

2014 ANNUAL REPORT



CENTER FOR ECONOMIC GROWTH

anything's possible™



# Groundbreaking Growth

BUILDING ON A COMMON VISION





# A COMMON VISION

## **LEADING TECH VALLEY AS ONE OF THE MOST PROSPEROUS AND INNOVATIVE ECOSYSTEMS IN THE WORLD.**

The Center for Economic Growth has been operating under this new vision for over a year, pursuing strategic initiatives to foster an entrepreneurial ecosystem, ensure competitive infrastructure, and improve our workforce and education pipeline.

We are holding this year's Annual Member Meeting at GLOBAL-FOUNDRIES in celebration of five years since the company broke ground on its semiconductor foundry in Malta. The size of this investment and the jobs it has created have far outpaced the community's original expectations.

And with “groundbreaking” as the theme of our Annual Member Meeting this year, it's gratifying to look around and see that Tech Valley is humming with progress on projects that are creating new jobs,

advancing our technology industry clusters, enlivening our city centers, revitalizing our waterfronts, supporting our innovators, and preparing our workers for tomorrow's careers. They vary in size and scope, but together they can be transformational. It's our job as investors in the regional vision to maximize that collective impact, and to keep running on all cylinders to make Tech Valley a competitive destination for more business and talent.

CEG's Annual Member Meeting is an opportunity to reflect on our successes, remind ourselves of our common vision for and belief in Tech Valley, and recharge those cylinders. We look forward to the next year of working with each of our member investors and stakeholders to advance our Strategic Plan, to market the region on a global scale, and to lend support to the manufacturing and technology companies that help to form our region's competitive core.

# MESSAGE FROM THE PRESIDENT



We join together in this forum because we believe in Tech Valley. We see how far we've come, we recognize our assets, and we believe that there's no reason to stop anywhere short of being a first-rate, world-class destination for investment and talent. We are passionate about the Tech Valley vision, we value ensuring a flourishing future for the next generation, and we are deeply committed to connecting those on the margins to this arc of success.

With your investment in the Center for Economic Growth you share this passion for the region and enable us to execute our Strategic Plan focused on entrepreneurship, infrastructure, and workforce and education.

We're building a structured mentorship system for start-ups and working to attract more venture funding to the region. We're identifying and addressing gaps in our workforce pipeline and have developed tools to scale some of the region's best educational practices and business-education partnerships. We're advancing several infrastructure-related opportunities, including the design of a broad, GIS-enabled infrastructure and sites inventory portal that will showcase our region's assets in an unparalleled way and make it substantially easier for businesses to grow, invest and locate here.

The work of CEG's Regional Technology Development Center team, who assist manufacturing and technology companies with their growth strategies, has an annual regional impact of over \$38 million. In our industry attraction efforts, CEG had a strong presence at targeted industry events and trade shows across the nation and the globe this year, and our leadership to establish a new EB-5 Regional Center is lending substantial regional momentum to Governor Cuomo's START-UP NY and Global NY initiatives.

CEG has also been a strong advocate and resource for the Capital Region Economic Development Council, providing input, guidance, and staff assistance. We are also leading the Regional Alliance for a Creative Economy, together with our partner the Community Foundation for the Greater Capital Region, to advance arts, culture, and tourism as a critical component of our region's economy.

Thank you all for your membership and engagement. Your combined resources, time, and energy committed to CEG moves us closer to our ambitious, collective vision for Tech Valley's future.

Sincerely,

A handwritten signature in black ink that reads "Mike Tucker". The signature is written in a cursive, flowing style.

F. Michael Tucker, President & CEO

# MESSAGE FROM THE CHAIRMAN



When I assumed the chairmanship of the Center for Economic Growth almost a year ago, I was in the midst of leading the organization's strategic planning process. I am proud of the plan that you, our members and key stakeholders, came together to recommend for how CEG can lead Tech Valley as one of the most prosperous and innovative ecosystems in the world.

My priorities for my tenure as board chair are the implementation of that member-driven strategic plan; ensuring that CEG and its partners are advancing a single regional agenda; and being adaptable to changes in the economic development process in the Empire State.

With regard to the first priority, I hope you will look through this Annual Report to see the progress we have made in addressing our three strategic pillars of entrepreneurship, infrastructure, and workforce and education. I am also pleased to report ever-closer cooperation with our chamber of commerce and economic development partners, as well as ongoing systematic coordination with the Leaders Forum and the Capital Region Economic Development Council. We will work continuously to refine and realign our strategic approach and organizational structure based on new challenges and opportunities as well as best practices in the field.

Thank you all for your passion about our region's future, and for investing and helping to drive CEG's accomplishments in 2014. We could not do this without a strong membership representing a cross section of thought leaders in business, government, healthcare, education and the not for profit sectors across our 11 counties. Together we have the opportunity to help our region reach its full potential, for the benefit of all of all the businesses and people that call Tech Valley home.

Sincerely,

A handwritten signature in black ink that reads "Mike". The signature is stylized and cursive, written in a professional but personal style.

