

SARATOGA COUNTY PROSPERITY PARTNERSHIP ANNUAL REPORT



About the Saratoga County Prosperity Partnership.

The Saratoga County Prosperity Partnership leads a host of critical economic and workforce development initiatives across the public and private sectors, driving economic success for residents, businesses, and government in Saratoga County, New York.

The Saratoga Partnership is the first point of contact for business retention and expansion, providing a seamless delivery of programs and services for businesses seeking to grow, and spearheads semiconductor industry marketing and attraction, global trade assistance, community economic development, and data collection and planning.

OUR MISSION

The mission of the Saratoga County Prosperity Partnership shall be to secure sustainable jobs and capital investment by attracting new business to the County and retain existing businesses by assisting them to grow.



The Saratoga Partnership is a 501(c)3 non-profit public-private partnership and local development corporation. We are operationally transparent, subject to open meetings law, and fully compliant with New York State Public Authority Accountability Act (PAAA).

BUSINESS RETENTION + EXPANSION

Standing with our businesses through COVID-19

The COVID-19 pandemic changed the way we work, live, educate, and communicate. It required businesses from all industries and all sizes to change their operating models overnight.

Most Saratoga County businesses were closed, almost overnight, by no fault of their own. From the beginning of the shelter in place, the Saratoga Partnership was on the front lines, working in collaboration with community leaders and ED partners to ensure that information and resources were delivered to our small business community.

The Saratoga Partnership conducted the region's first COVID-19 business needs survey which 306 businesses responded to. Survey results were distributed to Federal, State, and local stakeholders to assist with business needs.

We convened webinars with the SBA, Federal, State, and local representatives to help provide clarity on economic relief packages. Throughout the pandemic, Saratoga Partnership staff provided direct assistance with federal, state, and local relief programs, essential business determination, unemployment assistance, re-opening guidelines, PPE distribution, and more.

1,111 Small businesses assisted through COVID

224 Small businesses provided direct support + technical assistance

306 Responses to Phase I business needs survey

64 Responses to Phase II business survey - follow up after PPP issued

216 Webinar attendees with SBA Federal + State Representatives outlining federal + state relief

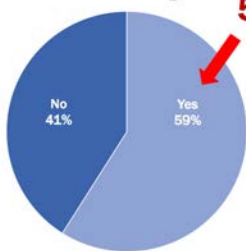
151 SCORE Webinar attendees Keeping Your Business Going During COVID-19 and Beyond

150 PPP Forgiveness Webinar attendees with SBA, Adirondack Trust and accountant

160 Helped with the delivery of PPE Re-opening kits to small businesses

63,909 Saratoga Partnership COVID resource emails opened by stakeholders

Is Your Business at Risk of Closing?

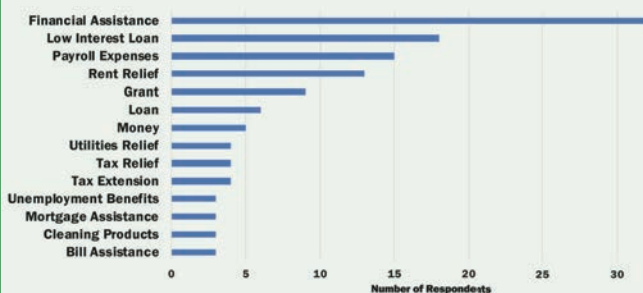


59% at risk of closing

LOST REVENUE
COVID-19 impact started in February

On average, business revenues for 2020 (Feb - March) are **22%** lower than the same period in 2019.

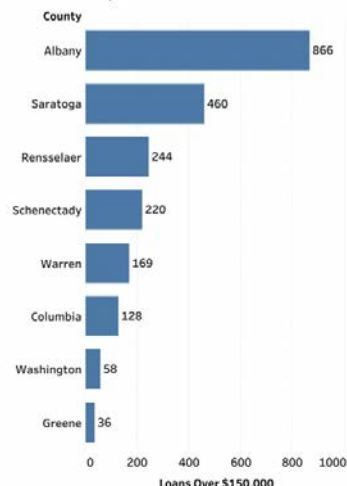
What Forms of Assistance Might Your Business Need?



