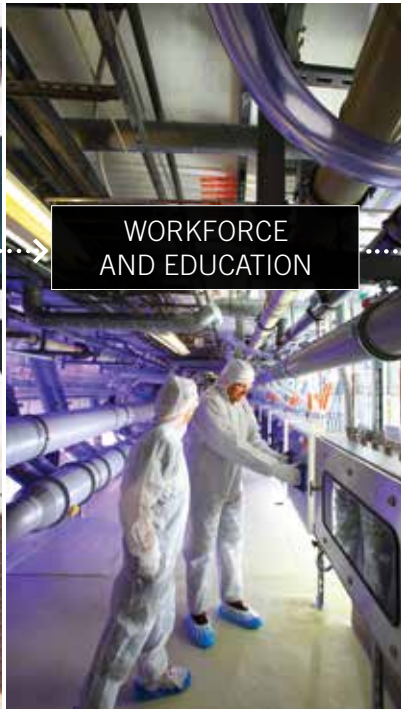
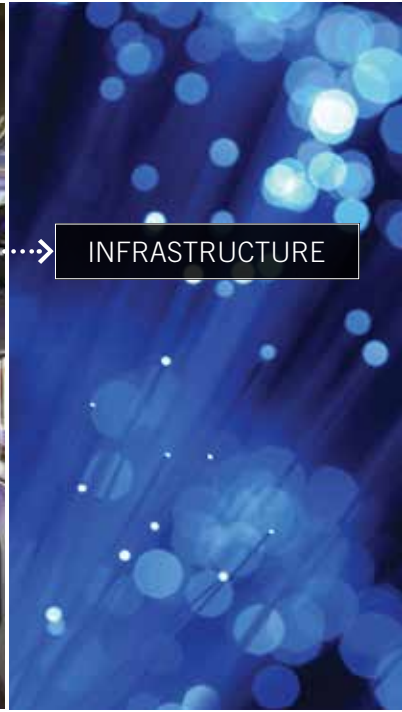




ENTREPRENEURSHIP



WORKFORCE
AND EDUCATION



INFRASTRUCTURE

Tech Valley Ready



ENTREPRENEURSHIP



WORKFORCE
AND EDUCATION



INFRASTRUCTURE



THE CENTER FOR ECONOMIC GROWTH (CEG) IS COMMITTED TO LEADING NEW YORK'S TECH VALLEY AS ONE OF THE MOST PROSPEROUS AND INNOVATIVE ECOSYSTEMS IN THE WORLD. TECH VALLEY HAS NEVER BEEN MORE READY.

As a private, not-for-profit organization, CEG has since 1987 worked to foster visionary economic growth throughout the 11-county Capital Region. We work with a diverse array of members and partners on strategic initiatives to grow local companies, attract new investment, and prepare communities for economic expansion.

Our focus is on core innovation-driven, technology-based industries—such as the semiconductor, biotechnology, and clean energy clusters—that will help regional communities, businesses and quality of life to compete and to thrive. CEG advances these industries' growth by attracting strategic investments; improving the entrepreneurial ecosystem; advocating for an education and training continuum that meets the needs of advanced manufacturers and the 21st century workforce; providing business growth services to manufacturing and technology companies; and preparing communities for economic expansion.

Beginning in 2014, CEG's Board of Directors has identified three key areas of focus for the organization in support of its members' common vision:

ENTREPRENEURSHIP: establishing an ecosystem that will help develop and execute on the success of our technology clusters.

WORKFORCE AND EDUCATION: securing the data needed by schools and colleges to understand the needs of local businesses, disseminating and amplifying best practices for career readiness, and addressing the gaps in our college and graduate school programs.

INFRASTRUCTURE: creating a robust, one-stop inventory and resource for businesses considering relocation to or expansion in Tech Valley; increasing the number, readiness, and awareness of development sites and streamlining and clarifying approval processes.

By leveraging our regional strengths to attract new investments and by implementing sustainable programs, CEG works to connect and enable our citizens to identify and take advantage of opportunities to grow and prepare Tech Valley.

MESSAGE FROM THE PRESIDENT



The Center for Economic Growth's Annual Member Meeting is an opportunity to reflect and recharge. The most important question of the moment is: "Why?" Why do over three hundred loyal members invest in CEG every year? Why do countless other stakeholders in business, education, government, and the not-for-profit sector look to CEG for all things regional? Why do all of us who are involved with CEG work tirelessly to grow local companies, attract new investment, and prepare communities for future growth?

The common denominator to the question of "why" is this: We believe in Tech Valley. We see how far we have come, we believe that the future is bright, and we believe that there's no reason to stop anywhere short of being a first-rate, world-class destination for investment and talent. And we believe that CEG is the vehicle to convene, coordinate, and facilitate that progress.

CEG's extended family consists of people and organizations that look beyond the singular focus of their own well-being to the goal of making Tech Valley a great place to live, work, and play for all residents. That's what gives CEG its franchise and its strength.