Michael J. Hickey, Chair of the Board

**STRATEGIC OBJECTIVE:** Establish an entrepreneurship ecosystem that will help develop and execute on the success of our technology clusters.

# ENTREPRENEURSHIP PILLAR

**STRATEGIC INITIATIVE #1:** Enterprise Engagement & Validation. The objective of this initiative is to secure commitments from medium- and large-scale enterprises to engage with area start-up companies by providing the companies with a combination of mentoring, access to labs, office space, or other facilities. CEG is developing programs to facilitate this engagement by incorporating more enterprises into our current programming, as well as creating new platforms for entrepreneurs to have access to these resources. One such program is the Innovate 518 application through the 2014 Consolidated Funding Application, which, in partnership with RPI and UAlbany, and with the support of many of the major institutions in the region, will help connect valuable resources across the region into a regionally-based, collaborative incubator for startups to grow.

**STRATEGIC INITIATIVE #2:** Structured and disciplined mentor system. This initiative is focused on taking inventory of the invaluable knowledge and skills we have in the area and providing a network for entrepreneurs to readily access mentors across the region. We have partnered with RPI to assist in building out the BOSS Mentor Program, a platform dedicated to facilitating engagement between mentors and mentees in structured yet flexible programs based on the needs of the companies taking part.

**STRATEGIC INITIATIVE #3:** Increase the flow of capital investment into Capital Region start-ups. CEG is continuously partnering with regional and state-wide investment networks to provide avenues for targeted deal flow to take place. This not only provides value to the entrepreneurs, but also makes it easier for investors to find the hidden gems among the ecosystem of growing startups.

# DRIVING GROWTH FOR CAPITAL REGION COMPANIES



The Center for Economic Growth's (CEG) Business Growth Services (BGS) is the Capital Region's comprehensive resource to grow manufacturing and technology business. CEG is the Empire State Development, Division of Science, Technology and Innovation designated Regional Technology Development Center (RTDC) for New York State's Capital Region and an affiliate of the National Institute for Standards and Technology Manufacturing Extension Partnership (NIST MEP) program which is comprised of 60 Centers across the country and in Puerto Rico.

CEG's Business Growth Services team works with successful manufacturers and business owners that at times struggle with a variety of issues, concerns, and frustrations. From startups to mature manufacturing businesses, CEG's BGS team has a suite of proven services to accelerate growth:

- Operational Assessments/ Benchmarking
- New Market Expansion – ExporTech™
- Technology Driven Market Intelligence/Tech Scouting
- Lean Enterprise Services
- Innovation Engineering™
- FuzeHub Virtual Help Desk
- Sandler Sales Training
- Strategic Planning
- Executive Coaching from Early Stage to Mature Companies

## EXPERT TRAINING AND PROCESS IMPROVEMENTS

CEG works with local manufacturing and technology companies to generate new sales, create stronger operational infrastructure, and overcome barriers to growth.



Expotech™ is a strategic program developed by NIST MEP and the US Commercial Service at the federal level to assist manufacturers in growing their international sales. CEG held its first Expotech™ program in 2013 and will hold another in late 2014.

Expotech™ results as reported by companies on the NIST Third Party Impact Survey from 574 Companies that Participated from 28 States:

- Average sales increased/retained per company of \$770,000
- Average cost savings and investment avoidance per company of \$50,000
- Average of 5.0 new jobs created per company
- Total program impact to date (574 companies): nearly \$400,000,000 sales increased/retained

## ADDITIONAL PROGRAMS

- Training Within Industry
- Six Sigma
- Quality Training / ISO
- Pollution Prevention Institute
- Engineering Services
- Plant Layout

## CONNECT TO RESOURCES

### NYSERDA ECONOMIC DEVELOPMENT GROWTH

**EXTENSION PARTNERSHIP:** CEG continues to partner with NYSERDA as a Regional Outreach Contractor for the Economic Development Growth Extension (EDGE) program. In our first year, and continuing into 2014, CEG maintains one of the highest overall success rates (program referrals that turn into NYSERDA applications) among EDGE contractors. In the Capital Region, the most popular programs from our outreach include deployment incentives for Existing Facilities, New Construction, Solar Photovoltaic, and Small Business & Non-Profit Energy Assessments. CEG's EDGE program also worked closely with our regional Chambers of Commerce last year, holding 6 energy efficiency lunch and learns that connected over 169 businesses with available programs.

### NATIONAL GRID'S MANUFACTURING PRODUCTIVITY

**PROGRAM:** Manufacturing employs over 550,000 New Yorkers and contributes \$61 billion annually to New York State's GDP. Every manufacturing job creates more than 2.5 related jobs in other sectors, and every dollar spent generates an additional

\$1.37 in economic activity. Small and medium sized upstate New York manufacturers are challenged by high costs and regulatory pressures. They must continually improve productivity and performance to remain competitive in the global economy. In order to grow, they must develop new products and improve their return on investment from sales and marketing activities by finding new customers, markets, and export opportunities. This program has been developed in partnership with the Regional Technology Development Centers (RTDCs) from Western New York, Finger Lakes, Central New York, Mohawk Valley, North Country, and the Capital Region and will be delivered in conjunction with these TDCs. CEG is pleased to be working with National Grid on this program as the Capital Region's RTDC.