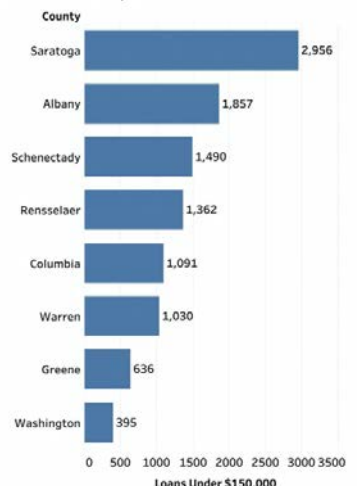
Capital Region PPP Loan Activity

Capital Region PPP Loan Range Volumes

Loans over \$150K



Loans under \$150K



SARATOGA COUNTY

3,416 Saratoga County had the most PPP loans approved in the Capital Region

2,956 Saratoga County had the most PPP loans under \$150,000

BUSINESS RETENTION + EXPANSION

G&G Lighting Expansion Halfmoon Start-Up New York



G&G Industrial Lighting, a Halfmoon-based business that designs and manufactures LED lighting products for demanding industrial applications, will be partnering with the University at Albany through the START-UP NY program.

G&G plans to invest more than \$2 million and create seven jobs locally over the next five years. G&G, founded by Jason Baright in 2011, began by specializing in waterproof LED lighting for the car wash industry. The company, with 20 employees, plans to use the partnership to expand into additional industrial markets, including new designs in food-processing and mass transit applications. As a START-UP NY participant sponsored by UAlbany,

G&G plans to expand its manufacturing facility by 6,000 square feet, moving into nearby space managed by Saratoga County Prosperity Partnership (SCPP), which has partnered with the University at Albany on the project.



Death Wish Coffee Corporate Headquarters Relocation

The Saratoga Partnership was proud to assist Death Wish Coffee Company with identifying sites for their new corporate headquarters. The company settled at 260 Broadway, Saratoga Springs which they were supposed to occupy in March, the same week the New York State on Pause began. Death Wish Coffee is still made at the company's warehouse and production facility in Round Lake, which once served as its office headquarters as well, before it expanded to Malta about two years ago. The Round Lake facility has expanded in recent years as well.

The nationally renowned company first started at a small coffee shop Saratoga Coffee Traders, on Broadway in downtown Saratoga Springs. They have since grown into a nationally recognized brand, expanding rapidly with their wholesale products which are carried in over 11,000 grocery stores. They're also the number-one selling coffee on Amazon with their own e-commerce channel. The new space will allow them to continue to grow their operations in Saratoga County, and in June announced three Vice President positions.

Artisanal Brew Works Expansion into Wilton

Despite the pandemic, Artisanal Brew Works began selling beer across from the local market to national distribution in 8 states. Artisanal moved from Geyser Rd. The launch of their Warheads Extreme Sour Variety beer was instrumental in fueling their growth. In 2020, they moved from Saratoga Springs to a temporary location in Wilton. The Saratoga Partnership helped owners Kurt and Colin with identifying a site for expansion in the Town of Wilton, which was a win-win because the Town was also seeking to locate a Brew Pub on the Maple Avenue corridor.

2021 will be another big year for Artisanal, as they open up a Brew Pub very close to their temporary taproom and they'll move their equipment once again. The company employs 16 people including brewing staff, taproom, marketing and sales.



COMMUNITY DEVELOPMENT



NextWave
COMMUNITIES

Ballston Spa Next Wave Communities Economic Development Plan



PREPARED FOR THE VILLAGE OF BALLSTON SPA

In October, the Village of Ballston Spa and the Saratoga County Prosperity Partnership presented a comprehensive and customized economic development plan designed to spur new vitality, promote future growth, and drive long-term prosperity in the village. Guided by input from hundreds of citizens and community, business and government leaders, the blueprint outlines a strategic and tactical approach to attracting visitors, residents and businesses to Ballston Spa by enriching and promoting the assets, resources, charm and character of the quaint and historic village.