Beginning in the new year, CEG will be calibrating its focus on three key areas identified by our Board of Directors: entrepreneurship, infrastructure, and workforce and education. We will lead and partner on initiatives to improve the flow of capital and expertise to start-up companies; to ensure preparedness and responsiveness for companies interested in relocating or expanding here; and to advance innovative educational practices that close gaps between our graduates' skills and industry needs.

Our Regional Technology Development Center will continue to be a national leader in the Manufacturing Extension Partnership program. We will market and raise Tech Valley's profile on the national and global stage.

Our strategy is designed to realize CEG's new vision statement, which ambitiously—and credibly—envision Tech Valley as one of the most prosperous and innovative ecosystems in the world.

Sincerely,

F. Michael Tucker, President & CEO

MESSAGE FROM THE CHAIRMAN



When I assumed the chairmanship of the Center for Economic Growth nearly two years ago, I asked each member to share their open-ended thoughts with me about the organization's direction and possibilities. I have enjoyed working with you to implement the ideas that you thought were important.

The results have been very positive. CEG has grown in its strength and influence and features greater member involvement, culminating in a new member-driven strategic plan that will ensure sharper focus and value-added outcomes in the coming years.

Our members were clear that CEG's programs should center on innovation-driven, technology-based industries as the core industries that will help regional communities, businesses and quality of life to compete and thrive. And they defined CEG's success as being measured by the region's success—in job growth, in a robust entrepreneurial and venture ecosystem, in significant recent and ongoing investments secured for Tech Valley, in the competitiveness of our infrastructure, and in a high quality education continuum that generates a qualified local workforce.

I hope you look through the Annual Report to understand the breadth and depth of CEG's achievements this year, with highlights ranging from the Appreciative Inquiry forum on infrastructure; to collaboration with the National Academy of Sciences; the National Supply Chain Network Initiative announced at the Clinton Global Initiative; synergistic work with the Capital Region Economic Development Council; important grant work for NYSTAR, NYSERDA, and the Greater Capital Region Workforce Investment Boards; and visits by officials from as far away as Malaysia, Tunisia, Germany, Turkey, and Uzbekistan.

We could not do this without a strong membership representing a cross section of Tech Valley's thought leaders in business, government, healthcare, education and the not for profit sectors. This is OUR region, from the Adirondacks to the Catskills, 11 counties working together to set a course for growth and prosperity. Thank you for your active engagement in advancing Tech Valley's growth.

Sincerely,

Robert Blackman
Chairman of the Board

GROW REPORT

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 one of nearly 350 Manufacturing Extension Partnership (MEP) locations within 60 Centers across the country and in Puerto Rico.

CEG's Business Growth Services team is LEADING the statewide NY MEP system in propelling innovation and growth at manufacturing and technology businesses. New, exciting services are available from regional MEP centers to help small to mid-sized manufacturers grow.

NY MEP NIST MEP panel review went very well and continued funding was recommended.

RTDC'S FIVE YEAR REGIONAL IMPACTS



LEADING INNOVATION AND GROWTH FOR CAPITAL REGION COMPANIES

Through Innovation Engineering, CEG helps companies develop an innovation system to create meaningfully unique ideas for growth in less time with less risk. From startups to mature manufacturing businesses, CEG's GROW team has a suite of proven services to accelerate growth:

- Innovation Engineering
- FuzeHub Virtual Help Desk
- NY Innovation Marketplace
- New Market Expansion - ExporTech™
- Lean Product Development
- Sandler Sales Training
- Strategic Planning
- Family Business Advisory

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.

LEAN ENTERPRISE SERVICES

As a result of Lean and strategic planning training provided by CEG, 3 area manufacturers (Blasch

Precision Ceramics, Precision Extrusion Inc., and Zak Inc.) realized a minimum of 15% reduction in waste.

EXPORTECH™

ExporTech™ 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 a one day workshop in July; a 3-day program is scheduled to start October 29th. Participating companies typically see an average sales increase of several hundred thousand dollars within six months.

NYSERDA ECONOMIC DEVELOPMENT GROWTH EXTENSION PROGRAM

The New York State Economic Development Council (NYSEDC) and a team of twelve regional economic development organizations, including CEG, were selected by NYSERDA to extend NYSERDA's program outreach to commercial, institutional, municipal, industrial, and residential end use customers.

ADDITIONAL PROGRAMS

- Training Within Industry
- Six Sigma
- Quality Training/ISO
- Pollution Prevention Institute

TRUSTED ADVISOR

Through MEP services over 5 years, Cambridge Valley Machining has created 75 jobs, seen \$9 million in revenue growth, and more growth is planned.