**WORKFORCE DEVELOPMENT INSTITUTE FUNDING:** The Workforce Development Institute (WDI) is a statewide 501(c) 3 non-profit that improves the lives of working men and women across New York State by providing targeted programs in workforce, economic, and community development. WDI serves the working families of New York State by directing funding to projects that result in job creation and/or retention, skills upgrades and promotions, or other support services that result in favorable responses to economic and workforce transitions. CEG is pleased to work with the WDI regional staff to understand the needs of local economies and resulting workforce requirements; the CEG BGS team works with WDI to help Capital Region manufacturers access funding to ensure that skill gaps or other impediments to economic and workforce development are eliminated.

# \$38,385,405

TOTAL AVERAGE ANNUAL IMPACT

## RTDC'S FIVE YEAR REGIONAL IMPACTS

THE CEG TEAM IS DRIVEN TO DELIVER QUANTIFIABLE IMPACTS ON BEHALF OF EVERY CLIENT COMPANY (AS MEASURED BY AN INDEPENDENT THIRD PARTY, ON BEHALF OF NIST MEP)

### 4.76

TOTAL AVERAGE ANNUAL NUMBER OF JOBS RETAINED PER CLIENT

### \$1,089,350

TOTAL AVERAGE ANNUAL QUANTIFIED IMPACT PER CLIENT

### \$55,514

TOTAL AVERAGE ANNUAL COST SAVINGS PER CLIENT

### \$515,313

TOTAL AVERAGE ANNUAL SALES INCREASED AND RETAINED PER CLIENT

### \$312,167

TOTAL AVERAGE ANNUAL JOB ECONOMIC IMPACT PER CLIENT

### \$56

ROI FOR EVERY \$1 OF STATE AND FEDERAL FUNDING INVESTED

### 236

TOTAL AVERAGE ANNUAL NET JOBS

### 1.69

TOTAL AVERAGE ANNUAL NUMBER OF JOBS CREATED PER CLIENT

## SUCCESS STORY

Specialty Silicone Products, Inc. (SSP) of Ballston Spa custom formulates silicone compounds for the specific needs of their clients. Faced with increasing global competition coupled with a desire to increase market share and enter new markets, SSP engaged the Center for Economic Growth (CEG) to develop a more efficient sales program for its front-line sales team to follow. CEG engaged Lorraine Ferguson, owner of Direct Impact Associates, LLC, a strategic partner and local provider of Sandler Sales Training products. Key salespeople in the SSP team attended Sandler Sales Training classes and Customer Service training.

- 17% increase in sales in 2013
- 25% increase in sales YTD 2014
- \$2.5 million revenue growth in four years
- \$1.5 million came from new customers
- Addition of 2 full-time and 1 half-time manufacturing jobs
- Plan to hire 6 more people in the next 2 years, and create 10 new jobs over the next 5 years

## NETWORKS AND MENTORSHIP

### CHIEF EXECUTIVES NETWORK FOR MANUFACTURING

**(CEN):** CEN is a not-for-profit member organization comprised of more than 45 small and medium-sized manufacturing businesses in the Capital Region. Since its inception in 1987, CEN has focused on providing a high quality forum for its members to discuss common issues, share knowledge, and develop best practices by drawing on the collective knowledge of its membership. During 2014, CEN held a variety of programs for its members with topics including OSHA, Workforce Development,

and the Affordable Care Act as well as Solutions and Best Practices Forums for its manufacturing members. CEN's 14th Annual Golf & Scholarship Day was another resounding success. CEN received 35 scholarship applications in the 2013-14 school year and awarded 6 scholarships at \$1,000 each to Capital Region students enrolled in a field pertinent to manufacturers.

**BIOCONNEX:** CEG's Bioconnex industry network held its 3rd Annual Capital Region Commercialization of Life Sciences Innovation Day on June 6th. The conference brought together close to 100 innovative biotechnology researchers and institutions, business executives, and collaboration partners from within the Capital Region.

**ACCELERATE 518:** Accelerate 518 is a consortium of stakeholders in the Capital Region entrepreneurship community facilitated by CEG, which is focused on startup education, job creation and collaboration. The group consists of representatives from many area colleges and universities with a focus on entrepreneurship, as well as members of funding groups, local entrepreneurs and economic development organizations. The mission of the group is to educate students and new entrepreneurs, collaborate on regionally focused events and programming, and ultimately create new jobs by continuing to foster the growth of our startup ecosystem.



The consortium of local universities, facilitated by CEG, will be hosting the first event in a series of collaborative events labeled “Startup Series”. Each event will be hosted at a different school, and feature a topic based on their respective skill sets. Albany Law School kicked it off with Startup Law Day on September 13th. Rensselaer Polytechnic Institute will host Business Model Canvas Day in November.

**VENTURE BPLAN SERIES:** A collaboration with Rensselaer Polytechnic Institute’s Emerging Venture’s Ecosystem, 17 startup companies pitched to over 280 attendees.