The Saratoga Partnership worked with the village for over a year to create the economic development plan. A survey of more than 400 Ballston Spa residents was conducted to gauge the community's vision, identify its strengths and assets, and address current needs and challenges.

In addition, Mayor Woolbright and the Saratoga Partnership conducted six focus group meetings that included a diverse group of key stakeholders, and a public forum was held to generate further participation and solicit additional ideas. "The 72-page economic development plan outlines four major goals, and includes a matrix of timelines for implementation, to strengthen Ballston Spa's economic and fiscal vitality. "We stand ready to assist in its implementation to ensure the village is well-positioned to meet today's challenges and build a prosperous future", Shelby Schneider, Saratoga Partnership President.

Progress to date

- Using the Economic Development plan and results of the survey, the Village was awarded a Capital District Transportation Committee grant for a \$90,000 Linkage Study to develop a plan to improve pedestrian and bicycle access, create safe street crossings, calm traffic and improve the link to Saratoga County's Zim Smith Trail.
- Updating Comprehensive Plan and Zoning through the technical assistance provided by Capital District Regional Planning Commission
- The Village is engaging in an Income Study to define the median household income to increase the probability of grant awards
- The Saratoga Partnership is actively working with property owners and developers on projects within the Central Business District.
- The Saratoga Partnership is leading efforts to establish a BID within the central business district.
- Community Branding Campaign with BSBPA and partners
- Nani's Indian Kitchen opened in November. Attracting a diverse variety of restaurants was identified as a priority by focus groups and respondents of the community wide survey. Nani's fits that niche and has opened to great fanfare.

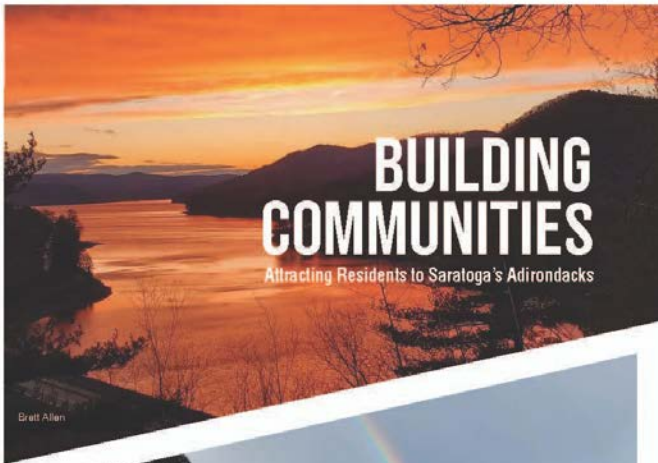
Open for Business



COMMUNITY DEVELOPMENT



Northern Towns Study with Behan Communications



Building Communities

Attracting Residents to Saratoga's Adirondacks

We are working with Northern Towns (Hadley, Day, Edinburg, and Corinth) and Behan Communications on a study aimed to attract talent, investment, and potential small business proprietors. The study began in 2020 as a collaboration between Saratoga County communities located within the Adirondack Park blue line. We anticipate working with the Towns to leverage this plan to attract investment and additional grant funding to support these initiatives.

The final draft of the report is complete and should be released soon. The project was made possible thanks to funding from the Saratoga County Economic Development Fund.

Saratoga County Economic Development Fund

The Saratoga Partnership provided administrative support to help towns and cities process Economic Development Grant applications from the Saratoga ED Fund.

Town of Malta

Although delayed by COVID-19, the Town of Malta Next Wave Communities Economic Development plan is underway. We have interviewed key stakeholders throughout the Town and anticipate completing the plan in mid-2021. A priority of the plan is the redevelopment of Luther Forest Tech campus and commercial development in the Route 9 and 67 corridors.