"The work done by the CEG team over the past 17 years has contributed invaluable to our growth. Over time, our team and I have come to rely on CEG as a trusted advisor – we often include them in our discussions and value their opinion. They, in turn, bring cutting edge programs to us as a NIST MEP Center which we strive to take advantage of routinely. CEG has contributed significantly to the overall growth of CVM's value as a company and helps us tackle our very important challenges in our pursuit of excellence and innovation. If you are open to meaningful relationships from outside sources to help your organization continually improve and achieve excellence, give CEG a call."

- James D. Moore, President, Cambridge Valley Machining, Inc.

SUCCESS STORY

Clear View Bag Co., Inc. manufactures and distributes polyethylene, polypropylene, high density, and related packaging products. Clear View was looking to improve quality, shorten lead times, and improve company morale. Clear View engaged the services of CEG and sent the majority of their employees through Lean 101, and sent a select group of employees through 5S and Value Stream Mapping training, in order to increase manufacturing efficiencies.

Results:

- 15% increase in efficiency
- 10% reduction in waste
- Streamlined supplier network

NETWORKS AND MENTORSHIP

TECHCONNEX

A program dedicated to supporting the information technology community in Tech Valley, hosted several events attracting hundreds of technologists as well as sponsoring and volunteering with Startup Weekend Saratoga.

TECHNOLOGY ROADMAP

CEG collaborated with the Albany Business Review to create Tech Pages: The 2013 Technology Almanac, a guide of resources in Tech Valley.

CHIEF EXECUTIVES NETWORK FOR MANUFACTURING (CEN)

CEN received 28 scholarship applications in the 2012-13 school year, and awarded 6 scholarships at \$1,000 each to Capital Region students enrolled in a field pertinent to manufacturers. CEN held a variety of programs for its members: from a program on Administrative Productivity presented by a CEG staff member, to several Solutions and Best Practices Forums for its manufacturing members.

BIOCONNEX

CEG's Bioconnex industry network held its 2nd Annual Capital Region Commercialization of Life Sciences Innovation Day on June 7th. The conference brought together more than 130 innovative biotechnology researchers and institutions, business executives, and collaboration partners from within the Capital Region.

ADDITIONAL PROGRAMS

- Technology Executive Council
- Technology Innovation Awards

SUPPORTING ENTREPRENEURSHIP AND TECH STARTUPS

CEG's programs provide a continuum of opportunities for regional technology companies to present their business plans and financing needs to potential investors, receive valuable feedback, and open the door to more in-depth conversations about venture funding and growth.

ENYA HAS FUNDED:

- 250K investment in ThermoAura Inc.
- 150K investment in Vital Vio
- 247.5K investment in Free Form Fibers
- 100K bridge note with Hocus Locus

VENTURE BPLAN SERIES

A collaboration with Rensselaer Polytechnic Institute's Emerging Venture's Ecosystem, 7 entrepreneurs presented at the 2013 Venture Bplan Series.

SMARTSTART UNYTECH VENTURE FORUM

The Center for Economic Growth (CEG) in partnership with the Upstate New York Technology Group (UNYTECH) held its 13th Annual SmartStart UNYTECH Venture Forum May 15-16 in Albany. A total of 23 high-growth early stage companies presented, including ten from the Capital Region. Award winners included: Best Presentation: Vital Vio; Most Innovative Technology: Microgen, and Most Likely to be Funded: Thermal Solution Resources.

THERMOAURA : A CEG & HVTDC PARTNERSHIP SUCCESS STORY

ThermoAura is a material sciences company that has developed and patented a nano enhanced thermal electric product that is 20% more efficient and can be produced for 40% less than competing products.

The company attended the Capital Region Solutions Forum seeking engineering assistance to secure and design a manufacturing facility and process in a compressed time frame to meet the purchase and production demands of a large customer.

ThermoAura was connected to CEG and HVTDC (NYMEP centers), a regional investor group, and to RPI CATS (inter-regional assistance).

Results/Impact:

- \$250K investment in ThermoAura from local investor group
- Site selection assistance in NY's Capital region
- Multi-phase manufacturing floor and process design & fit-up with targeted completion date of Fall 2013 to meet customer order



Patrick D. Gallagher, U.S. Under Secretary of Commerce for Standards and Technology and Director of the National Institute of Standards and Technology (NIST) with Jeffrey Lawrence, CEG Executive Vice President for Technology



CLINTON GLOBAL INITIATIVE

CEG participated for the second year in the invitation-only Clinton Global Initiative (CGI) and partnered with GLOBALFOUNDRIES and others on a collaborative effort that has the potential to strengthen the US supply chain and build the manufacturing base. Together with our partners, our Commitment to Action, which was an outgrowth of discussions during the 2012 CGI America, now moves from the developmental to implementation stage benefiting new and existing companies throughout the region.

