

Outcomes 2007

**CENTER FOR  
ECONOMIC  
GROWTH**

Grow. Attract. Prepare.  
New York's Tech Valley



**CENTER FOR ECONOMIC GROWTH**  
anything's possible™

## A Message from The Chairman



Now entering its third decade, the Center for Economic Growth remains committed to the rise of Tech Valley. The organization has consistently served as a catalyst in building a cohesive, regional economic development perspective and promoting our region globally, attracting the attention of the world's technology community.

The past five years have seen the region's most exhilarating period of growth in recent history, spanning the attraction and expansion of semiconductor and nanotechnology giants such as AMD and International Sematech and the expansion of global firms like GE. In addition to these successes, CEG has diligently worked to support regional firms and to diversify Tech Valley's portfolio of high tech capabilities, helping to build an enabled region for the biotechnology, clean-tech, homeland defense, advanced materials and information technology industries as well.

Tomorrow's Tech Valley will be a dynamic environment, home to emerging technologies, cutting edge research and development and innovative public-private partnerships that will only serve to strengthen the region's reputation as an emerging global technology hub. The economic ramifications of this future are staggering in their potential and promise to ripple across all of our communities, creating new jobs, attracting new residents and bringing new opportunity to our urban centers, our suburban communities and our rural towns.

I'd like to thank CEG's enormously capable staff under the leadership of new President and CEO Mike Tucker, its committed volunteer Board, and its more than 300 members and partners and elected officials at all levels of government, for their collective and focused dedication to ensuring that our region's future is indeed bright.

Thomas X. Geisel  
Chair, Center for Economic Growth  
President - Northeast Region  
KeyBank

## A Message from The President



Over the past eight months, I have had the opportunity to work together with the Center for Economic Growth's dedicated board, members, partners and its incredible staff to advance our three core principles: growing regional companies, attracting outside investment and preparing communities for sustainable growth.

CEG continues to foster collaboration, forge strategic partnerships, promote the region's resources, nurture innovation and help recruit and retain established and emerging companies as critical elements in the long-term, sustainable evolution of the region as a world-class technology hub.

Through collaboration and innovation across business, government, education and the not-for-profit sectors, Tech Valley continues to realize significant technology-related growth and opportunity. International Sematech's decision to relocate its headquarters to

## A Message from The President cont.

the University at Albany's College of Nanoscale Science and Engineering and IBM's collaboration with Rensselaer and New York State to locate one of the world's largest university based supercomputers are tangible examples of the region's rise in global prominence.

General Electric's decisions to expand both its energy business in Schenectady and its imaging research at the Rensselaer Technology Park lend further credence to this effort. These decisions, coupled with AMD's plans to locate its most advanced 300mm chip fabrication facility at the Luther Forest Technology Campus and Hudson Valley Community College's TEC-SMART facility to be located at NYSERDA's Science Technology and Energy Park (STEP) in Malta, will prove to be true catalysts for on-going regional transformation.

CEG, together with our partners and stakeholders, is also making collective strides advancing other key growth industries, including biotechnology, clean technology, advanced materials and information technology, as well as areas of convergence between these technologies with homeland security and defense applications. The NY Loves Nano, Bio and Clean Tech initiatives are further examples of leveraging years of collaborative economic development efforts to encourage expansion across global technology sectors that match our regional assets and strengths.

While attracting new investment and commercializing technology in emerging industries are key to our regional success, so is the effort to support existing companies that provide the backbone of our economy. CEG's Technical Services Group delivers critical, cost-effective training and consulting services to regional manufacturers and emerging technology companies to help them employ new technology, improve productivity and remain competitive in today's global economy.

Our success in attracting new investment and growing local companies can only be sustained through concerted efforts to prepare the region for growth. In 2007, CEG worked with local partners to complete two important studies examining the potential fiscal impact of various growth scenarios for the region and benchmarking the region against other similar regions who have experienced technology-driven growth. Both studies serve as important tools for local communities and regional and state leaders to make informed decisions on the type, scale and pace of growth desired and supported by communities across the region.