Town of Galway

We are working with Supervisor Smith to schedule interviews with community stakeholders and schedule interviews with focus groups.

Town of Halfmoon

We are working with Supervisor Tollisen on a Town of Halfmoon brochure to promote economic development opportunities within the town.

**INVEST
MECHANICVILLE**

CELEBRATE OUR PAST.
INVEST IN YOUR FUTURE

Saratoga County Prosperity Partnership
County Supervisor - Tom Richardson - call 518.428.9022



City of Mechanicville

The Saratoga Partnership worked with the City of Mechanicville to develop a brochure to promote property. 18 properties were promoted, 10 of the properties have since been sold in 2020 including the Mechanicville Industrial Park.

WORKFORCE HOUSING



Victory Mills Workforce Housing

Regan Development will transform the former Victory Mills in the Village of Victory – a five-story, 220,000-square-foot manufacturing facility that closed nearly two decades ago – into 186 residential apartment units and a commercial microbrewery.



The development will create 186 apartment units – 142 one-bedroom and 43 two-bedroom units – and help to fill a demonstrated need for workforce housing in Saratoga County. Apartments will be priced to appeal to a wide range of people working in local schools, businesses and service organizations.

The project, which recently received site plan approval from the Village of Victory planning board, will support more than 100 construction jobs during a two-year period, with an estimated annual payroll exceeding \$5 million. Additionally, the apartment complex and brewery are expected to initially create 8 full-time jobs. We brought the \$60 million project to the Saratoga County IDA December 2019. The IDA approved unanimously a \$7.5 million in PILOT (payment-in-lieu-of-taxes) deal for the project payments over the next 30 years – 23 times more than if the property remained vacant.

Workforce Housing initiatives throughout Saratoga County

Throughout 2020, Saratoga Partnership actively worked with workforce housing developers on projects in Saratoga Springs, Ballston Spa and is actively working on identifying sites in Northern Saratoga County.

The Saratoga Partnership has been instrumental in helping connect developers with local communities, identifying need, and bringing in partners to support projects. In Saratoga Springs, the Saratoga Partnership is actively working to site a childcare facility within a 55 unit project by engaging Brightside Up, the NYS Office of Child and Family services and a regional child care provider. We anticipate a 2021 announcement.



WORKFORCE DEVELOPMENT



Workforce Training Program to Expand Child Care in Saratoga and Warren Counties

We are working with the Saratoga County Employment & Training, Warren County Employment & Training, Brightside Up, and the Southern Adirondack Child Care Network to develop a workforce training program to increase the availability of childcare centers in Saratoga and Warren Counties. We are conducting two separate surveys to assess the marketplace for future child care needs. The surveys, which went out on December 7, 2020 and we have 163 responses for the family survey and 63 employer responses.

We will use the data provided to establish need and develop a customized workforce training program to help entrepreneurs open home based childcare centers in the Saratoga and Warren County areas, using the services of Brightside Up, Adirondack Region Childcare Council and WIOA workforce training funds.

Albany CanCode Digital Literacy and Coding Programs

ALBANY CAN CODE

In this unprecedented time while too many are unable to work, those that are able to work must have a strong digital literacy. The Saratoga Partnership has been working with Albany CanCode to develop customized adult learning programs for Saratoga County residents. This year, AlbanyCan Code developed programs in partnership with SUNY ADK and the Saratoga County Employment and Training Center to help adults develop digital literacy and advanced coding skills to prepare them for careers that require technological proficiency.

Programs Offered in 2020:

- Virtual Digital Literacy Class
- Python for Data Analytics
- JavaScript Frameworks

ALBANY CAN CODE
Virtual Digital Literacy Class

In this unprecedented time while too many are unable to work, those that are able to work must have a strong digital literacy. Whether you're considering a career in tech or a career in any field that relies on technology to operate, now is the perfect time to develop your digital literacy skills.

