



Clarkson University Tax Free NY Area Plan June 27, 2014

1. Campus Name, Contact Person and Address

Clarkson University
Matthew E. Draper – Deputy Director, Shipley Center for Innovation at Clarkson University
8 Clarkson Ave
Box 5790
Potsdam, NY 13699

2. Identification of the space and/or land being designated:

- i. Digital Campus map with boundaries for requested areas provided in Appendix A
- ii. Digital Blueprints for buildings files highlighted with requested areas provided in Appendix B
- iii. Business Application Evaluation Matrix Template provided in Appendix C

3. Description of Plan

Clarkson University and its Shipley Center for Innovation, Reh Center for Entrepreneurship and Center for Advanced Materials Processing (CAMP) mobilize the creativity of industry, small business and young innovators and entrepreneurs in the region to drive economic development through innovation, entrepreneurship and commercialization of research discoveries and new technology. The Peyton Hall Incubator, managed by the Shipley Center, has provided acceleration space for startups since 2010, attracting businesses from outside of New York State and providing a place for locally derived startups to grow. In total, the Center has launched 67 startups since inception ranging from Blue Sphere Industries, focusing on close environment high-rise farming, Renoun Ski Company, creating the world's first "smart" ski that automatically adapts to the changing conditions of the mountain, and Healthy Breathing, a collaboration between faculty and a local medical doctor to monitor breathing patterns to reduce cardiac damage.

Clarkson University is also the hub for the region's Innovation Hot Spot and will leverage business access to the resources in our unique partnership model. See <http://www.youtube.com/watch?v=xuo7qvz2LNw&list=UUgvyZay66nfrmQEP70kG4ww&feature=c4-overview>

Clarkson views the Hot Spot as a regional resource that will serve as the front-end of a funnel for entrepreneurship and innovation in the North Country, identifying ideas and people who enter the innovation ecosystem where they are supported and ultimately graduated into the Startup NY program.

Clarkson University will work with partner institutions, especially SUNY locations in the North Country (Plattsburgh, Canton, Potsdam, Clinton Community, Jefferson Community, and North Country Community) to identify the best fit for potential businesses in terms of academic mission and space requirements. Already, the universities in the region have participated in monthly conference calls to discuss processes, best demonstrated practices, and their individual plans in order to make the existing space and expertise transparent across the region. This effort has been led by Roseanne Murphy at Empire State Development and will continue at the request of the institutions for the foreseeable future. In addition, through the North Country Regional Economic Development Council's HEARD workgroup, the universities and colleges within the region are collecting a database of majors, skill sets, space, resources, and services that will serve as key indicators for where to best locate businesses under the Startup NY program. Clarkson will provide access to the Shipley Center for Innovation's infrastructure which includes rapid prototyping, branding, web development, web design, market planning, intellectual property attorneys, and investors under this cooperative group engagement and will make all requested space in this application available to our partners as well. Cooperation will be the key to success for the North Country and open communication within and across the universities and colleges combined with regular interaction will attract businesses to the area. Already, there have been several leads generated by institutions that have been sent to other institutions based on need or best fit through this engagement.

Clarkson alumni also play a key role in advising faculty and students about trends in the technology and innovation sectors, as well as provide mentorship to specific businesses that may need specialized attention. One in five Clarkson alumni is already a CEO, senior executive or owner of a company. Clarkson's long-standing industry partnerships and experience in attracting them to talent and opportunities also brings unique depth to the opportunities for businesses to co-locate near the University. Among national universities, Clarkson was named last year as the #1 internship school by US News and more than 170 employers hire new graduates each year.

With these assets in place, Clarkson will continue to support businesses in high-technology including but not limited to web development, nanoscience, materials, and sustainable technologies. Recognizing the unique assets of the geography surrounding the campus and the protected Adirondack Park landscape, Clarkson will also seek to leverage its environmental and energy expertise to support value-adding business models that take natural resources such as produce, farm products, and wood and move up the value chain with responsible, local production for export.

