



September 16, 2021

VIA EMAIL

Mr. Michael Maphis, Principal Buyer
Ulster County Purchasing Department
244 Fair Street, 3rd Floor
Kingston, New York 12401

**Re: *Proposal for RFEI-UC21-046
Redevelopment of Ulster County Enterprise West Properties
Kingston, New York***

Dear Mr. Maphis,

National Resources is pleased to submit this letter and enclosed narrative response to RFEI-UC21-046 as a formal expression of interest in Track One for the full acquisition of the Properties known as the "Enterprise West Properties".

National Resources, a real estate development company founded in 1988, has been nationally recognized for its sustainable waterfront redevelopment efforts and innovative mixed-use i.Park campuses in the New York Metro area. National Resources has successfully redeveloped over \$1B of smart growth mixed-use projects specializing in public/private partnerships that revitalize former industrial sites and waterfronts.

Based on its extensive experience with similar sites, National Resources is uniquely positioned to take on this long-term initiative, which is projected to occur over five to ten years and require investment in excess of \$200m. Most importantly, National Resources recognizes the dual requirements of an exciting economically impactful project with the need to build sustainably for the future.

We are available to discuss further at your convenience.

Sincerely,

Joseph Cotter
President

**Proposal for RFEI-UC21-046
Redevelopment of Ulster County Enterprise West Properties
Kingston, New York**



**Submitted by National Resources
485 West Putnam Avenue
Greenwich, Connecticut 06830**

August 26, 2021

1. PROJECT DESCRIPTION

Introducing i.Park Kingston – An Integrated Technology Campus

i.Park Kingston will be a future-looking mixed-use technology campus that will establish the Enterprise West Properties as a sustainable destination, which would also be a magnet for other companies seeking to locate in the Hudson Valley.

i.Park's mission is to position the former Tech City as an innovative center for economic growth both for now and for the future. i.Park seeks to fit with the County of Ulster's own vision as outlined in the "Ulster 2040 Working Group Final Report". The expressed desire to foster "industry hubs" across a wide range of businesses such as agriculture, food and beverage; health and wellness; education; logistics and manufacturing, will require a bold vision with significance and sustainability to ensure that this project will pass the test of time.

National Resources will closely model the plans for the Enterprise West property after i.Park 84, a former IBM campus located directly off of I-84 in East Fishkill, which is now virtually re-tenanted following its acquisition in 2017. The business plan is to re-establish the Property through re-branding it as "i.Park" – and upgrade its existing buildings, amenities and other features to attract a diverse group of tenants from fields such as food/beverage, manufacturing, education and warehouse/fulfillment. The success ingredient for this business plan is to offer rents that are 25% below the existing market. In addition, i.Park will offer some of the first newly renovated and newly constructed buildings in this market for over 20 years. This will be a competitive advantage in this marketplace. What has worked at i.Park 84 will easily translate to i.Park Kingston - new businesses will be attracted to the campus by the existing robust infrastructure and by National Resources' ability to provide tenant improvements dollars.

It is estimated that this redevelopment could create in excess of 1,000 jobs at the site. Approximately 50% would be minimum wage and the other 50% would be skilled jobs with salaries in excess of \$50,000 per annum.

CONDITIONS

Given the scope of this initiative, the following are the conditions under which National Resources would be prepared to move forward with the acquisition. These uses and municipal support from both the County and City are critical and will enable successful redevelopment of the Property.

1. BOCES CAMPUS RELOCATION

To confirm that the BOCES campus of approximately 80,000 sq ft would consider executing an LOI to relocate.

2. MEDICAL / MUNICIPAL OFFICE COMPONENT

That some 50,000 to 100,000 sq ft of primarily medical office could be identified for relocation at the site. This could include a municipal office component.

3. COLLEGE COMPONENT

That a satellite SUNY or community college campus could be established at the site.

4. UNO RESIDENTIAL

That the Town would consider a 200-unit UNO campus to be connected to the college / potential medical use.



5. MUNICIPAL INCENTIVES

Both local and County officials would work with i.Park to attract federal and state incentives and infrastructure dollars to improve the general conditions of the site.

INDUSTRY HUBS

i.Park would endeavor to create a detailed master plan for the Tech City campus. This would include establishing a public/private partnership with the County and Town to implement a strategy to acquire the rest of Tech City. It is anticipated that i.Park could provide the requisite financing for acquisitions during this phase. This master plan would benefit greatly from i.Park's success at i.Park 84 in East Fishkill and would target the following industry hubs.



1. FOODHUB / AGRIBUSINESS

The Master Plan which would include a focus on agribusiness anchored by a FoodHub, which would include 20,000 sq ft of cold storage, which would serve as a marketplace for Hudson Valley farmers so as not to be forced to deliver to the Hunts Point market in New York City. The warehouse, designed to facilitate the storage, processing and distribution of regionally grown food, would bridge the gap between institutional and large-scale retail markets and small to mid-sized farms and food producers. The FoodHub would also serve as a robust retail destination, providing consumers, including members of underserved communities, with access to both healthy and affordable food.