Are you looking for a new job and finding that you lack the necessary computer skills to apply? A digital literacy course is the perfect way to develop the necessary foundation to be successful as industries everywhere adapt to a new way of doing business. Digital literacy is also a fantastic first step on the journey to becoming a software developer in the tech industry, and many students will go on to take AlbanyCanCode's software developer training courses.

Students in AlbanyCanCode's Digital Literacy course will have a wide range of experiences and competencies, ranging from those who have used a computer frequently in a professional environment, to those who have rarely used a computer and feel very nervous about doing so. This class is intended to meet students at any current skill level and help them meet their own personal goals, whether that is entry into our workforce computer programming courses or other employment opportunities, many of which will now require digital competency.

The key to Digital Literacy is to ensure that each student is getting the skills they need and that they are able to move at their own pace. The course will cover basic computer usage skills, a survey of software usage including word processing and spreadsheet use, use and management of email, and using the web to conduct productive internet searches to find reliable information and learning tools. Students who master these skills could move on to learn the basics of HTML, CSS, and JavaScript in preparation to take one of our workforce computer programming classes such as Front End Web Development or Automated Web Testing.

CURRICULUM

While students in an AlbanyCanCode Virtual Digital Literacy course will move at their own pace and work towards individual goals, the following are the skills that we anticipate all students will master by the time they complete the course:

1. Basic computer use, including
 - a. Understanding peripheral (ie. Using a keyboard, mouse, etc.)
 - b. Browsing files on the computer and understanding file pathing

BUILDING CAPACITY

Grants Awards + Applications



USDA Rural Business Development Grant

The Saratoga Partnership applied for and were awarded a \$95,000 grant from the USDA Rural Business Development Program to support our Next Wave Communities economic development planning and implimentation initiative. This is a matching grant based on funds received from Saratoga County. The use is restricted to communities that meet certain population thresholds. We anticipate this funding to be spread out over the 2020 - 2021 budget years.

PPP Forgivable Loan \$81,803.61

After COVID hit in March, and as a qualified 501(c)3 anticipating that our source of revenue would be impacted, we applied for and received a Cares Act PPP forgivable loan in the amount of \$81,803.61. This funding allowed us to deliver our mission during the 2020 budget year, when room occupancy tax had been rapidly declining due to the economic impacts of COVID-19.



EPA Brownfield Community-Wide Assessment Grant

In October 2020, the Saratoga Partnership submitted our EPA Brownfield Assessment grant application for \$300,000. The Community-wide Assessment grant provides funding for brownfield inventories, planning, environmental assessments, and community outreach. This type of grant is appropriate when a specific site is not identified, and the applicant plans to spend grant funds on more than one brownfield site in the community. Grant awards are anticipated to be announced April 2021.

Malta Works \$5,000 Grant from Globalfoundries Foundation

The Saratoga Partnership was awarded a \$5,000 grant from the Globalfoundries Foundation on behalf of the Town Economic Development committee "MaltaWorks". The purpose of the grant is to support a joint promotion campaign between MaltaWorks, the Saratoga County Chamber, and the Saratoga Partnership, to promote retail and commercial businesses in Malta during the winter months to ensure the survival of these businesses during the COVID-19 pandemic. The campaign is anticipated to begin in February.



GLOBALFOUNDRIES / Town of Malta Foundation, Inc.

REGIONAL REPRESENTATION

Albany Airport RAC (Masterplan) Committee Meeting

Shelby Schneider has been asked to serve on the Albany International Airport Regional Masterplanning Committee. The committee will help to address for changes at the Airport and in the aviation industry, and plans for the future. The Master Plan Update (MPU) will identify potential projects that will improve the value of the Airport to meet the air transportation needs of the region over the next 20 years. Airport Master Plans are typically updated every 10 years to analyze market trends, assess facility requirements to accommodate anticipated growth, and guide future airport development. Community input is an important component.

CEG Economic Developers Roundtable

CEG is convening economic developers throughout the region to discuss regionalizing for state and federal opportunities. The group will share local priorities and start a robust discussion around potential regional economic development priorities that may align with the new federal administration and state of the state. New York has some friends in Washington right now and while there are very real economic challenges, there are opportunities as well.