4. Academic Alignment and Types of Businesses

Clarkson University's academic units – the Wallace H. Coulter School of Engineering, the Institute for a Sustainable Environment, the School of Business, and the School of Arts & Sciences -- engage students in 50 rigorous programs of study in engineering, business, liberal arts, sciences and health professions with a strong focus on spanning boundaries across disciplines. The cross-disciplinary approach to education results in an acceleration of research and innovation and provides immediate access to assets for startups in terms of feasibility analyses, market research, design, rapid prototyping, and testing. Businesses attracted to the campus under the Startup NY program will provide real-world opportunities

to apply concepts for students including internships, projects, workshops, guest lectures, and employment. Businesses will be assessed on their contribution to the academic mission of the university with representation on the selection committee by faculty, students, and staff.

The academic mission of Clarkson University is to defy convention, focusing on interdisciplinary education that includes engineering, business, and the arts & sciences to solve 21st century problems. As outlined above, through the 3 schools and several centers across campus, Clarkson focuses on entrepreneurship and innovation in all fields. The proposed plan will seek to attract businesses that will provide internships and research projects for students, research agreements/partnerships with faculty, guest lecturing by company leaders, mentoring of student startups, expansion of existing innovation support infrastructure, and ultimately direct employment of students. By focusing on the underutilized downtown campus, companies within the program will bring life to vacant buildings thereby driving direct interaction with the Clarkson community and the overall Potsdam community.

With the recently announced partnership with The Trudeau Institute, the PA, PT, and OT programs, and the contract for services through the Shipley Center with Canton-Potsdam Hospital, Clarkson will seek to attract biomedical and bioengineering companies, providing opportunities to connect engineers and scientists with medical professionals and students to drive the commercialization of cutting-edge technologies.

Through CAMP, a NYSTAR funded CAT, Clarkson will seek to expand on the long history of partnership with industry to attract manufacturing and materials-focused companies. In addition, expansions and spinoffs of existing companies (including Fortune 500) will be targeted as a sweet spot for CAMP. Already, several leads have been identified through existing relationships/partnerships for the Startup NY program through CAMP.

Under the School of Business, specifically through the Reh Center for Entrepreneurship, regional small-businesses (defined as less than 10 employees) will be targeted to provide opportunities for Innovation & Entrepreneurship majors as well as accounting, finance, and supply chain students for real-world applications and internships. Additionally, through the Engineering & Management Program, 1 of 2 programs dual-accredited in both engineering and business, Clarkson will seek to expand on existing design projects that already connect regional industry with students to solve real problems.

Clarkson will continue to support businesses in high-technology including but not limited to web development, nanoscience, materials, and sustainable technologies. Recognizing the unique assets of the geography surrounding the campus and the protected Adirondack Park landscape, Clarkson will also seek to leverage its environmental and energy expertise to support value-adding business models that take natural resources such as produce, farm products, and wood and move up the value chain with responsible, local production for export.

5. Description of Proposed Startup NY Areas

Clarkson University is requesting a total of 28,000 square feet of space under the Startup NY program all located on our downtown campus which has been vacant but is in the process of coming back online. Clarkson has already received 11 inquiries through alumni, students, and existing companies for Startup NY space on our campus. The space is broken down across 3 buildings in all as follows:

Peyton Hall: Offices in the Peyton Hall Incubator on Clarkson University's downtown campus which was named as the North Country Innovation Hot Spot. The building provides 13,000 square feet of incubation space of which we are requesting all 13,000 square feet for Startup NY that includes 40 offices and 2 wet labs.

The companies using the space will have access to shared services within the building including 2 conference rooms, individual mailboxes, service elevator, and signage indicating location on 2 directories located on the first floor. In addition, the companies will receive full access to both the Shipley Center for Innovation and the Reh Center for Entrepreneurship.

Old Main: Offices in the newly renovated Old Main which houses the Beacon Institute for Rivers & Estuaries and the Green Data Center, a super-computer in the West Wing that will be dedicated to capturing and storing Green Data. The building has two wings off of the building center and we are requesting 5,000 square feet for Startup NY broken down as follows:

- Building Center
 - 4 offices
- East Wing
 - 1 wet lab

The companies using the space will access to shared services within the Peyton Hall Incubator. In addition, the companies will receive full access to both the Shipley Center for Innovation and the Reh Center for Entrepreneurship.