**TECHNOLOGY ROADMAP:** CEG collaborated with the Albany Business Review to create the 2014 Tech Pages. The comprehensive directory lists technology-based companies, research institutions and services providers drawn from CEG’s Technology Roadmap.

**TECH VALLEY GLOBAL BUSINESS NETWORK:** The Tech Valley Global Business Network is a collaboration of our regional Chambers of Commerce and CEG, and is dedicated to providing education and networking opportunities for expanding international trade in New York’s Tech Valley. This network is playing a critical role in advancing our region’s strategies under the Global NY initiative.

## CEN IMPACTS

**DURING 2013, THERE WERE 21 CEN MANUFACTURING MEMBERS SURVEYED FOR IMPACTS RELATED TO THEIR INVOLVEMENT IN CEN; THEY REPORTED:**

**\$8.65 million**

**INCREASED AND RETAINED SALES**

**75%**

**SALES GROWTH FROM NEW MARKETS, CUSTOMERS, PRODUCTS OR SERVICES**

**145**

**MANUFACTURING JOBS WERE CREATED AND RETAINED**

**\$7 million**

**ECONOMIC IMPACT OF CREATED AND RETAINED MANUFACTURING JOBS**

**\$7.1 million**

**IN CLIENT INVESTMENTS SUCH AS PLANT EQUIPMENT, WORKFORCE, AND OTHER AREAS**

# INDUSTRY ATTRACTION

## INDUSTRY GROUPS:

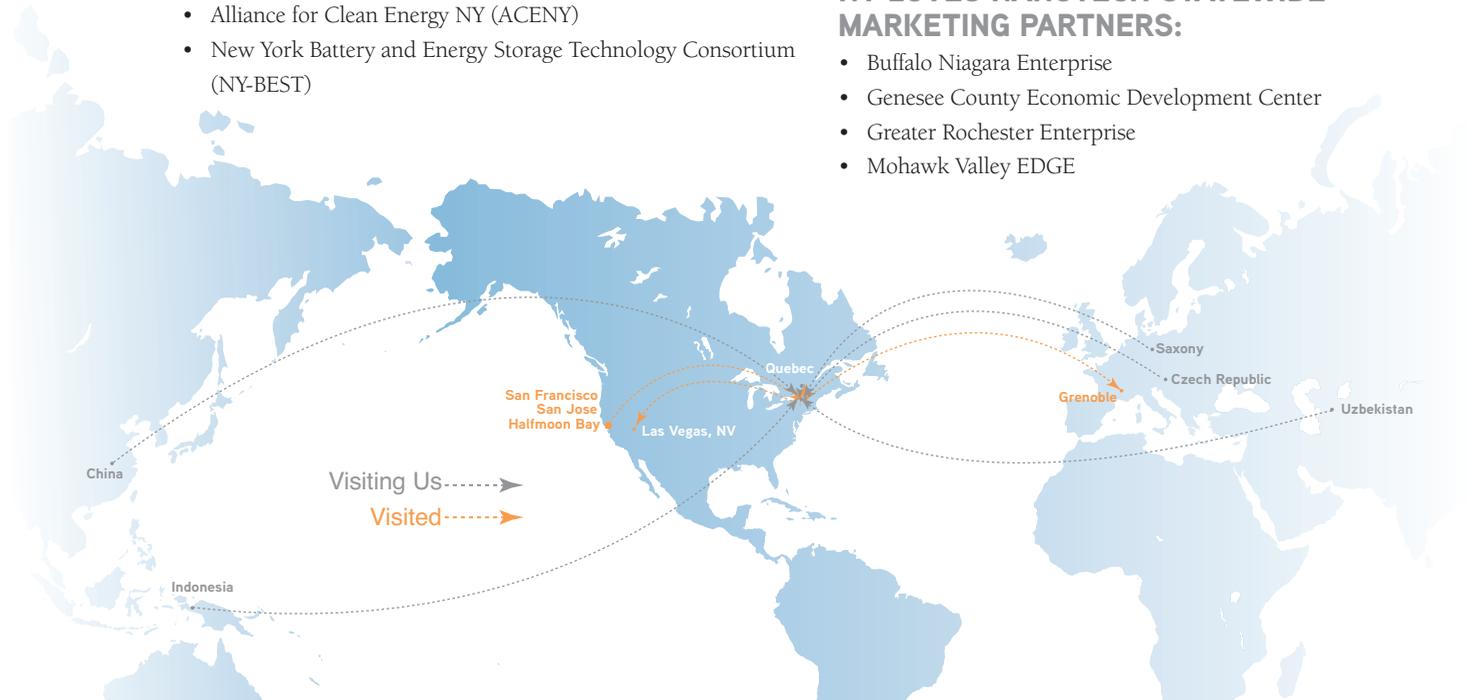
- Semiconductor Industry Association (SIA)
- Semiconductor Equipment and Materials International (SEMI)
- Northeast Economic Developers Association (NEDA)
- International Economic Development Council (IEDC)
- Industrial Asset Management Council (IAMC)
- Alliance for Clean Energy NY (ACENY)
- New York Battery and Energy Storage Technology Consortium (NY-BEST)