Business Development Workgroup by Regional Director of Empire State Development (ESD)

Shelby Schneider was asked to serve on the Capital Region Economic Development Council's (CREDC) Business Development Workgroup. The Regional Council relies on multiple Workgroups consisting of industry leaders and experts focusing on various aspects of the economy in order to have a more comprehensive understanding of the Capital Region. The Council is relying on the Business Development Workgroup focusing on promoting businesses that enhance development of the Capital Region's tradable sectors, agriculture, small businesses, start-up businesses, business retention and expansion, new business attraction and its role in the Capital Region Economy and its COVID recovery efforts.

Saratoga Hospital Communities of Excellence Advisory Committee

We have been invited by the Saratoga Community Health Center of Saratoga Hospital to join their three-year-long learning collaborative implementing the Baldrige framework within the Communities of Excellence. This framework will be used to bring sustainable results to those that live, work, and play within the community across the key focus areas of community performance (educational attainment, economic vitality, health status, and safety). The framework will promote collaboration across key sectors and align the efforts of the businesses, organizations, school systems, and governmental organizations community-wide to implement and sustain community change. We attended our first nationwide meeting which had other committees representing Ames, Iowa, Coral Gables, Florida, and the State of Delaware.

SARATOGA COUNTY PROSPERITY PARTNERSHIP



Services Agreement with Saratoga County 2020

The Corporation shall publicize and promote the advantages of the County and the region as a place where employers and entrepreneurs can successfully locate new and expanded operations and shall, through its promotional program, attract and encourage prospective employers in a wide range of economic activity, including but not limited to manufacturing, agri-business, education, clean and renewable energy production and technology, business services, international trade, high tech and broadband services and infrastructure, information technology, research, and tourism, to locate to or expand within the County and shall assist the County to develop, review and amend as needed, the Plan. The activities of the Corporation for these purposes shall include the following general economic development services (hereinafter, the "Services"):

- i) The Corporation will support SEDC in the execution of the strategic plan for marketing to promote Saratoga County business assets and attract economic development opportunities;
- ii) The Corporation will serve as lead entity for the Next Wave Communities initiative to provide community economic development and economic development planning services at the local level;
- iii) The Corporation will assess needs, identify gaps and coordinate technical assistance for local municipal economic development plans to foster more investment;
- iv) The Corporation will identify grant proposals eligible from federal, state and other agency funds to increase opportunities for business, infrastructure, and technical needs from its analysis;
- v) The Corporation will lead, plan and manage marketing for municipal and community and economic development;
- vi) The Corporation shall serve as the ombudsmen between municipalities and the development community to heighten awareness of municipal wants and needs for future potential development;
- vii) The Corporation will provide systemic assistance to local businesses with international trade opportunities;
- viii) The Corporation will continue to conduct its business retention program to gather information about companies locally and to identify new projects. To the extent local businesses needs assistance, the Corporation will provide that assistance with the exception of development or IDA related activity which will be referred to SEDC;
- ix) The Corporation will report aggregated information to thre County and local communities gathered from local companies as it pertains to Saratoga County's economy and assess information for leads and prospects on potential supply chain opportunities;
- x) The Corporation will provide workforce development assistance and assist businesses with identifying and accessing workforce development training and programs;
- xi) The Corporation will maintain its position on the Saratoga, Warren and Washington County Workforce Development Boards;
- xii) The Corporation will maintain a clearing house of data about Saratoga County, the business community, industry sectors and other resources needed for businesses and communities to make critical decisions, which shall be shared with the County and SEDC as needed; and
- xiii) The Corporation will continue its work in the marketing and promotion of Saratoga County as a place for the semiconductor industry, and related supply chain, including but not limited to, working closely with semiconductor industry trade associations like SEMI and GSA to build awareness of the assets of Saratoga County through meetings, tradeshow, conferences and related events.



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