Here in Tech Valley, anything is possible. At the Center for Economic Growth, we pledge to continue to work collaboratively with our members, partners and stakeholders to avoid redundancy and to stimulate regional teamwork and knowledge sharing. Working together, we can enhance the skills and capabilities of our existing businesses, globally market the strength of our region's colleges and universities, industry clusters, and quality of life, and prepare our communities for the many successes yet to come.

Thank you for your continued support of our collective efforts.

F. Michael Tucker  
President & CEO  
Center for Economic Growth

## GROW

**Vision:** Assist Local Companies with Business Development Strategies for Accelerated Growth

CEG is committed to promoting Tech Valley as a thriving center for innovation, discovery and accelerated growth. Regional economic vitality depends on the strength of local companies, so CEG offers business acceleration and support services throughout Tech Valley. CEG also supports several industry-focused groups that capitalize on the value of networks and the collective approach to sharing resources and ideas.

### Technical Services Group

*Funded through that National Institute of Standards and Technology and NYS Foundation for Science, Technology and Innovation (NYSTAR), CEG delivers critical, cost-effective training and services to regional technology and manufacturing companies with specific solutions to create and retain jobs, increase sales and expand capital investment.*

- ▶ Assisted client companies in generating \$20.9 million in increased sales, \$2.1 million in cost savings, \$5.9 million in new capital investments and \$10.6 million in job impact. Overall impact was \$39.6 million.
- ▶ Launched Eureka! Winning Ways Program, focused on hands-on, action-oriented steps for companies to make measurably smarter choices to accelerate their growth. The program quickly identifies and validates new ideas to increase top line revenue using scientifically proven methodology.
- ▶ Administered more than 65 Lean Enterprise training classes to more than 1,000 participants, resulting in measurably increased skills and productivity for employees and greater profitability for the companies.
- ▶ Provided full-scale Lean implementation training for five manufacturers to help improve work flow processes, which resulted in improved revenue and reduced operating costs.
- ▶ Provided program expertise to the Institute for Excellence in Manufacturing in the areas of Lean, Sales, Global Business Development, Six Sigma, ISO and Lean Sigma.
- ▶ Worked with NASA Space Alliance Technology Outreach Program (SATOP) to provide up to 40 hours of free technical engineering assistance from NASA and its partners to local companies.



## GROW cont.

### Business Accelerator

## CEG Business Accelerator

*The CEG Business Accelerator is a customized program that serves the Region's most promising growth-oriented technology companies by providing or securing the range of services needed to accelerate business growth. The Business Accelerator includes CEOconnex, a nine-month program that links technology entrepreneurs with the Capital Region's most successful corporate executives, as well as the Executive Roundtable, and ongoing peer advisory group for technology CEOs.*

- ▶ Graduated 2006-2007 CEOconnex class, concluding the fifth consecutive year of the program and bringing the total alumni base to 21.
- ▶ Restructured the CEOconnex program, securing six revenue generating and venture-funded participants, as well as four hands-on expert advisors, for a highly rigorous 2007-2008 program.
- ▶ Guided informal group of technology venture founders and CEOs, leading to the development and launch of The Executive Roundtable, an ongoing peer advisory council for up to 10 established technology CEOs facilitated by an industry veteran with more than 10 years of executive level experience and involvement with similar peer groups nationwide.
- ▶ Developed partnership with the Small Business Development Center at the University at Albany to offer the Technology Entrepreneur in Residence (TER) program. Three companies are currently receiving direct support from an experienced entrepreneur, offering hands-on assistance in developing their businesses.