## REGIONAL MARKETING PARTNERS:

- Banner Industries, M+W Group, SSOE Group, Rensselaer County Economic Development Corporation, Richmor Aviation, Saratoga Economic Development Corporation

## NY LOVES NANOTECH STATEWIDE MARKETING PARTNERS:

- Buffalo Niagara Enterprise
- Genesee County Economic Development Center
- Greater Rochester Enterprise
- Mohawk Valley EDGE





## 2014 INDUSTRY EVENT SPONSORSHIPS:

### SEMI INDUSTRY STRATEGY SYMPOSIUM (JANUARY 12-15, 2014, HALF MOON BAY, CA)

SEMI's first executive conference of the year and a prime opportunity for NY representatives to network with senior industry executives and provide an update on recent developments in New York.

NY Loves Nanotech sponsored the "Technology Challenges" Session and Lunch, which included representatives from Intel, IBM, Xilinx, GLOBALFOUNDRIES, IMEC and others.

### IAMC SPRING FORUM (APRIL 26-30, 2014, PINEHURST, NC)

IAMC forums bring together site selectors, economic developers and service providers in an exclusive networking setting. CEG sponsored the Start-Up NY Team's efforts at the conference, which included a private hosted NY dinner for site selectors/corporate real estate executives.

### THE CONFAB CONFERENCE (JUNE 24-26, 2014 - LAS VEGAS, NV)

A global conference and business meeting where executives from semiconductor equipment and material suppliers meet privately, one-on-one with key decision makers from semiconductor manufacturing companies; NY Loves Nanotech co-sponsored with Marcy NanoCenter. Held 12 private, one-on-one meetings with select industry leaders, as well as an executive breakfast to drive investment to NYS.

### SEMI ADVANCED SEMICONDUCTOR MANUFACTURING CONFERENCE (ASMC) (MAY 19-21, 2014 - SARATOGA SPRINGS, NY)

Conference was held in Saratoga Springs for the 4th consecutive year; NY Loves Nanotech sponsored Reception/Poster Session with over 200 industry attendees.

**FUNDING  
PARTNERS**



**IAMC FALL FORUM  
(SEPTEMBER 13-17, 2014 – QUEBEC CITY, CANADA)**

Attended and joined NYSEDC, National Grid, RG&E and other NY partners to host a dinner for a select group of site selectors/ corporate real estate professionals to promote New York. NY representatives worked to continue to increase awareness of NY's efforts to attract companies and investment as well as build relationships with other IAMC members.

**SIA ANNUAL AWARDS DINNER  
(NOVEMBER 13, 2014 – SAN JOSE, CA)**

NY Loves Nanotech sponsored for the 13th year in a row. Event has consistently represented one of the best in the industry for high-level networking, with over 500 business industry executives in attendance.

**TRADESHOWS & EVENTS**



**ADVANCED ENERGY CONFERENCE  
(APRIL 28-29, 2014, ALBANY, NY) – EXHIBITED**

CEG sponsored the Advanced Energy Conference (AEC), New York's premier energy conference bringing together over 1,000 attendees from every segment of energy research, policy and business interested in energy's future. CEG representatives worked to promote clean energy investment and business in the region at the conference.

**SEMICON WEST  
(JULY 8-10, 2014 - SAN FRANCISCO, CA) – EXHIBITED**

CEG exhibited under its NY Loves Nanotech marketing initiative [with more than 20 partners from the region and across upstate NY], an effort CEG has coordinated for more than 15 years and a valuable opportunity for regional business and industry leaders to promote their successes and pursue new relationships with



a global audience of semiconductor/PV firms and supply chain companies at one of the industry's leading trade events.

With approximately 26,000 attendees between SEMICON West and co-located InterSolar North America, our NY Loves Nanotech delegation engaged in numerous discussions with global technology executives.

NY Loves Nanotech hosted its widely popular 15th Annual Dessert Reception, with more than 300 C-level industry executives in attendance, including representatives from GLOBALFOUNDRIES, Applied Materials, ASML, Intel and Intermolecular among other leading firms.

#### **AMERICAN SOCIETY OF MECHANICAL ENGINEERS (ASME) CONFERENCE**

**(AUGUST 18-21, 2014 – BUFFALO, NY) – EXHIBITED**

CEG joined economic development partners from Western NY to promote NY Loves Nanotech at the ASME's Advanced Design & Manufacturing Impact forum in Buffalo.

#### **SEMICON EUROPA**

**(OCTOBER 7-9, 2014 – GRENOBLE, FRANCE) -  
SPONSORED**

NY Loves Nanotech participated for the 11th year in a row by co-sponsoring the 450mm Forum with Marcy NanoCenter.





## MARKETING

CEG collaborated again this year with Empire State Development, Buffalo Niagara Enterprise, Greater Rochester Enterprise, Genesee County and Mohawk Valley EDGE to extend our NY Loves Nanotech initiative across upstate NY, including a joint marketing piece highlighting NYS's Nanotech industry/academic/R&D assets.