Old Snell: Offices on the second floor of the soon-to-be renovated Old Snell building on Clarkson's downtown campus which will house a Children's Museum and The North Country Arts Council on the first floor along with 200+ apartments on the 3rd and 4th floors and within an adjoining building. We are requesting 10,000 square feet for Startup NY broken down as follows:

- 2nd Floor
 - 38 offices

The target companies for this space will have an arts focus and will have access to the Arts Council located within the same space as well as a public art gallery on the first floor. The companies using the space will access to shared services within the Peyton Hall Incubator. In addition, the companies will receive full access to both the Shipley Center for Innovation and the Reh Center for Entrepreneurship.

6. Community and Economic Benefits

Participating businesses will provide community and economic benefit to the North Country through both direct and indirect effects. The direct effects will include job growth, purchase of local products and services, internships/coops for students, expanded research opportunities for faculty, and formal partnership with local institutions such as SUNY Potsdam, SUNY Canton, St. Lawrence University, and the St. Lawrence County IDA to leverage existing local capital to attract and support the startups. Identifying pockets of greatness will eliminate the duplication of efforts and resources while allowing a robust innovation ecosystem to sprout off of the existing backbone at Clarkson specifically through the Shipley Center for Innovation.

Indirect benefits will include employee purchases of homes, groceries, and services that will infuse capital into existing local businesses. By bringing a cluster of businesses together, they will prove demand for services that will develop thereby creating a virtuous cycle of growth. Focusing on the space to spark a community of startups, all resources invested in entrepreneurs will be recycled as the common ebb and flow of new businesses generates new entrepreneurs trained in businesses started by the initial influx of companies. This will fill a serious gap in the current North Country innovation ecosystem, experienced management. By attracting initial seeds, these businesses will generate this scarce resource in a grassroots fashion.

7. Process

Clarkson University will apply its current Peyton Hall Incubator selection process to all Startup NY applicant businesses. This process is rigorous and focuses on the community of entrepreneurs/innovators rather than on quantity of businesses involved. The process is outlined below:

1. Identification of interest
2. Meeting with staff from the Shipley or Reh Centers to discuss vision for the business and key resources, services, and support desired
3. Tour of available space to identify fit based on need
4. A sample lease agreement is provided to the business for review and questions
5. The business must provide a business plan for review to the Shipley and/or Reh Center
6. The Shipley and/or Reh Center vets the business based on:
 - a. Potential market size
 - b. Potential revenue
 - c. Potential job growth
 - d. Unique skills brought to the community
 - e. Milestones
 - f. Stage of development
 - g. Obstacles to success
7. If approved, a formal lease is presented to the business for execution
8. Milestones are co-developed on a monthly, quarterly, and annual basis by the Center(s) and the business

- a. Milestones include progress towards agreed upon goals
 - b. Regular meetings provide informal updates with formal progress reports required based on agreed-upon terms
9. Once the lease has been signed, move-in is scheduled within 2 weeks
 10. Eligibility based on milestones is reviewed and discussed on an on-going basis

Clarkson will focus on a range of business types including startups to expansions under this application. Through the Shipley and Reh Center's, Clarkson has a pipeline of startup companies that will be graduating from incubation and will be seeking to locate in the region. A specific example is LC Drives, a student-founded company focused on super-efficient electric motors. The student is completing their Ph.D. at Clarkson and will be locating their startup in Potsdam under the Startup NY program.

In addition, many leads have been generated through engagement with alumni. An example is DeltaTM, a bioengineering startup led by a Clarkson University alumni and Harvard Ph.D. that has developed a general protein base building block for use in multiple research areas. The company is currently located outside of Boston, MA and is seeking to locate at Clarkson under the Startup NY program as well as to leverage the recently announced partnership between Clarkson University and the Trudeau Institute.

Finally, many leads have been generated through research initiatives at the University. An example is Goldsol, a company currently located in Arizona that will be relocating to Potsdam to work manufacture gold-based inks for medical applications. The company is working with a Clarkson faculty member to identify more efficient manufacturing processes and will move all operations to Clarkson's downtown campus in June.