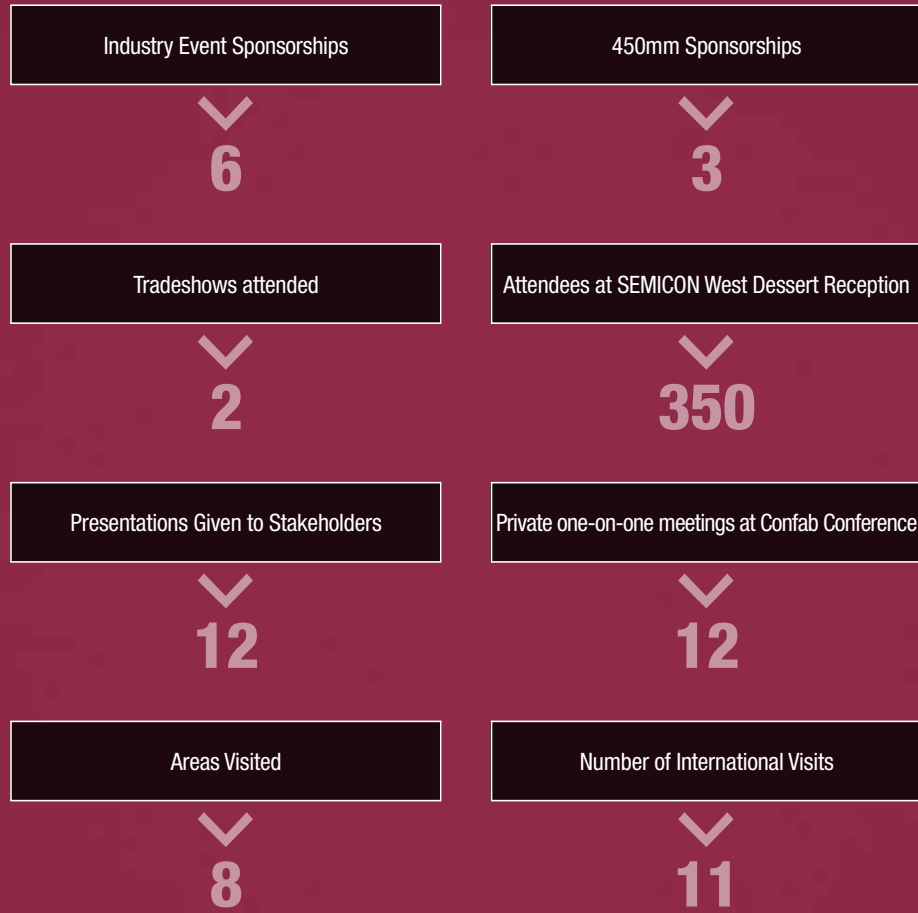
TECH VALLEY GLOBAL BUSINESS NETWORK

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.

INDUSTRY ATTRACTION REPORT

Target Audience

- Supply chain, design firm, service sector companies for semiconductor/nanoelectronics industry
- Renewable energy companies, with specific focus on solar/PV, battery and wind
- Additional industry sectors: Biotechnology/ life sciences, advanced materials, information technology, homeland security



