



NY Works REDC Meeting

May 15, 2013



E₂

Education-Economic Development Continuum

Primary and Secondary Education
Paradigm Shift

New Business Environment

Performance Culture

Higher Education World Class

Tech Transfer "Entrepreneurial Academics"

"Business Friendly"

- Early Education Pre K
- Teacher Eval
- Bar Exam for Teachers
- Merit Pay
- Longer school day
- Community Schools

- Rational Tuition
- NYSUNY 2020
- NYCUNY 2020
- Next Generation Job Linkage Program
- CATs
- COEs

- R+D clusters
- Academic/industry collaboration
- Incubators
- Venture Capital Fund
- Small Biz Loans
- Hots

- Lower taxes/tax comm.
- "Entrepreneurial Government"
- Active partnerships (Dairy/yogurt, spirits, film, tourism, casinos) NYOFB





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Incubators
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Hot spots

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Community/Regional Development



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NY Works REDC Leadership Summit

May 15, 2013





The REDC process and CFA has transformed economic development in NYS





**By creating a statewide framework for
bottom-up regional economic growth.**



**After two rounds:
\$1.5B to support over
1,400 projects
75,000 jobs created & retained**



Round III

Today is the kickoff of:
Round III of the REDC Competition





Round III

\$760M in state funding and tax incentives will be awarded.





Funding

\$220M (\$150M in capital + \$70M in tax credits) for competition.

\$540M for state supported programs through the CFA process.





2013 Competition

All 10 Regions compete against each other.

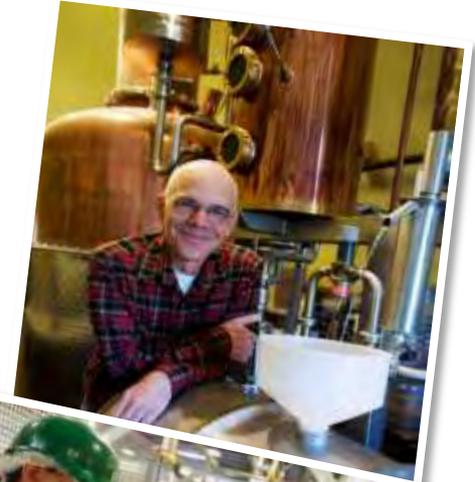


2013 Competition

5 regions identified as “top performers” and will receive \$25M each.

Remaining will compete for the balance of \$25M.

Each region is eligible for up to \$10M in tax credits.





2013 Competition

Regions designated as a “Top Performer” will be required to demonstrate:

- **Implementation of the Strategic Plans;**
- **Performance in encouraging economic growth through job creation and investment; and**
- **Identification of transformative projects that support collaboration (e.g. leveraging computing assets to establish research partnerships; utilizing equipment and co-locations to assist manufacturers; and developing shared-space for food processing).**



Timeline

Application materials available June 3rd.

CFA will open to applicants on June 17th.

Submission by regional councils are due September 24th.



The Innovation Hot Spots Competition

Commercializing Academic Research to Grow the Economy





Hot Spots

**The Economic Challenge: Tech
Transfer—
from academia to
commercialization**



Hot Spots

NY universities rank 2nd nationally in total research dollars spent (\$5B) (California is 1st).

However, New York attracts only 4% of the nation's venture capital while California attracts 47%.

New York only ranks 22nd in the nation in industry-sponsored research compared to North Carolina which is 1st.





Hot Spots

To grow the economy, we need to support and increase commercializing research into products to grow our economy.



Hot Spots

REDCs will put regional incubator plans together—modeled off successful incubators such as Nanotech.



Hot Spots

Incubators will foster innovation by offering start ups business resources at low or no cost to commercialize academic research.



Hot Spots

State will provide financial support services to winning incubators (e.g. legal, technical and business).



Hot Spots

Existing 40+ NY incubators are eligible.

Demonstrate a bona fide connection w/ higher ed institution(s) & the ability to transition technology from lab to marketplace.

Demonstrated link to regional sources of innovation and expertise.

Provided industry accepted best practice services.