The goal would be to establish Tech City as the preeminent location for agribusiness in the Hudson Valley. This plan would also seek to attract a cluster of food manufacturing companies. A major initiative would also be made to establish one of the region's largest indoor hydroponic vegetable facilities. It would be of great interest for i.Park to consider partnering with NoVo Foundation which has already established roots in the Kingston area funding other agribusiness initiatives such as the Hudson Valley Farm Hub and the National Young Farmers Coalition. It is anticipated that some \$25M of financing will be dedicated for this use.

2. CONTENT CREATION - FILM & MOVIE STUDIOS

i.Park would engage in a major initiative to establish studios for movie and television. This is an area in which i.Park has extensive experience and is currently constructing some 7 major studios in Yonkers for Lionsgate, MediaPro and others from the industry. This initiative will also be expanded to attract other artists from different milieus such as local painters, sculptors, etc. It is anticipated that some \$25M of financing will be dedicated for this use.



3. COMMUNITY - ARTS & CULTURE CENTER

i.Park would support the creation of community through art by establishing a multi-disciplinary center with exhibition, education, and residency programs. i.Park is opening The Barns Art Center this summer with a 30-artist exhibition, an immersive film experience honoring the Hudson Valley farmer, and a large-scale, outdoor installation wherein patrons will be able to gather together, play music, and bake bread. The center fosters an interactive and inclusive environment that brings people together to celebrate creative expression and facilitate cultural conversation. We can see a sister location to The Barns uniting and elevating the existing creative communities in Kingston.



4. WAREHOUSE INITIATIVE

Given the amount of area to be utilized, i.Park would also devise a master plan to attract various warehouse, logistics and distribution companies that could benefit from Tech City's location off the New York State Thruway.

Sustainability – Building For The Future

Underpinning i.Park Kingston will be a concentrated effort to ensure that the project has the lightest environmental footprint possible. All i.Parks are designed to account for future trends that include global warming, sustainability, green infrastructure and resiliency are at the forefront of this design. Measures being contemplated include:

- 1. Microgrid** – Establishment of a microgrid based on a 1-MW solar array and 25-MW battery storage installation. These components are currently incentivized by the State of New York and when utilized in conjunction are a preferred method of the State's renewal energy program.
- 2. EV Charging Stations** – Provisions will be included for electric vehicles by integrating
- 3. Energy Saving & Sustainable Building Materials** – One of the design parameters for the buildings will be the use of MEP and electric fixtures that meet the latest standards of environmental efficiency. In addition, sustainable building materials will also be preferred.

2. ACQUISITION

In order to develop an agreement with Ulster County for the Properties, further information on the buildings is required, including, but not limited to, building layouts, condition of building systems, and environmental reports. National Resources would propose a due diligence period wherein more detailed information will be provided and thereafter, National Resources would work cooperatively with Ulster County on terms of a joint venture or master developer agreement. This agreement would include a provision for a transfer / sale at a future date.

3. DEVELOPER TEAM & BACKGROUND

National Resources

National Resources, headed by Joseph Cotter and Lynne Ward, is a specialist real estate development and investment firm with a 30-year successful track record of redevelopment of corporate and industrial sites. National Resources entities currently own over \$1 billion of projects in development in the New York metro-area comprised of over 3 million sq ft of commercial property and 1,200 waterfront residential units. National Resources is the largest private owner of Hudson River waterfront in the New York metro region with 1½ miles of shoreline. Headquartered in Greenwich, this 75-person firm includes in-house engineering, legal and planning professionals.

National Resources is ideally positioned for this project as its own journey of redeveloping industrial waterfronts in the New York Metro region into traditional mixed-use has been disrupted by the explosion of digital content creation, which has intensified as a result of COVID. National Resources is now at the forefront of designing and building film studios and digital content spaces that are providing the next generation of economic vitality, jobs and creativity.



The Corsair on Steamboat Road

Vision & Sustainability

The success ingredient for National Resources over the years has been its ability to be a step ahead of emerging real estate trends. This was evidenced in its founding in 1988 when it became one of the first groups to redevelop former industrial and environmentally challenged sites. National Resources has been a pioneer of sustainability since it raised one of the first funds to take advantage of the “brownfield” opportunity in 1996, which was used to embark on some of the larger environmental clean-up and redevelopments in the region. The firm has also been at the forefront of renewable energy from installing solar panels and geothermal systems to being one of the founding equity investors in the Champlain Hudson line, which is expected to commence delivery this year of renewable energy from Hydro Quebec to New York City.

Awards & Recognition

National Resources recently received the Urban Land Institute Visionary Award for Leadership in Land Use, based on its excellence in smart growth projects that re-use existing infrastructure as opposed to developing new greenfield sites. This has been National Resources’ stock in trade since inception. Other honors over the years include recognition from Scenic Hudson, Historic Hudson Valley, Westchester Land Trust and the New York League of Conservation Voters.

The “Team Approach” - Public / Private Partnership

It is essential that a project of this magnitude, that will have a large impact on the Town, utilize a team-based approach. This point cannot be overstated. This effort requires putting together an exceptional team of professionals and consultants, but also requires an open dialogue with the Town, its planning professionals, opinion leaders and stakeholders to ensure the project’s success. National Resources has a solid track record of doing this in multiple municipalities and readily acknowledges that in all cases local input has produced great ideas and led to a much better project.