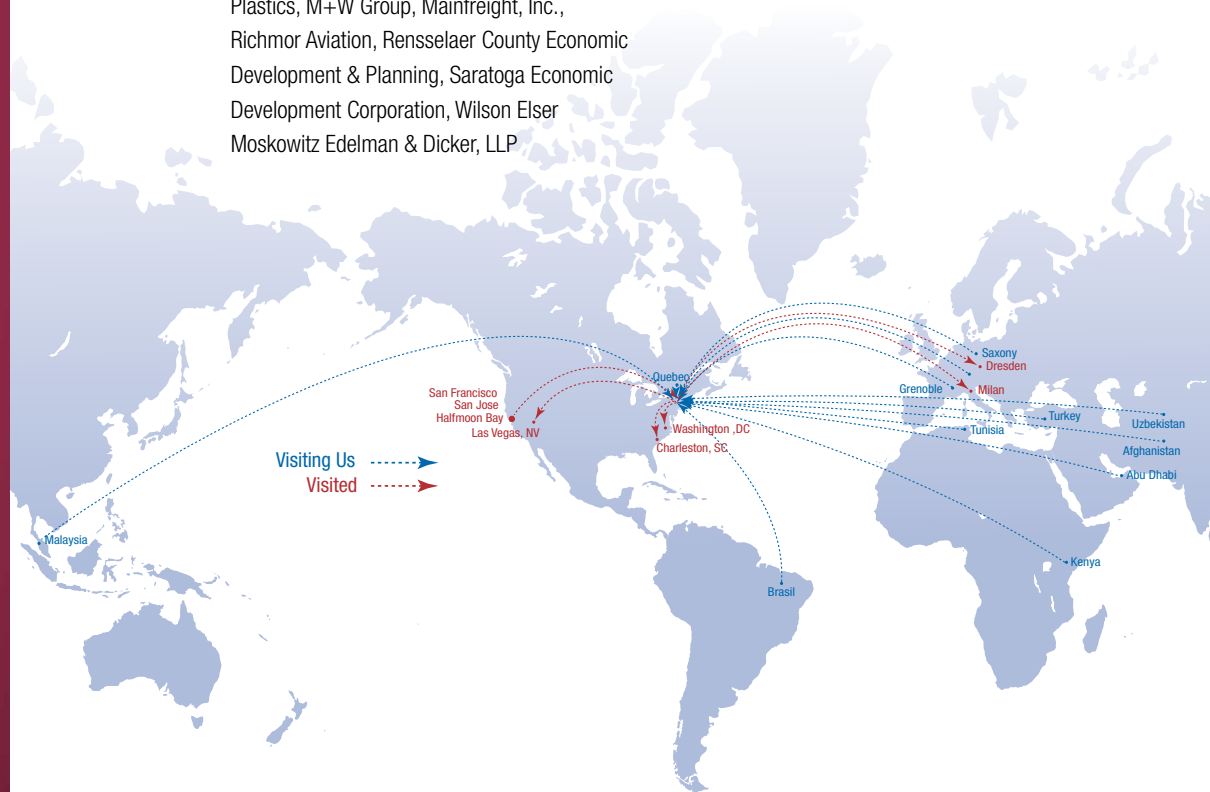
FUNDING PARTNERS



PARTNERS

- **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:** Arsenal Business & Technology Partnership, Banner Industries, CH2M HILL, Critical Process Systems Group, EDC Warren County, Evergreen EDC, A Division of SSOE Group, Harrington Industrial Plastics, M+W Group, Mainfreight, Inc., Richmor Aviation, Rensselaer County Economic Development & Planning, Saratoga Economic Development Corporation, Wilson Elser Moskowitz Edelman & Dicker, LLP

- **NY LOVES NANOTECH STATEWIDE MARKETING PARTNERS:** Buffalo Niagara Enterprise, Genesee County Economic Development Center, Greater Rochester Enterprise, Mohawk Valley EDGE





2013 INDUSTRY EVENTS AND SPONSORSHIPS

SEMI ISS (JANUARY 13-16, 2013 - HALF MOON BAY, CA) - SPONSORED

- First opportunity of the year for semiconductor executives to come together to discuss critical issues related to the industry.

SEMI ISS EUROPE (FEBRUARY 24-26, 2013 - MILAN, ITALY) – ATTENDED

IAMC SPRING FORUM (MARCH 17-20, 2013 - CHARLESTON, SC) - SPONSORED

- 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.

NATIONAL ACADEMY OF SCIENCES

SYMPOSIUM (APRIL 3-4, 2013 – TROY, NY):

- CEG partnered with the National Academy of Sciences, GLOBALFOUNDRIES, Hudson Valley Community College and Rensselaer Polytechnic Institute on a 2 day conference: “New York’s Nanotechnology Model: Building the Innovation Economy”.

SEMI ADVANCED SEMICONDUCTOR MANUFACTURING CONFERENCE (ASMC) (MAY 14-16, 2013 - SARATOGA SPRINGS, NY) - SPONSORED

- 3rd year in a row conference was held in Saratoga Springs; NY Loves Nanotech sponsored Reception/Poster Session with over 200 attendees.

THE CONFAB CONFERENCE (JUNE 24-26, 2013 - LAS VEGAS, NV) - SPONSORED

- Held 12 private one-on-one meetings with select industry executives to promote NYS.

SIA ANNUAL AWARD DINNER (NOVEMBER 7, 2013 – SAN JOSE, CA) - SPONSORED

- NY Loves Nanotech sponsored for the 12th 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.
- Our sponsorship expanded this year in collaboration with partners from western New York to include corporate table sponsorship, sponsorship of the Post Party and exclusive participation at the SIA Board of Directors meeting.

ALBANY / SAXONY / GRENOBLE INITIATIVE

- CEG has been engaged with Grenoble, France and Saxony, Germany, high-tech regions similar to New York’s Tech Valley, for several years to share best practices as the semiconductor and related industries continue to evolve and collaboration amongst regions becomes increasingly important for progress.
- CEG hosted a visit of private industry and government representatives from Grenoble, in April and facilitated two days of meetings with our local economic development, private industry and academic partners.
- The following week, CEG participated in several meetings with a delegation from Saxony, which included members from Silicon Saxony, the Fraunhofer Institute, private technology industry and the Saxon Government who visited the region to explore opportunities for collaboration and synergy.

TRADESHOWS

SEMICON WEST (JULY 9-11, 2013 - SAN FRANCISCO, CA) – EXHIBITED

- CEG exhibited under its NY Loves Nanotech marketing initiative, an effort CEG has coordinated for over 12 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.
- CEG expanded the NY Loves Nanotech initiative to include a more state-wide presence by collaborating this year with partners from across upstate NY.
- NY Loves Nanotech sponsored two key talks focusing on next steps for the industry in R&D, and the transition to 450mm wafers, and hosted our 14th Annual Dessert Reception with 400 c-level industry executives in attendance.