8. Selection Committee

The proposed selection committee for businesses for the requested space will include Clarkson students, staff, and faculty representation as well as local economic development agencies such as the St. Lawrence County IDA and the Village/Town of Potsdam. Consistent with the cooperative approach outlined above, we also plan to engage partner institutions to serve on the committee as advisors in order to maintain transparency and engagement across the region.

Per the process above, if a business passes the initial screening of the Shipley and/or Reh Centers, the application will be sent to the selection committee for review. Screening criteria will include:

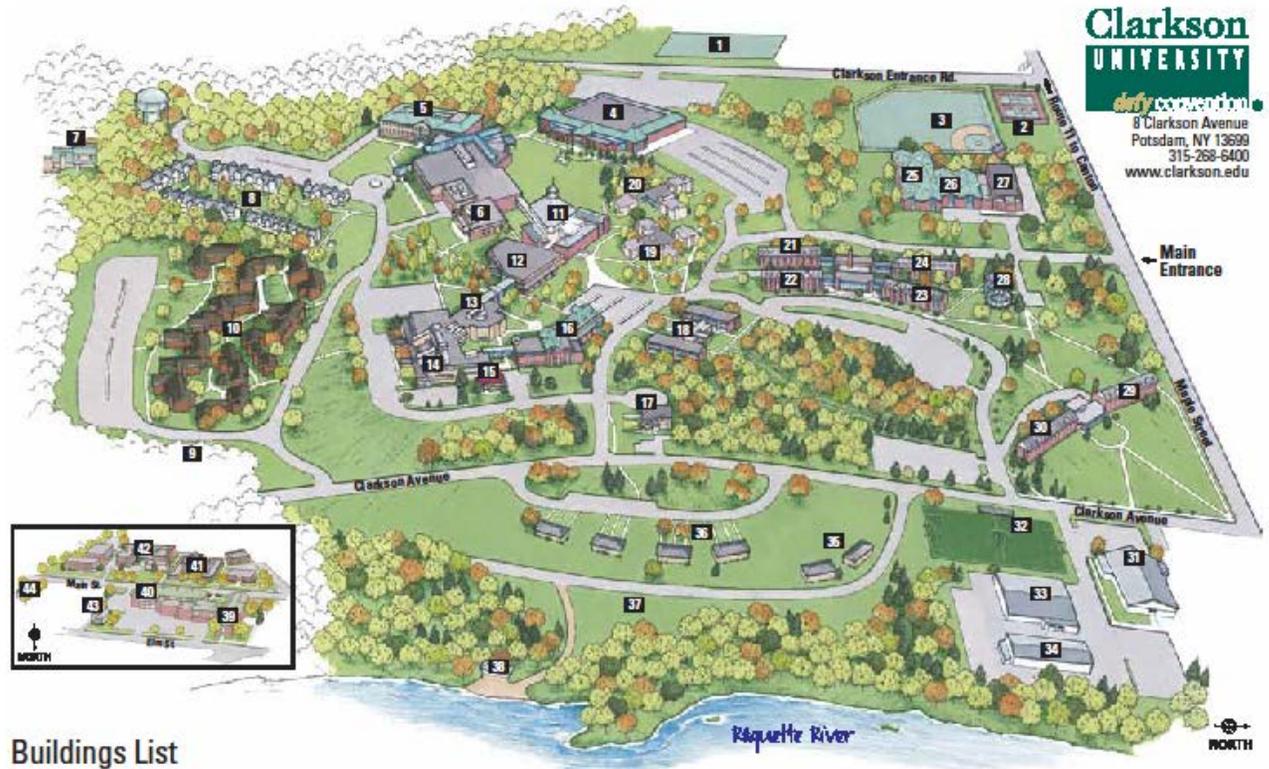
- Fit with academic mission
- Level of engagement with campus
- Community benefit
- Research initiatives/expansions
- Return on space utilized (total benefit/total space required)

The evaluation process will employ a weighted matrix that scores each application on the 5 main areas highlighted above along with specific feedback that will be shared with the businesses. Each represented area (student, staff, faculty, and economic developer) will provide their respective scores and will be summed to create the total score for each business application. A minimum score of 70 must be reached for acceptance into the program after which Clarkson will approve the application and move forward with the co-application with the business. A copy of the Business Evaluation Matrix Template is provided in Appendix C.

