## Deliverables:

- April work party at Historic Lock 19
- Periodic inspection of Mechanicville Gazebo – participation in Family Day Activities
- Community Business Alliance meeting notes shared with committee
- Report any results of new farm distribution efforts to the committee
- Report any results concerning historic/venerable businesses to be shared with the EDC
- Report on support activity at Brown's Beach
- Report on support activity for the Halfmoon Business and Economic Dev. Committee
- Report on support activity for River Towns
- Updates on economic development activities and efforts to attract manufacturer to Area 3 in Halfmoon as well as other development along the Route 4/32 corridor
- Updates on efforts to develop alternative energy transportation companies in our County
- Place images to promote Town/Village events to travelers at the Information Center (I-87)
- Place "Renew Here" info at the Southern Saratoga Information Center and other area Fairs/Festivals



# 2020 Project 1: Continuation/maintenance of past initiatives **PLAN**

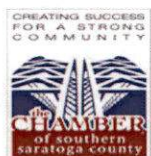
## Deliverables:

- Reports on Area 3 attraction efforts and results
- Share information on any possible additional sources of funding for the Area 3 project
- Share results on collaboration activities with NYPA/Canal Corp, CP Rail, marine transportation companies, and others
- Run the Waterford Canal Festival, featuring many Saratoga County businesses and display literature on Saratoga County venues
- Display literature/graphics regarding Saratoga County attractions/communities at other events
- Provide feedback to Economic Development Committee

2 0 2 4 Miles



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## 2020 Project 2: Utilize the former Malta BPA for Community and Business Development in Malta, Round Lake and Stillwater

**PLAN**

**Why Malta BPA?** In September, 2019, the Malta Business and Professional Association voted to consolidate with the Chamber of Southern Saratoga County, effective January 1, 2020. This effort will simplify the complex array of business organizations serving Malta and Stillwater, and help direct community development dollars locally into the heart of those communities.

Events such as the Taste of Malta will be revamped and turned into a larger, region-wide educational event at TecSmart which also involves food as it has in past years. The community will be consulted to help find better ideas for community development projects similar to the kayak hub, trail benches and Rest Area marketing promotion done for Round Lake.



## 2020 Project 2: Utilize the former Malta BPA for Community and Business Development in Malta, Round Lake and Stillwater **PLAN**

The 2020 project will:

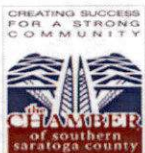
- Work with the Malta and Stillwater Business Community to identify opportunities and concerns which impact the conduct of business in those towns.
- Develop an educational event centered around TecSmart and the manufacturing work force based in Malta, plus other sectors such as area restaurants, marine, agriculture and more

### Deliverables:

- Meeting notes shared with the Economic Development Committee
- Reporting on opportunities or concerns identified
- Reporting on success of educational event / Taste of Malta event

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# •2020 Project 3: Assist the Burnt Hills-Ballston Lake BPA on Community Revitalization Projects

**PLAN**

**Why Assist BH-BL?** The Burnt Hills-Ballston Lake Visioning Committee has identified several opportunities which can impact business in a positive manner and foster an improved quality of life within the limits of the BH-BL School District.

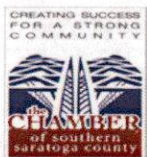
The 2020 project will:

- Help the BPA identify practicable projects to perform in 2020
- Help identify potential resources to facilitate the projects
- Assist in volunteer efforts to complete the projects

**Deliverables:** 2 4 Miles

- Reporting on opportunities identified and success of projects

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# •2020 Project 4: Assist the Village of Stillwater with Community Revitalization Projects

**PLAN**

**Why Assist the Village?** The Village of Stillwater has created a business development committee that has identified several opportunities which can impact business in a positive manner and foster an improved quality of life within the limits of the that community.

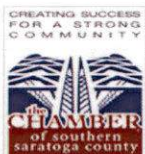
The 2020 project will:

- Help the Village identify practicable projects to perform in 2020
- Help identify potential resources to facilitate the projects
- Assist in volunteer efforts to complete the projects

## Deliverables:

- Reporting on opportunities identified and success of projects

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REGIONAL PLANNING COMMISSION  
2000



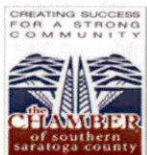


## 2020 Project 5: Regional integration with the Capital Region Chamber to better connect Saratoga County to its neighbors, attract our share of business development

### PLAN

**Why The CRC?** In October, 2019, the Chamber of Southern Saratoga County is voting on an affiliation with the Capital Region Chamber, effective January 1, 2020. The desire to streamline costs and realize efficiencies, while improving regional advocacy, vital for the challenging political environment of New York State, and channeling larger amounts of resources into all areas served by this powerhouse regional organization.

The challenge, but also a big opportunity, for Saratoga County is to ensure the affiliated chamber uses its regional influence to better support our communities, encourage more businesses to investigate sites here, and help officials from other parts of Tech Valley understand issues unique to this County that will be better addressed through working together with us rather than in opposition. It makes sense for Saratoga County to leverage the network that will be expanded beyond our borders to interface with the companies beyond the Rivers, and to have an ear to the ground of Capital Region business as a whole.



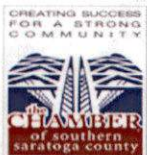
# 2020 Project 5: Regional integration with the Capital Region Chamber to better connect Saratoga County to its neighbors, attract our share of business development **PLAN**

The 2020 project will:

- Explore opportunities to further the aims of Saratoga County economic development in conjunction with the Capital Region Chamber
- Seek to include important advocacy topics in both the local CSSC and regional CRC board agendas as appropriate
- Make connections on behalf of Saratoga County leadership with regional business interests to fill gaps in services/products needed for local economic development

## Deliverables:

- Provide updates for Saratoga County officials on status of the affiliation and potential opportunities for economic development support
- Discuss with Economic Development Committee Chair any advocacy topics which might be elevated to regional level, also at local level. Update on efforts to include in chamber agendas
- Discuss with Economic Development Committee Chair potential gaps in services/products needed for economic development and provide updates on efforts to find such resources at the regional level



## •2020 Project 6: Develop/Maintain Community Development Menu in consultation with local communities, conduct additional projects **PLAN**

**Why a Menu?** Each year, the Chamber of Southern Saratoga County conducts a variety of community development projects as agreed to during the County budget process in October. However sometimes conditions change before we get a chance to implement. By continuously working with communities and public-private partnerships to develop and maintain a targeted “to-do” list, the Chamber can adapt to realities as the year goes on and apply the most efficient use of resources

### The 2020 project will:

- Consult municipalities and private entities to consider projects to be added to the list
- Share the list with the Economic Development Committee
- Choose significant projects from the list supplied to the County EDC Committee
- Clarify deliverables in subsequent reports to the County EDC Committee
- Provide updates on deliverable action items

**Deliverables: TBD**