### 2007 Program Sponsor

Deloitte & Touche

### Watervliet Innovation Center

Watervliet  
Innovation Center  
CEG

*The Watervliet Innovation Center, with major support from NYSTAR and Bank of America, is a state-of-the-art business and technology accelerator focused on growing homeland and national security ventures. It provides a demand pull infrastructure, where client companies learn of end-user technology needs and then develop potential solutions while accessing technology commercialization assistance through a national network of academic, industrial and government stakeholders. The Center is supported by a senior advisory committee, with representatives from venture capital firms, defense and security organizations and government.*

## GROW cont.

- ▶ Co-hosted the 2007 Homeland Security Innovation Conference with the Business Council of New York State, providing more than 75 attendees with in-depth advice from successful technology entrepreneurs on topics ranging from securing federal R&D funding to selling finished products into the highly fragmented Homeland Security marketplace.
- ▶ Provided a detailed series of 13 expert briefings and advisory board sessions on pointed technology commercialization and Homeland Security market topics for companies at each technology readiness level, from early stage, to application development, to product ready.
- ▶ Delivered business development and marketing support services, promoting participant companies to potential funding, technology development and commercialization partners at 13 specific tradeshows and industry days, as well as through directed individual outreach and through public relations support with selected national Homeland Security technology publications.
- ▶ Announced a Memorandum of Understanding with New York State Energy and Research Development Authority, offering Innovation Center services to Saratoga Technology and Energy Park participants.
- ▶ Secured 20 formal ongoing participants in the program, while assisting more than 40 New York State technology firms. Provided facilitated introductions, market intelligence and technology commercialization guidance to each.
- ▶ Provided customized, hands-on business acceleration services to 12 client companies, in areas ranging from strategic market assessment and advisory board building to partnership forging, government contracting and technology commercialization roadmapping. Secured support from national level industry experts on behalf of each client.

## Venture Programs

*These programs provide opportunities for regional technology companies to present their business plans and financing needs to potential investors, receive valuable feedback and open doors to more in-depth conversations about funding support. Access to both funding resources and business experience occurs through these forums, and significant efficiencies for pipeline companies have been realized by grouping these programs under one roof, benefiting companies, funding firms and service providers.*

## Pre-Seed Workshop

- ▶ Ran pilot program to engage regional entrepreneurial community focused on creating viable technology-based companies.
- ▶ Created one new company based on University at Albany technology.

## GROW cont.

### Venture Bplan

#### The Venture Bplan Series

- ▶ Presenting in conjunction with the Rensselaer Incubator Program, the Venture Bplan highlighted nine early-stage companies seeking funding.
- ▶ Since its inception in 2000, 95 companies highlighted at this forum that have raised more than \$80 million in equity funding.

### Tech Valley Angel Network



- ▶ Highlighted 12 technology companies seeking early-state angel funding
- ▶ Realized two successful investments from members.
- ▶ Since its inception in 2001, 105 companies have been highlighted with a total equity investment realized by these companies of more than \$144 million.
- ▶ TVAN has played a pivotal role as a founding member of New York Angel Network, a statewide network of angel investors and groups that is targeted towards facilitating co-investments and lowering the barriers for entrepreneurs to gain access to angel capital.

### SmartStart/UNYTECH Venture Event



- ▶ Major state wide conference featured 19 companies from throughout New York State.
- ▶ Successfully combined the venture forum with UNYTECH, the Upstate university tech transfer new venture forum.
- ▶ Since its beginnings in 2001, 140 companies have presented to investors from throughout the Eastern seaboard and have secured more than \$300 million in equity funding, including more than \$57 million investment directly attributable to participation in this forum.