Agreed to maintain and operate program for three years and generated a 2:1 match to the state grant for support services.





Hot Spots

**Up to 5 winning incubators this year;
5 winners next year.**





The Innovation Hot Spots

Will capitalize on New York's higher ed and economic assets to attract high-tech businesses.



And will help make NY Open for Business.



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A presentation to
New York State Governor Andrew Cuomo

A strategy for
prosperity
in Western New York

Progress Report

WNY Regional
Economic Development
Strategic Plan

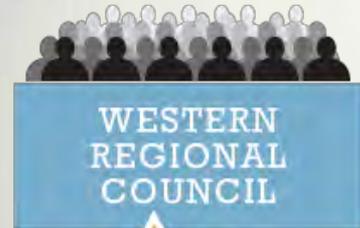
May
2013



A Collaborative Community Driven Process

2,000+ People involved

Regional Council



30 members
across
5 counties

Public Meetings
Stakeholder Forums
Community Presentations
Interviews

Industry Sector Work Groups



208
Work
Group
Members

2011-12 Projects Project Dashboard

154 Projects
received
\$154.1
Million



Making Smart Decisions

Our Criteria:

DECIDING ON THE STRATEGIES & PROJECTS

Essential for all projects

Creates/Retains/Fills Jobs
Maximizes Return on Investment
Ready for Implementation

Inclusive
Promotes Smart Growth
Oriented to Young Adults
Builds upon Strengths
Regional Impact
Improves Region's Image

Making Smart Decisions

Economic Development Strategy

Three Primary Themes:

Prepare Our Workforce



Foster a Culture of Entrepreneurship



Implement Smart Growth





Prepare Our Workforce

CORE STRATEGY

**Niagara County
Community College
Culinary Institute**



**Buffalo Arts and
Technology Center
(BATC)**



**Finishing Trades
Institute of Western
and Central New York**





**Foster A Culture of
Entrepreneurship**

CORE STRATEGY

Launch NY

**Alfred University High
Temperature Materials
Characterization
Laboratory**



**Jacobs Institute Center
for Innovation in
Medicine**





Implement Smart Growth

CORE STRATEGY

Central Business District Redevelopment:

- Buffalo
- Springville
- Olean



Other REDC Initiatives

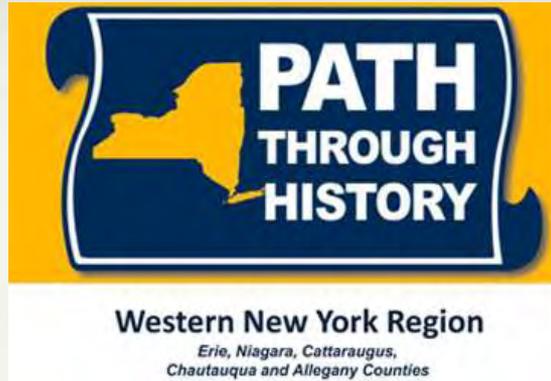
Clean Summit

Advanced
Manufacturing Forum

NYSERDA Cleaner
Greener Communities

Path Through History

One Region Forward



Moving Forward

Tourism

Life Sciences

**Advanced
Manufacturing**





strengths of
our people



create a region
that is admired
worldwide



our rich tradition
of human innovation



attract more
people



natural
beauty

abundant
natural
resources

entrepreneurs
invest time
and capital



our unique and
strategic location



reflect
culture of
inclusion and
excellence





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Finger Lakes Regional Economic Development Council: *Accelerating Our Transformation*

Governor Cuomo's
Regional Economic Development Council
Leadership Summit

May 15, 2013





Overview / Third Year Perspective





Finger Lakes Regional Jobs Goal

50,000 jobs in five years





Implementation – Work Groups & Performance Measures

- | | |
|-------------------------------|---------------------------------|
| Advanced Healthcare | Entrepreneurship & Innovation |
| Advanced Manufacturing | Higher Education |
| Agriculture & Food Processing | Infrastructure & Transportation |
| Business Services | Life Sciences |
| Community Development | Optics, Imaging & Photonics |
| Eastman Business Park | Tourism & the Arts |
| Energy Innovation | Workforce Development |