Regional marketing at Albany International Airport:

- “Tech Valley Ready” campaign ran first half of the year; highlighted CEG’s strategic pillars
- “Tech Valley: Where Innovative Companies Work” campaign was installed in the fall and was designed to promote the region’s strengths as a location that is ready for growth and investment.
- Marketing efforts have prime location to target both departing and arriving passengers – specifically targeting business and industry executives.

## STRATEGIC MEETINGS & SALES CALLS

**INTERNATIONAL DELEGATION VISITS:** CEG hosted a number of delegations from around the globe, including political, economic development and private industry representatives and shared insights on our region’s history and successful high-tech development.

**REGIONAL UPDATES:** CEG gave multiple presentations to organizations and stakeholders about the status of the significant public and private investments and the impact they will have on our region in terms of job growth and workforce readiness and education issues. Stakeholders included: corporate real estate, academic and community groups, professional business organizations and the semiconductor industry.

## INCREASING INVESTMENT IN NEW YORK

CEG, in conjunction with other economic development organizations across the state has partnered with New York State Economic Development Corporation and Empire State Development to engage a global marketing and prospecting firm to help identify prospects across multiple target industries to drive investment and location to New York.

## QUÉBEC COLLABORATION

In April, CEG partnered with the Québec Government office in New York to host “Québec –NY, Partners in Innovation”. Anchored by a long-standing economic relationship, Québec and New York are leveraging their unique cross-border resources to build-out key economic and R&D corridors in strategic areas of innovation including nanotechnology, electric transportation and associated technologies.

**STRATEGIC OBJECTIVE:** Secure the data needed by schools and colleges to understand the needs of local businesses; increase the use of best practices for career readiness and business partnerships in our K-12 schools; and increase business partnerships and practice-based educational opportunities in higher education.

# WORKFORCE/EDUCATION PILLAR

**STRATEGIC INITIATIVE #5:** Workforce gap analysis. The objective of this business-centric initiative is to secure the data needed by schools and colleges to understand the needs of local businesses. CEG has compiled a literature review of data from existing workforce gap reports focusing on national and regional data, and is working with potential vendors to design a study to secure missing and essential data.

**STRATEGIC INITIATIVE #6:** Disseminate and amplify best business-education partnership practices & programs among K-12 schools. Through the Tech Valley Connection for Education and Jobs, CEG and GLOBALFOUNDRIES are facilitating the formation of new business-education partnerships as well as sharing “highlights” of successful educational practices and working with partners to scale these experiences. Programming is being designed to create and facilitate more connections among K-12, higher education, and businesses. CEG’s partnership with the region’s P-TECH schools is another example of our work to amplify and scale best practices.

**STRATEGIC INITIATIVE #7:** Address the gaps in our college and graduate schools. The objective of this initiative is to increase the number of business-education partnerships and practice-based

educational opportunities at the post-secondary level. Examples of CEG’s work to advance this objective include the Tech Valley Connection for Education & Jobs’ higher education component, which highlights existing partnerships for emulation and is planning Community College Days this fall; and CEN’s work under the SUNY community colleges’ Trade Adjustment Assistance Community College and Career Training grant to inform advanced manufacturing curriculum development and link the schools with relevant employers.

**BANK OF AMERICA GRANT:** Under its second consecutive grant from the Bank of America, CEG is producing videos for students and job seekers featuring tech and manufacturing careers and employers in the region.

**GREATER CAPITAL REGION WORKFORCE INVESTMENT BOARDS:** CEG is embarking on the final year of its current three-year grant with the Greater Capital Region Workforce Investment Boards to advance awareness of technical careers and serve as a business intermediary. CEG is assisting local companies to take advantage of the GCRWIBs’ federal funding for the training of employees and new hires for positions in STEM fields.

### **TRADE ADJUSTMENT ASSISTANCE COMMUNITY COLLEGE & CAREER TRAINING GRANT.**

CEG and its Chief Executives Network for Manufacturing, alongside industry associations from across the state, is working with a consortium of SUNY community colleges on the implementation of a federal Trade Adjustment Assistance Community College and Career Training grant which is expanding the colleges' advanced manufacturing-related two-year education and career training programs.

### **ALBANY'S PROMISE CRADLE-TO-CAREER NETWORK:**

CEG is a lead business partner in SUNY Chancellor Nancy Zimpher's Albany Promise Cradle-to-Career Network, a major cross-sector regional network designed to maximize student success, increase graduation rates, strengthen community development, prepare a 21st century workforce, and support economic revitalization in the Capital Region.

**TECH VALLEY STEM SMART ALLIANCE:** CEG serves as the regional coordinator of this Capital Region hub of the Empire State STEM Learning Network, a SUNY-administered, community-led collaborative advancing the interdisciplinary teaching and learning of science, technology, engineering and mathematics.

### **TECH VALLEY CONNECTION FOR EDUCATION & JOBS:**

CEG and GLOBALFOUNDRIES continued to advance this 13-county laboratory in which to trial the most innovative practices in education. A series of "community college days" taking place this fall and spring will expose area K-12 educators and students to

relevant career and education choices, and the initiative continues to develop online tools to facilitate business-education partnerships and illuminate pathways to in-demand careers in our region.