SEMICON EUROPA (OCTOBER 8-10, 2013 – DRESDEN, GERMANY) - SPONSORED

- NY Loves Nanotech participated for the 10th year in a row by co-sponsoring the 450mm Forum with Marcy NanoCenter.

MARKETING

- Collaborated with Empire State Development, Buffalo Niagara Enterprise, Greater Rochester Enterprise, Genesee County, Ontario County, Mohawk Valley EDGE, National Grid and RG&E to extend our NY Loves Nanotech initiative by developing a statewide strategy for our collective presence at SEMICON West in July, and the SIA Annual Award Dinner in November, including new booth graphics and collateral.

- Reengaged with Albany International Airport to market the region in fourth quarter of 2013; messaging highlights Tech Valley’s workforce, entrepreneurship and infrastructure.

STRATEGIC MEETINGS AND 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:** Gave 12 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 initiatives. Stakeholders included: corporate real estate, academic and community groups, professional business organizations and the semiconductor industry (i.e.: International Trade Commission representatives and Director of Venture Capital for Samsung).



CEG'S WORKFORCE DEVELOPMENT & 21ST CENTURY EDUCATION INITIATIVE

The Center for Economic Growth's Workforce Development and 21st Century Education Initiative aims to build a sustainable skilled workforce pipeline for the Capital Region's high-tech industries and to ensure that the region's residents and new and existing companies benefit from economic growth.

The following are highlights from the initiative's two tracks: The Workforce Development Track focuses on issues related to training needs and career pathways for the unemployed, underemployed, and incumbent workers; and the Education Track targets the region's entire educational delivery system to raise high tech career awareness and reduce long-term structural gaps between the skills of graduates and the needs of employers. CEG works closely with businesses, educators at all levels, workforce development entities, and community groups to accomplish these outcomes.

TECH VALLEY CONNECTION FOR EDUCATION AND JOBS: CEG and GLOBALFOUNDRIES—its partner in the Tech Valley Connection for Education and Jobs—continued to advance this 13-county laboratory in which to trial the most innovative practices in education. The past year included two launch events—one in November 2012 at Hudson Valley Community College TEC-SMART with 230 area educators, students, and business representatives participating, and a second event in May 2013 in which teacher and student “ambassadors” experienced Tech Valley High School's learning models. A soft launch of the initiative's website is being followed by the development of innovative online tools for educators, students, parents, and businesses.

TECH VALLEY STEMSMART ALLIANCE: CEG serves as the regional coordinator of the Tech Valley STEMsmart Alliance, the Capital Region hub of the Empire State STEM Learning Network. Empire STEM, administered by the State University of New York, is a community-led collaborative advancing the interdisciplinary teaching and learning of science, technology, engineering and mathematics.

WORKFORCE INVESTMENT BOARD GRANT: CEG is embarking on the second 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 (science, technology, engineering, and math).

ALBANY PROMISE: CEG is a lead business partner in SUNY Chancellor Nancy Zimpher's Albany Promise “cradle to career” partnership, 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. For example, in September, CEG and the Albany Colonie Regional Chamber hosted a breakfast discussion among the local business community about how the initiative can strengthen education, close skill gaps, and impact economic growth in the Capital Region.

SUNY'S TRADE ADJUSTMENT ASSISTANCE COMMUNITY COLLEGE & CAREER TRAINING GRANT: CEG and CEN are working with a consortium of SUNY community colleges on implementation of their federal Trade Adjustment Assistance Community College and Career Training grant, which will expand the colleges' advanced manufacturing-related two-year education and career training programs. CEG, alongside industry associations from across the state led by the Manufacturers Association of Central New York and the Manufacturers Alliance of New York, is advising on the development of new academic programs based on industry need and help campuses and TAA-eligible program participants develop relationships with manufacturers.

TECH CAREER EXPO: CEG once again partnered with the Times Union and Monster.com to offer this second annual unique opportunity for employers in the Capital Region's expanding high-technology and advanced manufacturing industries to meet with the region's top technology candidates. 45 exhibiting companies were connected to over 700 job seekers, and the event included a “speed career networking” roundtable and a panel discussion on the region's technology landscape.

CAPITAL SOUTH CAMPUS CENTER: CEG is working with the City of Albany Housing Authority, Trinity Alliance and other partners to develop the educational and training component for the Capital South Campus Center. The facility broke ground on May 2nd.

BANK OF AMERICA: CEG has secured a grant from the Bank of America Charitable Foundation under which it is arranging presentations to school-based, BOCES-based, and community-based gatherings of middle school students, high school students, parents, K-12 faculty, and K-12 administrators, each featuring an industry representative who can speak directly to students and their influencers about career options, educational requirements, and the importance of STEM and soft skills.