### Industry-focused Networks

*CEG facilitates several industry-focused networks that enable companies to share resources and ideas. Networks in biotechnology, manufacturing and information technology include:*

## GROW cont.

### Bioconnex



*Dedicated to developing and growing the biotechnology community to establish Tech Valley as a premier global location for biotechnology research, education and industry.*

- ▶ Maintained an online communication hub for the biotech community, including a Web site with news and event information and distribution of monthly e-mail communications promoting upcoming biotech events across the Region.
- ▶ Managed "Bioconcept Workshops" - a monthly mentoring service for Bioscience entrepreneurs and investors.
- ▶ Hosted seven forums to provide educational and networking opportunities to the biotech community with topics ranging from medical devices to SBIR funding. Invited numerous experts from out of state.
- ▶ Showcased the Region's biotech assets under the NY Loves Bio pavilion at BIO 2007.
- ▶ Collaborated with GE Global Research on an Invitro Diagnostic series.
- ▶ Supported and sponsored numerous biotech events throughout the year.

### Chief Executives Network for Manufacturing (CEN)



*Dedicated to providing a high-quality forum for local manufacturing CEOs and top executives to discuss critical business issues and topics.*

- ▶ Held topic-specific forums, ranging from international issues to power usage costs, for 80 manufacturing CEOs.
- ▶ Awarded four \$1,000 scholarships to students pursuing manufacturing-related studies at the collegiate level and held a golf tournament to provide funding for future scholarships.
- ▶ Facilitated the Lean Users Networking Association (LUNA) to provide the best practices and benchmarking for CEN and local manufacturing organizations.
- ▶ Secured a third \$500,000 grant through the New York Senate for the Institute for Excellence in Manufacturing (IFEIM), which will be used for training in Lean Initiatives, Six Sigma, Lean Six Sigma, Sales Training, ISO and other areas.

## GROW cont.

### Techconnex



*Dedicated to building and supporting a broad-based technology community by providing comprehensive connections to information technology and professional resources in Tech Valley.*

- ▶ Hosted five networking Fiestas featuring technology-oriented seminars to provide education and business development opportunities to Tech Valley professionals.
- ▶ Topics included risk management, commercialization and partnerships
- ▶ Planning underway to refine TechConnex program/model through collaborations in 2008.

### 2007 Program Sponsors

- ▶ MapInfo
- ▶ Tech Valley Communications
- ▶ Commssoft
- ▶ Autoask
- ▶ Anchor Agency
- ▶ Heslin Rothenberg Farley & Mesiti

### Technology Roadmap



*Developed in 2003 with support from the region's U.S. Congressional delegation and National Grid, CEG's Technology Roadmap is an online toolset that captures a comprehensive inventory of regional technology assets while creating an interactive community of technology professionals. The site links visitors to information about global technology trends and resources that support continued growth, including new business and commercialization opportunities.*



## GROW cont.

- ▶ Monthly site visits topped 6,000 (up by 1,000 from 2006), more than 1,700 professionals are registered users, there are 458 profiled technology companies on the Roadmap.
- ▶ Developed and distributed the Third Annual Technology Almanac to all subscribers (more than 11,000) of *The Business Review*, helping to drive new profiles and broader regional business interest in technology companies.
- ▶ Finalized Version 3.2 that included a personal user portal page with customized features. Integrated searches with Central New York's MDA Essential Connections Web site creating new business opportunities along with broader and deeper search capabilities.
- ▶ Held live online discussion group: "Where are the gaps in the regional innovation infrastructure?" (50 participants and 123 web hits). The chat sparked media interest, resulting in coverage in the *Times Union*.
- ▶ Awarded Ultimate User to Kathleen Fuller for extensive use of the Roadmap as a comprehensive resource while developing/implementing a business plan for her new venture.
- ▶ "Raising Regional Awareness of the Technology Roadmap" marketing campaign named a finalist in the New York Capital Region Chapter of the American Marketing Association's 2007 Mark of Excellence Awards.