Location	UniqueID	Owner	PropertyType	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType	SqFt	Acres	Description	onCampus	Within1mileOfCampus	Latitude	Longitude	Note
Village of Potsdam	Peyton Hall	Clarkson University	1	65 Main St	Potsdam	13676		Peyton Hall	A	13,000		Incubator space including offices and wetlabs	Yes		44.6686490	-74.9794260	
Village of Potsdam	Old Main	Clarkson University	1	65 Main St	Potsdam	13676		Old Main	B	5,000		Renovated office spaces	Yes		44.6686490	-74.9794260	
Village of Potsdam	Old Snell	Clarkson University	1	65 Main St	Potsdam	13676		Old Snell	B	10,000		Renovated office and open space	Yes		44.6686490	-74.9794260	

* 1= on campus	** A=entire building
2= 1 mile off campus	B=floor within building
3= State Asset	C=Room within building
	D=land on campus
	E= land off campus
	F=entire building off campus
	G=partial building off campus
	H=state asset

9. Appendix A



Buildings List

1. Clarkson Field	8. Townhouse Apartments	14. Cora & Bayard Clarkson Science Center	21. Brooks House	29. Hamlin House	39. Downtown Snell Hall
2. Tennis Courts	9. Woodstock Field	15. Woodstock Lodge	22. Reynolds House	30. Powers House	40. Congdon Hall
3. Snell Field	10. Woodstock Village	16. Bertrand H. Snell Hall	23. Cubley House	31. Walker Center	41. Old Main
4. Cheel Campus Center	11. Student Center	17. Foster House	24. Ross House	32. Hamt Field	42. Clarkson Hall (Center for Health Sciences)
5. Center for Advanced Materials Processing (CAMP)	12. Andrew S. Schuler Educational Resources Center (ERC)	18. Moore House	25. Andrew M. Schuler Recreation Building (IRC) Center	33. Facilities and Services	43. Army ROTC
6. William J. Rowley Science and Engineering Laboratories	13. Technology Advancement Center	19. Graham Hall (Donahue, Olson, Van Note, Wilson)	26. Deneke Family Fitness Center	34. Carpenter Shop	44. Air Force ROTC
7. Denny Brown Adirondack Lodge		20. Price Hall (Farmisee, Newell, Ormsby, Thomas)	27. Alumni Gymnasium	35. Crescent Apartments	
			28. Holcroft House (Admissions)	36. Riverside Apartments	
				37. A. George Davis Park	
				38. Canoe House	

Identified buildings are listed in lower left-hand corner, specifically numbers 39 (Downtown Snell) and 41 (Old Main), Peyton Hall is adjacent to number 42. All are located on Clarkson's downtown campus with specific buildings highlighted in GREEN below:

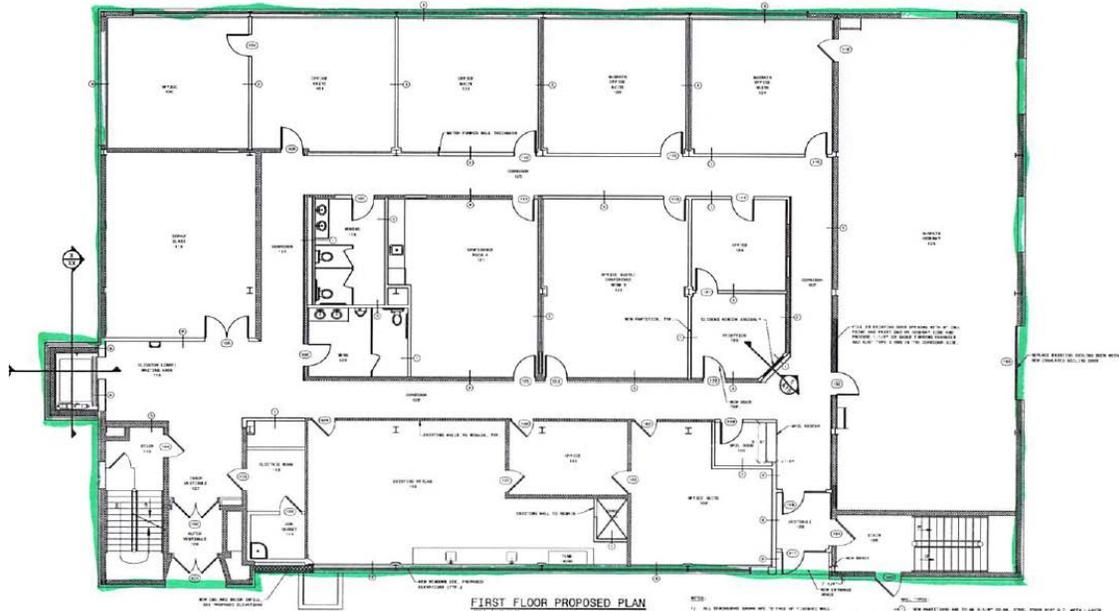


An aerial view of the downtown campus that includes all of the buildings included in this application is attached below:



10. Appendix B

Peyton Hall



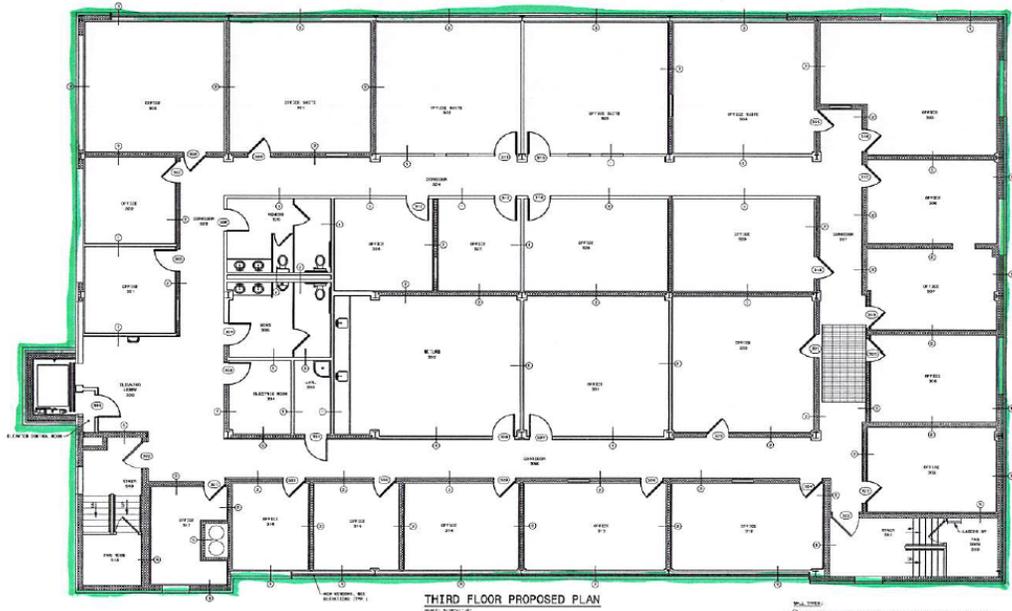
FIRST FLOOR PROPOSED PLAN

- NOTES:**
1. ALL DIMENSIONS SHOWN ARE TO FACE UNLESS NOTED OTHERWISE.
 2. ALL WALLS SHALL BE CONSTRUCTED OF 12" CMU WITH INTERIOR FINISH.
 3. ALL PARTITIONS SHALL BE 1/2" GYP BOARD ON 1" X 4" WOOD STUDS.
 4. ALL FLOORS SHALL BE 4" CONCRETE ON 4" GYP BOARD ON 1" X 4" WOOD STUDS.
 5. ALL CEILING SHALL BE 15' HIGH WITH 1" X 4" WOOD STUDS.
 6. ALL ROOF SHALL BE 4" CONCRETE ON 4" GYP BOARD ON 1" X 4" WOOD STUDS.
 7. ALL EXTERIOR WALLS SHALL BE 12" CMU WITH 1" X 4" WOOD STUDS.
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 14. ALL EXTERIOR ROOF SHALL BE 4" CONCRETE ON 4" GYP BOARD ON 1" X 4" WOOD STUDS.
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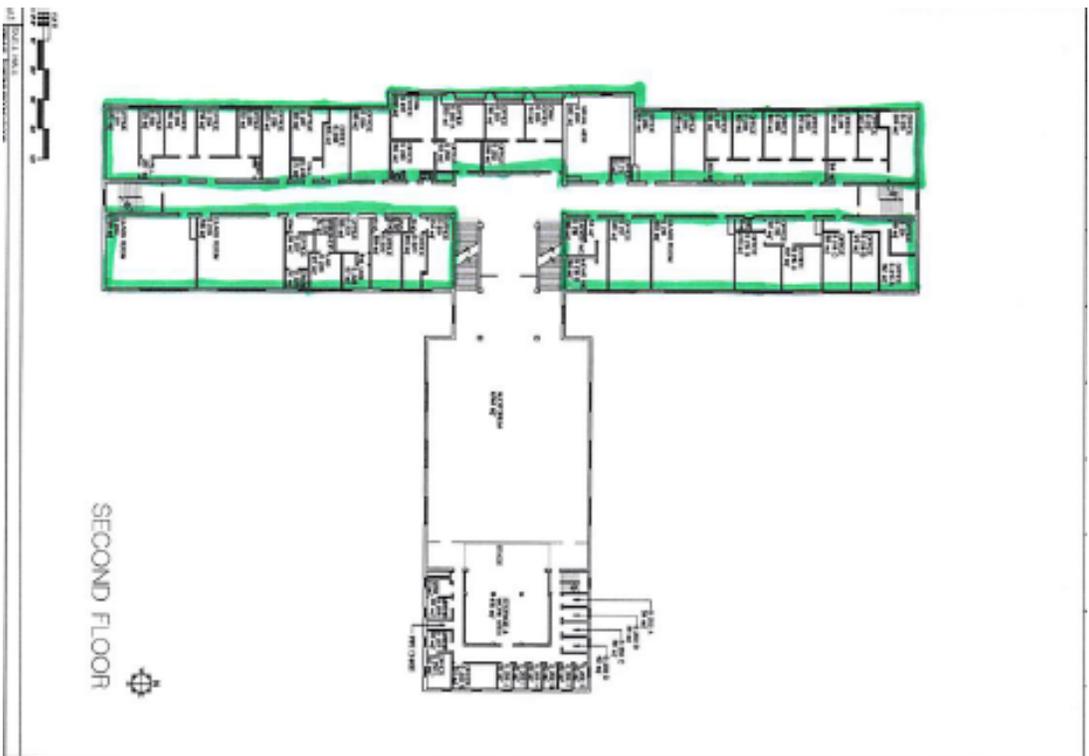
SECOND FLOOR PROPOSED PLAN