NATIONAL GIRLS COLLABORATIVE: CEG is serving on the leadership team for the establishment of a National Girls Collaborative in New York. The project is sponsored by the College of Computing and Information Women in Technology program at the University at Albany. It will be one of 28 collaborative nationwide that are designed to leverage a network of girl-reaching STEM organizations; the group, with CEG's partnership, hosted a very successful "Girls in STEM" event in April that provided a day of hands-on STEM activities and presentations from women in STEM careers for girls in grades 4-8.

EVENTS OF NOTE

- **COMMON CORE STANDARDS:** CEG partnered with GE and the New York State Education Department to present a breakfast meeting on May 23, 2013 featuring Robert Corcoran, President & Chairman of the GE Foundation, and Dr. John B. King, Jr., New York State Education Commissioner. The meeting engaged business leaders in an important discussion of the widespread adoption of rigorous Common Core State Standards in K-12 education and the opportunities and challenges this initiative presents.

- **DIGIGIRLZ:** On March 20th, Microsoft Corporation, the University at Albany's College of Computing and Information, and CEG presented the 4th annual Microsoft Digigirlz Day. Local high school students visited the university's downtown campus to experience this technology event for girls that works to dispel gender stereotypes of careers in the high-tech industry. CEG President Mike Tucker made a presentation to the attending guidance counselors and parents regarding industry skill gaps and emerging career pathways.

- **NYSERDA FORUM ON BUSINESS, GOVERNMENT, AND ACADEMIA PARTNERSHIPS:** CEG was a sponsor of this well-attended February 12th event at Hudson Valley Community College's TEC-SMART facility. CEG President Mike Tucker moderated a panel of speakers representing a cross-section of regional leaders in a discussion about how such partnerships can pave the way for the region's economic future and a robust workforce pipeline.

- **NEATEC ANNUAL CONFERENCE:** The Northeast Advanced Technological Education Center (NEATEC) at Hudson Valley Community College held its second annual conference and workshops in January, providing educators with tools to integrate emerging technology resources in their classrooms. State Education Commissioner Dr. John B. King, Jr., delivered the keynote address, and CEG President Mike Tucker spoke to the group about the region's emerging high-tech industry workforce needs.

- **SUNY SUMMIT ON COMMUNITY COLLEGES AND THE FUTURE OF NEW YORK'S WORKFORCE:** SUNY Chancellor Nancy Zimpher invited CEG President Mike Tucker to participate

in a panel discussion at this May 13th event, the first system-wide meeting of the community colleges and hundreds of businesses tasked with collaborating to deliver new education programs and targeted workforce training as a result of the Trade Adjustment Assistance Community College and Career Training program.

- **UNIVERSITIES AND COLLEGES AS ECONOMIC DRIVERS:** On September 27th, CEG President Mike Tucker joined Schenectady County Community College President Quintin Bullock; University at Albany President Robert J. Jones; Hudson Valley Community College President Andrew J. Matonak; and Union Graduate College President Laura Schweitzer in a panel discussion about the ways in which local business and industry leaders can benefit from the economic contributions of the region's many colleges and universities. This event was part of the University at Albany's Celebrate & Advance Week, culminating in the inauguration of Dr. Robert J. Jones as the 19th President of the University.

- **BUSINESS AND EDUCATION BREAKFAST:** CEG helped to promote and connect employers to a September 30th event, "Connecting Students to Workforce Experience," organized by the Ballston Spa Central School District, NYSERDA, and Hudson Valley Community College TEC-SMART. The event showcased the Clean Technologies & Sustainable Industries Early College High School.

- **EARLY CHILDHOOD EDUCATION:** CEG participated this year in multiple legislative hearings and working groups on the topic of the

importance of early childhood education and its impact on economic development.

- **BACK TO SCHOOL EXPO:** CEG exhibited at the September 7th Back to School Expo to help excite thousands of students and their families about technical careers and education paths. MiSci lent CEG staff exciting hands-on nanotechnology activities to use with the children at CEG's booth, which also featured Tech it Out and other STEM-related literature for families.
- **STEM SOLUTIONS CONFERENCE:** CEG was invited by the SUNY Chancellor's office to participate in this year's US News STEM Solutions conference in Austin, TX. Special Projects Coordinator Amber Mooney attended the conference representing New York's Capital Region.

REGIONAL DEVELOPMENT STRATEGIES AND POLICY DEVELOPMENTS

CEG leads, partners, or participates in numerous activities that "prepare" the communities of Tech Valley for continued investments and growth in strategic industries. CEG coordinates closely with the region's chambers of commerce, local economic development agencies, and other regional stakeholder groups to enhance the region's attractiveness as a destination for business growth and world-class talent, whether on projects such as expanding air service or on "soft infrastructure" issues like leveraging the collective strength of the region's artistic and cultural assets. Key outcomes and highlights follow.