## 2007 Program Sponsor

- ▶ Bank of America
- ▶ Pitney Bowes/Mapinfo

## Technology Companies of the Year Awards

*The Technology Awards Luncheon, with annual corporate support from the Times Union, honors the Region's most innovative and growth-oriented companies and individuals and recognizes the convergence and diversity of technology industries making great strides in Tech Valley in the nanotechnology, biotechnology, information technology, advanced materials and clean-tech sectors.*

- ▶ Held 11th Annual Technology Awards with keynote speaker Erin M. Crotty, Former Commissioner, NYS Department of Environmental Conservation.
- ▶ Topic was "How Sustainability Fosters Innovation & Growth in Technology Companies."
- ▶ Eight award winners recognized in the annual *Times Union* supplement prepared by CEG.
- ▶ 400 individuals attended with significant media attention from various print and electronic media.

## Annual Meeting & Future Forward Series

*CEG reintroduced its Future Forward Series, sponsored by GE as part of its Advancing Tech Valley commitment, in conjunction with the CEG Annual Meeting at the new GE Theater in Schenectady on December 13. The program featured Chip*

*Heath, co-author of the best-selling Made to Stick: Why Some Ideas Thrive and Others Die as the latest national speaker to present thought provoking ideas, enlightening concepts and methods to gain momentum for continued growth in the Capital Region.*

## ATTRACT

**Vision:** To Create Opportunities for Technology Investment and Expansion in Tech Valley

CEG has developed a multi-year, cross-industry, strategic global marketing program designed to increase the economic self-sufficiency of the region by developing New York's Tech Valley into a global technology powerhouse. Through a model of collaboration with industry, government and academia, the NY Loves Technology marketing and attraction initiative, supported since its inception by National Grid, has created an enabled environment capable of attracting investment and growing companies in six strategic industry sectors: Advanced Materials; Biotechnology/Life Sciences; Clean Tech/Renewable; Homeland Security/Defense; Information Technology; Nanotechnology. With the success of the NY Loves Nanotech marketing and attraction initiative as part of its mission for diversified economic development, CEG has developed similar marketing programs for the other key industry sectors that involve participation in trade shows/conferences, one-on-one targeted sales calls, extensive marketing collateral and materials, prospect generation and management, hosting of special events and key decision makers to the region and development of other programs designed to grow our regional companies.



▶ Regularly communicate with AMD officials to ensure a smooth progression of the announced project at Luther Forest Technology Campus. In the process of developing a joint communication and PR program to best manage stakeholder expectations here in Tech Valley. By invitation, CEG attended AMD's "Fab of the Future" event in Austin, TX, as the only non-industry organization represented. Additionally, AMD officials provided a behind-the-scenes tour of their nearly completed one-million-square-foot "green" corporate facility.

▶ Provided "Nanotech 101," a briefing series for Empire State Development Corporation on nanotechnology and its related industries. The series was designed to update new leaders on Tech Valley activities to date, impacts created and the intense global competition associated with attracting these leading-edge, high value-added industries. Session topics:



## ATTRACT cont.

- ▶ NY Loves Nanotech Marketing Initiative - Center for Economic Growth (CEG)
- ▶ Nanoelectronics Industry - NY Nanotech / International Alliance of Nanotech Regions
- ▶ Key Factors for Making an Investment - IDC--CH2M HILL
- ▶ Global Competitiveness - M + W Zander
- ▶ Nanotech Site Development / Infrastructure Requirements - Saratoga Economic Development Corporation/Luther Forest, Mohawk Valley EDGE/Marcy NanoCenter, National Grid
- ▶ Workforce Development - MATECH

▶ At the request of the Department of Commerce's Undersecretary of Technology, Robert Cresanti, CEG hosted two roundtable discussions, one at the University at Albany's College of Nanoscale Science & Engineering and the second at Rensselaer Polytechnic Institute, on the issues related to nanotech commercialization and innovation. CEG coordinated and facilitated both roundtables (10 participants at each one) as well as multiple one-on-one meetings with companies and organizations such as GE, Starfire Systems and NYSERDA to assist Undersecretary Cresanti and his team in data collection for a key paper/proposal to be submitted to Dept. of Commerce. Provided a unique opportunity for local companies, universities and organizations to have input on a key federal issue. Undersecretary Cresanti and his team are planning on a return trip to the region to present their findings to the nanotech community.