**P-TECH SCHOOLS:** Our 13-county region is home to five of the 16 Early College High School programs that were selected in 2013 for the "NYS Pathways in Technology Early College High School" (NYS P-TECH) program. CEG is a formal business partner in the school that will be created in a venture led by Questar III BOCES and is acting in an advisory role for the other P-TECH awardees.

**CAPITAL SOUTH CAMPUS CENTER:** CEG is working with the City of Albany, the Albany Housing Authority, the Trinity Alliance of the Capital Region, and other partners to implement the educational and training component for the Capital South Campus Center. The Center, a collaborative effort to transform an aging public housing development into an on-ramp to the "technology super highway," hosts a CEG office and is open for classes this fall.

**NY STEAM GIRLS COLLABORATIVE:** CEG serves on the Leadership Team that worked successfully to establish a New York Science, Technology, Engineering, Arts and Math (NY STEAM) Girls Collaborative, which brings together organizations committed to informing and motivating girls to pursue careers in these fields. The kickoff conference is taking place on October 25th at Hudson Valley Community College TEC-SMART. A second annual Girls in STEM event in April attracted over 170 girls in grades 4-8.

## EVENTS OF NOTE:

**NEATEC ANNUAL CONFERENCE:** The Northeast Advanced Technological Education Center (NEATEC) at Hudson Valley Community College held its third annual conference and workshops in March, providing educators with tools to integrate emerging technology resources in their classrooms. CEG President Mike Tucker participated in a panel discussion on educational pathways for technology jobs.

**TECH JOBS PANEL DISCUSSION:** On April 4th, CEG and the Greater Capital Region Workforce Investment Boards presented a panel discussion titled *The Diversity of Tech Jobs in the Capital Region*. CEG President Mike Tucker moderated the panel of leading industry experts from healthcare, semiconductor, manufacturing, and IT sectors. The focus of the discussion was

on “middle-skill” positions, those that require more than a high school diploma but less than a four year degree.

**BACK TO SCHOOL STEM EXPO:** CEG exhibited at the Back to School STEM Expo on September 20th, adjacent to our partners in the New York Science, Technology, Engineering, Arts and Math Girls Collaborative, reaching hundreds of families with information about technical career and education pathways.

**TECH CAREER EXPO:** CEG, the Times Union, and Monster.com presented the 3rd annual Tech Career Expo on September 8th. Over 34 employers and an estimated 800 job seekers participated in this career fair tailored to the technology industry and workforce.



**STRATEGIC OBJECTIVE:** More businesses are attracted to Tech Valley and it becomes easier for them to locate and expand here; CEG becomes the one-stop shop, resource, and facilitator for investors considering expansion.

## INFRASTRUCTURE PILLAR

**STRATEGIC INITIATIVE #4:** Inventory and Marketing Portal. The objective of this initiative is to make it easier for businesses to locate and expand in Tech Valley, with CEG as the one-stop shop, resource, and facilitator for investors considering expansion. CEG and its partners in the Tech Valley & Beyond infrastructure initiative are designing a robust inventory and marketing tool of regional sites, community development plans and approval processes, and a variety of hard and soft infrastructure assets. The team working on this initiative has participation from New York State's geographic information officer and the strong support of the NY Works Task Force executive director and NYS chief technology officer.

**TECH VALLEY & BEYOND:** Growing Sustainable Infrastructure at the Speed of Light. This joint initiative to address the region's hard infrastructure challenges, led by CEG and National Grid, is approaching its first year anniversary with multiple action teams deployed to advance solutions ranging from full-spectrum transportation to waterfront development to accelerated regulatory approval. The initiative was designed to complement both CEG's Strategic Plan and the work of the Capital Region Economic Development Council's infrastructure work group. The "NY Sites" action team is undertaking a comprehensive design effort with respect to the sites and infrastructure portal called for in CEG's Strategic Plan (Strategic Initiative #4), and the Resource Recovery

team supported an application by MICROrganic to the NYSERDA Cleaner Greener Communities program for grant funding to advance a project involving organic waste.

**CAPITAL REGION CREATIVE ECONOMY:** Ranked a priority project by the Capital Region Economic Development Council in 2013, CEG was awarded Empire State Development funds to study and leverage the region's creative assets as economic drivers. CEG and the Community Foundation for the Greater Capital Region have contracted with Mt. Auburn Associates to undertake the study, which will be rolled out at a November 13th conference. This project is the culmination of several years of CEG-initiated conversations and partnerships to advance arts, culture, and tourism as a critical component of our region's economy.

**NEXT GENERATION ENERGY SYSTEM DEMONSTRATION PROJECT:** This project is in the planning stages with partners including CEG, GLOBALFOUNDRIES, National Grid, IBERDROLA, Momentive, NYS Department of Public Service, NY ISO, NYSERDA, and Congressman Tonko's office. The purpose is to develop a regional energy optimization demonstration model that seeks to maximize system efficiencies, resiliency and power quality in which the most innovative technologies and practices can



be trialed so as to drive innovation, better understand customer needs, and ultimately develop a model with components that will provide a broad region within NYS a scalable system that will meet the needs of the 21st century and beyond.