4. PAST PROJECTS & REFERENCES

i.Park Hudson, Yonkers, New York

This 20-acre site, the former home of Otis Elevator, is a mixed-use development located directly on the Hudson River at the Yonkers Train Station containing 1,000,000 square feet of office / flex space, 100 UNO micro multifamily units, one of National Resources' branded products, and the newly constructed 100,000 square foot Lionsgate Studio complex. National Resources acquired the property in 1999 from the Port Authority of NY/NJ with 40% of the space occupied by industrial tenancies. The property is currently 95% occupied and anchored by Kawasaki Rail Car, Westchester County and several State agencies (DMV, DOL, NY State Senate offices) and is home to one of the largest rooftop solar arrays in New York State. Most recently and excitingly, i.Park Hudson has been at the heart of the emergence of Yonkers as a content creation epicenter. Lionsgate is expanding into 70,000 square feet of office premises and additional custom production and studio space, and several other major film studios and two universities with film schools are slated to occupy future phases.



Municipal References:

Mayor Mike Spano, City of Yonkers
(914) 377-6300

Lee Ellman, Deputy Commissioner, Planning & Development
(914) 377-6558

Financial Parameters:

Investment: \$500M
Taxes: \$1.5M per annum

Ownership Structure:

Parking complex owned by City of Yonkers after construction by National Resources. Developed by an SPE owned by the principals of National Resources in joint venture with Great Point Opportunity Fund.

i.Park Norwalk, Norwalk / Wilton, Connecticut

National Resources acquired this 30-acre site, the former headquarters of the Perkin Elmer Corporation, located directly on Route 7 on the Norwalk / Wilton border, in 2006 in vacant condition. After significant redevelopment with focus on sustainability, including environmental remediation, rooftop solar panel installation and a riverfront walking trail, the 400,000 square foot office / flex complex is now 90% leased. Tenants across medical, government and corporate fields include Norwalk Hospital, LA Fitness, Cannondale Bicycles, the Federal Government and the State of Connecticut. Some 1,500 people work at this active site today. Recently, i.Park Norwalk was approved by both the Norwalk Planning and Conservation Commissions for the construction of a 132-unit multifamily building. This infill UNO development, one of National Resources' branded micro apartment buildings designed for young professionals, will make i.Park Norwalk a true mixed-use campus. A hotel is planned on the Wilton end of the site once the structured parking is completed.



Municipal Reference:

Steve Kleppin, City of Norwalk, Planning & Zoning Director
(203) 854-7780

Michael Wrinn, Town of Wilton, Planning & Zoning Director
(203) 563-0188

Financial Parameters:

Investment: \$150M

Taxes: Increased from \$300k per annum to \$1.7M per annum plus personal property tax

Ownership Structure:

Developed by an SPE wholly owned by the principals of National Resources.

i.Park 84, East Fishkill, New York

i.Park 84, the former IBM East Campus, is located at I-84 Exit 50 in East Fishkill, NY. Acquired in 2017, the 300-acre site with over two million square feet of building space is home to anchor tenants GlobalFoundries, IBM and eMagin. Capitalizing upon the \$1 billion dollars of infrastructure in place, the low cost supersized utilities and redundancy, i.Park has been able to completely re-tenant the vacant buildings primarily by attracting food manufacturer tenants. This “Food Hub” is home to tenants who produce products ranging from crepes to craft beer, baked goods to smoked salmon, and tortillas. This revitalization effort has created over 2,000 jobs at the site. To take advantage of paved sites at the property, several fulfillment warehouses as well as movie studio production backlots are being erected.



Municipal References:

Supervisor Nicholas D’Allesandro, Town of East Fishkill
(845) 221-4303

Marcus Molinaro, Dutchess County Executive
(845) 486-2000

Jeff Janiszewski, Vice President, Empire State Development
(518) 292-5200

Financial Parameters:

Investment: \$300M
Taxes: \$700k per annum

Ownership Structure:

An SPE wholly owned by the principals of National Resources exclusive of the road system deeded to the Town of East Fishkill.

5. FINANCIAL CAPABILITIES

National Resources secured financial backing from institutions including Berkadia, CIT, CitiBank, JP Morgan Chase, Sterling National Bank and Freddie Mac, and has closed over \$200m in financing every year since 2005. Current projects include the \$500M studio complex for Lionsgate at the former Otis Elevator in Yonkers, NY, the \$300M i.Park 84 campus at the former IBM semiconductor facility in East Fishkill, NY and the \$150M i.Park Norwalk medical facility on the Wilton border, where 130 micro-residential units are currently being added as the final element in a live-work-play complex.

National Resources has the equity, financial strength and expertise to accomplish i.Park Kingston without additional financial partners and evidence of such funding and banking relationships will be provided as required. National Resources includes as some of its investors senior investment banking and hedge fund partners, as well as a range of private equity and real estate funds.

Preliminary Sources & Uses / Timeline

Further information is required in order to prepare both the sources and uses and timeline for this project.