- NOTES:**
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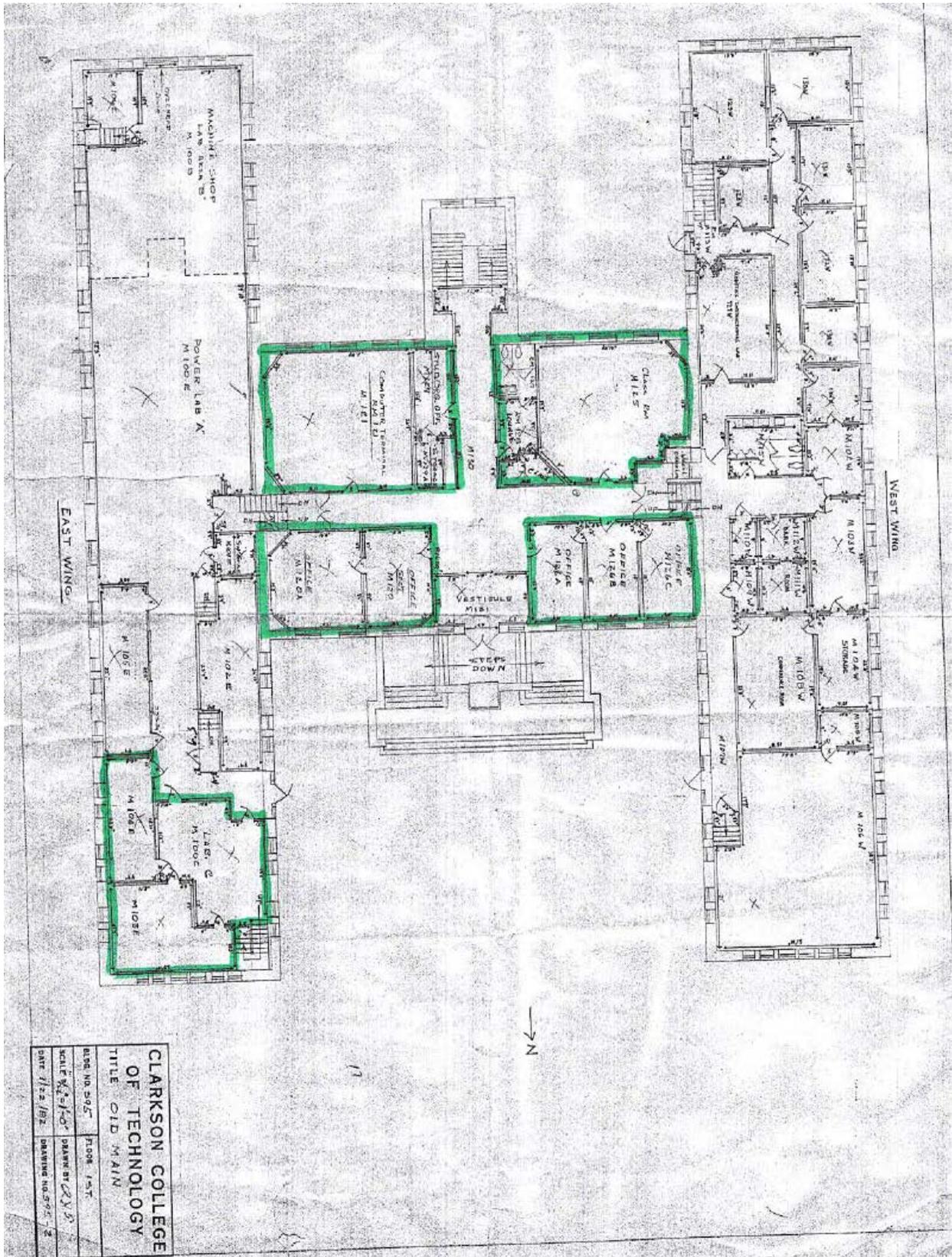


- 1. ALL ROOMS SHALL BE FINISHED WITH 1/2" X 1/2" SQUARE TILE SET IN A 1/4" MORTAR BED OVER 1/2" GYP BOARD.
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Old Snell



Old Main



CLARKSON COLLEGE
OF TECHNOLOGY
TITLE OLD MAIN

BLDG NO. 505	FLOOR 1ST
SCALE 1/2" = 1'-0"	DRAWN BY C.V.S.
SHT 125/125	DRAWING NO. 5-9-C-2

11. Appendix C

Evaluation Criteria		Weight	Raw Score	Weighted Score	
Fit with Academic Mission		5		0	
Community Benefit		4		0	
Level of Engagement with Campus		3		0	
Research Initiatives/Expansions		3		0	
Return on Space Utilized		5		0	
Total Score				0	
Scorer: Student					
					Rating Scale of 1-5
					1
					Not at all
					2
					Very Little
					3
					Somewhat
					4
					Very Much
					5
					Without a Doubt
Evaluation Criteria		Weight	Raw Score	Weighted Score	
Fit with Academic Mission		5		0	
Community Benefit		4		0	
Level of Engagement with Campus		3		0	
Research Initiatives/Expansions		3		0	
Return on Space Utilized		5		0	
Total Score				0	
Scorer: Faculty					
Evaluation Criteria		Weight	Raw Score	Weighted Score	
Fit with Academic Mission		5		0	
Community Benefit		4		0	
Level of Engagement with Campus		3		0	
Research Initiatives/Expansions		3		0	
Return on Space Utilized		5		0	
Total Score				0	
Scorer: Staff					
Evaluation Criteria		Weight	Raw Score	Weighted Score	
Fit with Academic Mission		5		0	
Community Benefit		4		0	
Level of Engagement with Campus		3		0	
Research Initiatives/Expansions		3		0	
Return on Space Utilized		5		0	
Total Score				0	
Scorer: Economic Developer					
PROJECT AVERAGE				0	