CAPITAL REGION ECONOMIC DEVELOPMENT

COUNCIL: 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.

In September, CREDC submitted its annual progress report to Governor Cuomo as part of the third statewide funding competition round, and Consolidated Funding Applications for state grants were under review by state agencies. Council highlights from the past year included the designation of an "Opportunity Zone" under the governor's new Opportunity Agenda initiative; evaluation of proposals for Innovation Hot Spots under the new Start-Up NY initiative; reorganization of the Council's workgroups to support implementation of its Strategic Plan; and enhanced public outreach.

CEG coordinates the publication of the Council's monthly electronic newsletter and also supported the Council by participating on the writing team for this year's progress report and regularly convening the city- and county-level economic developers throughout the Capital Region to ensure the best possible regional project pipeline.

LOCAL GOVERNMENT COUNCIL: CEG's Local Government Council, co-chaired by City of Albany Mayor Gerald Jennings and Rensselaer County Executive Kathleen Jimino, provides a forum for local government leaders from throughout Tech Valley to discuss common issues of importance. This year's meetings included presentations on issues such as technology in government (for example, use of information technology for community engagement)

and dialogues with the leadership of the Capital Region Economic Development Council.

REGIONAL DEVELOPMENT COORDINATING

COUNCIL: CEG continued to participate in this regular forum created to foster coordination, cooperation and collaboration among regional stakeholders to pursue intelligent, planned, sustainable economic expansion across Tech Valley.

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. This year, for example, CEG is a partner in a cross-regional state grant award to create, market and sustain an Adirondack Park Recreation Web Portal. In April, the Adirondack Association of Towns and Villages reached out to CEG and the Local Government Council to participate in the "Taste of the Adirondack's Day" at the state legislature; CEG arranged for additional participation by the three Regional Economic Development Councils within the "Blue Line," highlighting cross-regional projects that are underway as part of the REDC process.

CAPITAL REGION SUSTAINABILITY PLAN: CEG continued to serve as a "public voice" providing visibility, input and marketing support for the Capital Region's Cleaner, Greener Communities Program, a statewide initiative that was announced by Governor Andrew M. Cuomo as part of his 2011 State of the State address to encourage New Yorkers to live, operate and grow using fewer resources. This year, businesses and other organizations were invited to apply for state funding to implement strategies identified in the Capital Region Sustainability Plan developed through this program.

EB-5 IMMIGRANT INVESTOR PROGRAM: CEG and its subcontractors under a state grant have completed and submitted an application to the Department of Homeland Security to create an EB-5 Regional Investor Center for the region. 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.

STATE-LEVEL POLICY DEVELOPMENTS IN

2013-2014: This year's on-time enacted state budget continues New York State's focus on economic growth through a series of initiatives to create jobs and grow the economy. During the budget process, CEG President Mike Tucker joined other business leaders on two occasions to meet with Governor Cuomo to discuss business community needs and the administration's economic development agenda, major hallmarks of which now include the Start-Up NY, Innovation Hot Spot, and Opportunity Agenda initiatives.

EVENTS OF NOTE

- **MEETINGS WITH CONGRESSIONAL REPRESENTATIVES:** Small groups of CEG's leadership met with Senator Charles E. Schumer (April 26), Congressman Chris Gibson (April 23), and Congressman Paul Tonko to discuss federal issues impacting economic development and business climate in Tech Valley and to update these representatives on CEG initiatives and member concerns.
- **CEG LUNCHEON WITH SUNY RESEARCH FOUNDATION PRESIDENT:** CEG hosted an April 11th roundtable luncheon with Dr. Timothy Killeen, president of the SUNY Research Foundation and SUNY vice chancellor for research. CEG assembled a small group of

key stakeholders to engage in a dialogue with President Killeen and establish connections and relationships with key individuals in the Capital Region innovation ecosystem, and to listen to their ideas about developing the governor's Innovation NY Network. Governor Cuomo named Dr. Killeen as one of 3 individuals tasked with launching the Network. Dr. Killeen also shared information about research and entrepreneurship initiatives underway at SUNY.

- **NEW YORK STATE ECONOMIC DEVELOPMENT COUNCIL MEETING:** In May, CEG President Mike Tucker served as the chair of this year's New York State Economic Development Council Meeting in Saratoga Springs under the theme of "Understanding the Future of Economic Development."
- **TECH VALLEY BUSINESS HALL OF FAME:** On May 1, CEG joined Junior Achievement of Northeastern New York to present the 18th annual Tech Valley Business Hall of Fame dinner celebrating the accomplishments of remarkable members of the local community. Those selected for induction in 2013 were: William A. Harbour, PE, Founding Partner & CEO, Clough Harbour Associates; Richard G. Kotlow, CPA, former CEO, UHY Advisors NY; and R. Mark Sullivan, EdD, 8th president of the College of Saint Rose and now director of its Institute for Leadership in Higher Education.

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