Sector & Regional Strategies

- Advanced Healthcare
- Life Sciences
- Optics, Photonics and Imaging
- Energy Innovation
- Advanced Manufacturing
- Business Services
- Agriculture and Food Processing
- Tourism and the Arts
- Strengthen academic and industry partnerships
- Align workforce development efforts with sector needs
- Optimize business creation, retention, and expansion
- Invest in community, industrial development & infrastructure



#1 Priority: Eastman Business Park





Priority Projects

2012 CFA: \$96.2 Million for 76 Projects

- Eastman Business Park
- University of Rochester Health Sciences Center for Computational Innovation
- The Golisano Institute for Sustainability at RIT
- PathStone Finger Lakes Enterprise Fund
- Midtown Tower
- College Town
- Multiple Pathways to Middle Skills Jobs
- Finger Lakes Business Accelerator Cooperative
- Science Technology and Advanced Manufacturing Park
- Seneca AgBio Green Energy Park
- Finger Lakes Clinical Quality Improvement Initiative
- Finger Lakes Small Business Expansion Fund



2012 Priority Project Highlight

Workforce Development / Multiple Pathways to Middle Skills





2012 Priority Projects Highlight

Optimize Business Creation, Retention, and Expansion:
Business Accelerator, Economic Gardening, Small Business
Fund, Pathstone Enterprise Fund





2012 Priority Projects Highlight

Strengthen Academic and Industry Partnerships:
HSCCI & GIS





2012 Priority Projects Highlight

Community Development: College Town & Midtown





Conclusions / 2013 Preview

- Successful resolution to Eastman Business Park w/ NYS
- Continued emphasis on Work Groups
- Strong focus on Workforce Development
- Integration of Sustainability Plan into FLREDC priorities
- New Initiatives: Innovation NY & Opportunity Agendas
- *50,000 net new jobs by 2016*



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STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

“Catalytic, Collaborative, Comprehensive, Competitive”



Regional Economic Development Council of the Southern Tier

May 15, 2013

SOUTHERN TIER

“Catalytic, Collaborative, Comprehensive, Competitive”



Vision

Building on a strong foundation of existing businesses and higher education institutions the Southern Tier region uses a collaborative approach to leverage its globally competitive advantages to attract talent and investment for the development of industry clusters.



Our focus will be on increasing the size and prosperity of the region’s workforce through new business creation on based on high technology discoveries and other entrepreneurship activities, while ensuring healthy communities and protecting the natural beauty and resources of the region.



Strategic Objectives

- ✓ Energy Efficiency & Renewable Energy Technology
- ✓ Transportation Industry ... Next Generation Technology and Advanced Manufacturing
- ✓ Health Care 2020
- ✓ Revitalize the Rural Farm and Forest-based Economy
- ✓ Economic Development Backbone
 - Community Revitalization
 - Infrastructure Development
 - Business and Technology Development
 - Tourism and Waterfront Development
 - Workforce Development



SOUTHERN TIER

"Catalytic, Collaborative, Comprehensive, Competitive"



CFA Round 1 Award: \$49,392,606.67

- 58 project awards totaling \$37,725,940
- \$10,000,000 in bond financing
- \$1,666,666.67 in Excelsior Tax Credits

Measurable Impact of 55 projects:

1,075 jobs retained

1,385 jobs created

\$132,314,847 leveraged





"Round 1 Successes"

Infrastructure Fund for Shovel Ready Sites

ESD Investment: \$2.5 M
Leverage: \$5.7 M
Projected job creation: 1,000
Long-term investment: \$250 M



Community Revitalization Loan Program

ESD Investment: \$3.5 M
10 Projects Approved
Leverage: \$7.2 M
Bldgs renovated: 39
Housing units: 14
Commercial spaces: 14
Projected job creation: 188



Rural Initiative Loan Program

ESD Investment: \$3 M
14 Projects Approved
Leverage: \$5.3 M
Projected job creation: 133



SOUTHERN TIER

"Catalytic, Collaborative, Comprehensive, Competitive"