▶ Presented the Region's assets through one-on-one sales calls to more than 100 high-potential global prospects in the nanotechnology, clean-tech and bio sectors; companies specializing in site location and construction for high technology industries; and major suppliers in the United States, Europe and Asia.

▶ Responded to more than 20 high-potential Request for Information (RFIs) projects for Tech Valley. Facilitated and coordinated the ongoing site selection activities of project-specific prospects considering expansion in the Region and worked with communities on site preparation, pre-permitting and development of localized community education programs.

▶ Attended six strategic tradeshows across bio, nanoelectronics and clean-tech industries. CEG, under its NY Loves Nanotech, NY Loves Clean Tech and Bioconnex marketing brands, led more than 100 organizations from across New York State representing interests from industry, government and academia. These activities resulted in more than 2,500 direct interactions with strategic decision makers regarding opportunities in New York State, as well as more than 500 qualified leads for our partner companies ultimately resulting in significant revenue increases. Shows included SEMICON China, Europa, and West, Bio International, MRS Fall Meeting and POWER-GEN Renewable Energy & Fuels.

▶ Attended/sponsored more than 20 global strategic industry events to interface with key decision makers, advance the Tech Valley message and attain cutting-edge industry updates. For the sixth year in a row NY Loves Nanotech sponsored the Semiconductor Industry Association (SIA) Dinner where 10 representatives from New York State networked and interfaced with hundreds of CEOs from the industry. Other event and conferences included ISS, Clean Tech Investing Forum, Nanotech Investing Forum, SEMI New England Breakfast Forums, SEMI President's reception at SEMICON West, Fab

## ATTRACT cont.

Owners Association (FOA), ConFab 2007, Invest in Germany luncheon, Discover Innovation in France, Fab of the Future, Forbes Telecom Conference and various receptions.

▶ Developing bi-directional opportunities with Asia was a focus in 2007. NY Loves Nanotech led 20 representatives to SEMICON China-a first trip to China for most of our partners. CEG met with multiple semiconductor, flat panel display and clean tech companies based in Taiwan, Hong Kong and mainland China. Of note, CEG signed Memorandum of Understandings (MOUs) with the Xi'an High Tech Development Zone and Langfang ZhongKe as platforms to develop future collaborations.

▶ Europe continues to be a strong focus, especially with semiconductor and clean tech. At SEMICON Europa, the 30-person NY Loves Nanotech delegation met with the Chairman and senior management from M+W Zander, one of the world's leading technology design and construction firms. Continued discussions with Deputy Mayor of Dresden, Germany, Mr. Dirk Hilbert and city officials to further investigate opportunities for Tech Valley and Dresden to collaborate. Due to Germany's leadership position in clean tech, CEG has forged a working relationship with Invest in Germany to look at ways to cross-promote investments and companies.

▶ Using the successful NY Loves Nanotech template, CEG developed a comprehensive strategic marketing plan for the alternative energy and clean tech industry, NY-Loves Clean Tech. Engaged multiple strategic stakeholders across New York State and received significant support and buy-in for activities and strategy for 2008.



## PREPARE

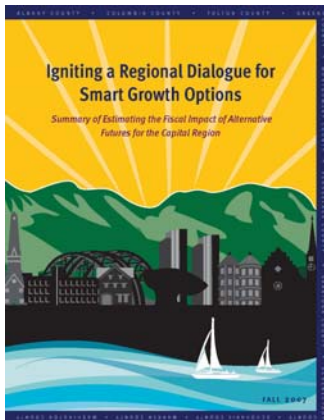
**Vision:** Preserve and Promote Tech Valley's Outstanding Quality of Life While Helping Each Community Achieve Desired Economic Growth

CEG is helping to attract and retain skilled workers and high-potential companies by leveraging the Region's social, cultural and lifestyle assets. Long-range planning and strategic infrastructure investments help preserve and promote our region's quality of life, which is crucial to regional growth.