**SARATOGA COUNTY TRAFFIC STUDY:** Based on a unique partnership between National Grid, local business leaders and government officials, CEG announced in August that a \$500,000 traffic study has been funded in an effort to evaluate the current and predicted traffic and transportation needs of Saratoga County. With specific focus on the Northway corridor and local roads in and around Malta and Stillwater, this study will give federal, state and local officials updated data and traffic information in order to better understand the infrastructure needs associated with projected growth in the County. CEG will administer the study with project management and technical assistance from the Capital District Transportation Committee; Creighton Manning Engineers will conduct the study. National Grid will fund up to \$250,000 of the study through a Strategic Economic Development Grant, with remaining monies coming from GLOBALFOUNDRIES and local governments, an arrangement resulted from an agreement developed by the attendees of Congressman Tonko's Framework for Success meetings.

## EVENTS OF NOTE:

**NATIONAL GRID PARTNERSHIP:** On August 14th, Congressman Paul Tonko and CEG President Mike Tucker were invited to meet with Steve Holliday, CEO of National Grid PLC, and National GridNY CEO Ken Daly, along with National Grid's Bill Flaherty and Linda Hill, for a discussion on the Capital Region economy and regional gas and electric infrastructure issues.



## REGIONAL DEVELOPMENT STRATEGIES & POLICY DEVELOPMENTS

### CAPITAL REGION ECONOMIC DEVELOPMENT COUNCIL

**(CREDC):** One of ten regional councils established by Governor Cuomo in 2011 to institute a grassroots, region-based approach to the state's economic development strategy, the Capital Region Economic Development Council is co-chaired by James J. Barba, J.D., president and CEO of Albany Medical Center and Dr. Robert J. Jones, president of the University at Albany. CREDC's membership includes multiple CEG Board leaders and CEG's president who also serves on its Executive Committee.

In August, the CREDC submitted its annual progress report to Governor Cuomo as part of the fourth statewide funding competition round. The report identified "priority projects" as designated by the Council, highlighted accomplishments to date including an impact on 20,411 jobs, and put forth strategies to address this year's competition priorities including Global NY, veterans employment, local government collaboration, workforce development, and the Opportunity Agenda. The 10 regional reports will be evaluated as part of the 2014 Regional Economic Development Council Competition, in which the five Top Performer regions from 2013 (including the Capital Region) will compete for two awards of \$25 million each, and the five non-top performing regions from 2013 will compete for three awards of \$25 million each. The balance of the \$25 million in capital funds will be divided among the remaining five regions.

CEG coordinates the publication of the Council's monthly electronic newsletter, regularly convenes the region's city- and coun-

ty-level economic developers to ensure the best possible project pipeline, and supports the annual research, strategy development, and writing process for the progress report.

**TECH VALLEY BUSINESS HALL OF FAME:** On May 7th, CEG and Junior Achievement of Northeastern New York co-sponsored the annual Tech Valley Business Hall of Fame dinner emceed by CEG President Mike Tucker. The event was attended by over 400 people and honored the following inductees for their leadership in enhancing free enterprise and contributions to the community: Michael Bette, Chairman, Bette Companies; Shirley Ann Jackson, PhD, President, Professor of Physics, Applied Physics, and Astronomy and Professor of Engineering Sciences, Rensselaer Polytechnic Institute; and I. Norman Massry, Principal, Massy Realty Partners.

### ADIRONDACK ECONOMIC DEVELOPMENT PARTNERSHIP:

CEG collaborates with multiple economic development entities and stakeholders in the North Country/Adirondack region in recognition of the interdependence of its growth and economic welfare with the Capital Region's. For example, CEG is a charter member of the Adirondack Partnership and is represented on its Project Advisory Committee; this year CEG implemented a second-phase award from the I Love NY program to enhance the Adirondack Park Recreation Web Portal. CEG also arranged this year to feature collaboration with the North Country on the Québec-New York Corridor as the cornerstone of cross-regional collaboration on the governor's Global NY initiative.

**EB-5 IMMIGRANT INVESTOR PROGRAM:** This year saw the federal approval of CEG's application to the Department of Homeland Security to establish an EB-5 Regional Center. The EB-5 Immigrant Investor Program makes 10,000 immigrant visas available annually to qualified foreign investors seeking permanent U.S. resident status through job creation. The governor made a formal announcement on April 25th. This project received funding through the Governor's Regional Council initiative, and the Center will be a key part of the region's "Global NY" strategies regarding the attraction of foreign direct investment.

**LOCAL GOVERNMENT COUNCIL:** CEG's Local Government Council, co-chaired by City of Schenectady Mayor Gary McCarthy and Rensselaer County Executive Kathleen Jimino, provides a forum to identify issues of importance to local governments, discuss opportunities for regional cooperation, and foster working relationships among local leaders. This year's meetings included presentations on topics such as sustainability initiatives in the region and how to reform New York's State Environmental Quality Review Act. The Local Government Council also continued dialogue with the leadership of the Capital Regional Economic Development Council.

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