### Regional Development Strategy

*CEG's Regional Development Strategy facilitates growth through intergovernmental cooperation, public/private partnerships, technical assistance and support for significant regional projects. Using economic models and planning tools, each community can plan for its best future and see how their choices fit into a broad regional vision.*

- ▶ Renewed outreach to regional chambers of commerce; local colleges and universities; local, state and federal elected officials; and regional not-for-profit organizations to pursue collaborative initiatives impacting the region.
- ▶ Economic modeling and scenario development project "Estimating the Fiscal Impact of Alternative Futures for the Capital Region," completed in conjunction with Capital District Regional Planning Commission (CDRPC), Capital District Transportation Committee (CDTC) and the University at Albany related to regional technology growth and benchmarking to help local communities make informed land-use and planning decisions based on proven practices. Roll out of findings underway in region wide meetings.
- ▶ Hosted "Benchmarking Tech Valley Forum" in partnership with Union College. Representatives from Madison, WI and Raleigh, NC participated in workshop and panel discussions. Both Madison and Raleigh have proven track records of successful tech community incubation and commercialization, as well as regional collaboration. Discussion topics included benchmarking study results and exploring practical collaboration efforts from both communities.



## PREPARE cont.

- ▶ Continued work with regional workforce investment boards, regional BOCES and community colleges and submitted joint proposal to address workforce training and workforce development issues in preparation for AMD and technology growth.
- ▶ Hosted meetings of the Regional Development Coordinating Council (RDCC) with local not-for-profits, transportation and university representatives to explore partnerships. Developed plans to expand RDCC with additional regional partners.
- ▶ Completed more than 20 public presentations on Prepare Agenda to regional stakeholder groups.

### Local Government Council

- ▶ Expanded outreach efforts with New York State agencies to identify ways to expand service sharing among communities and identify ways to eliminate duplication and streamline services at all levels of government.
- ▶ Hosted presentations on shared insurance costs, NYS Commission on Local Government Efficiency and Competitiveness and NYS Office for Small Cities to further develop programmatic element of LGC.
- ▶ Continued LGC recruitment and outreach to 40 most populous municipalities in region to build relationships.

### Advancing Tech Valley Initiative



*Partnership between CEG and the Tech Valley Chamber Coalition, led by the Albany-Colonie Regional Chamber of Commerce, to provide a collaborative regional approach to increasing the economic prosperity, progressive growth and quality of life in Tech Valley. Initiative is designed to increase momentum and capitalize on future opportunities for economic and business growth in Tech Valley.*

- ▶ Campaign raised \$7 million from more than 128 investors. Funds have been used to support:
  - ▶ Technology Industry Attraction national and international sales calls
  - ▶ Business Accelerator Program development to support technology growth
  - ▶ Implementation of Watervliet Innovation Center Programs
  - ▶ Completion of Fiscal Impact Smart Growth and Benchmarking Tech Valley Studies
  - ▶ Future Forward Speaker Series



## Get Involved with Making Progress a Priority

You can assist in moving Tech Valley forward.  
To learn more please contact CEG at:

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## CEG Funding Partners



a NIST | Network  
MEP | Affiliate

**nationalgrid**

*In addition to those specifically mentioned throughout this report, the following individuals and agencies assisted CEG in securing project-specific funding:*

*New York State Senate Majority Leader Joseph L. Bruno  
New York State Assembly Majority Leader Ronald J. Canestrari  
U.S. Senator Hillary Rodham Clinton  
U.S. Senator Charles E. Schumer  
U.S. Congresswoman Kirsten Gillibrand  
U.S. Congressman Michael R. McNulty  
Bioconnex  
Chief Executives Network for Manufacturing  
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NYSERDA  
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