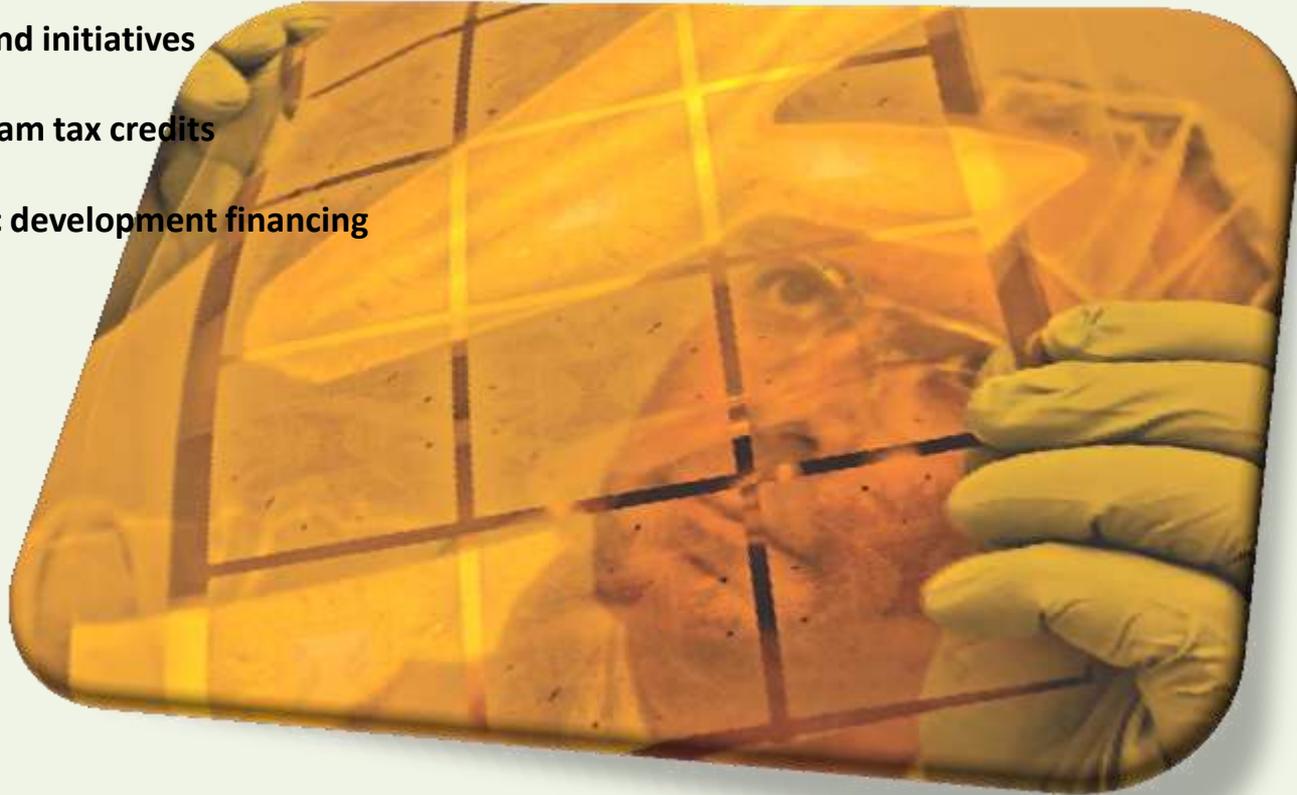
CFA Round 2: \$91.1 M

- ✓ **\$36,600,000 to fund 62 projects and initiatives**
- ✓ **\$4,500,000 in Excelsior Jobs Program tax credits**
- ✓ **\$50,000,000 in low-cost economic development financing**

85% of Projects in Progress

Projected Measurable Results:

- **\$460 million in leveraged funds**
- **300 new jobs**
- **850 retained jobs**
- **30 new business ventures**





"Round 2 Projects Underway"

Expansion of Corning Incorporated Heavy Duty Diesel Manufacturing Facility



Leverage \$220 M

Construction Jobs: 300

Retained Jobs: 500

New Permanent Jobs: 250

SOUTHERN TIER

"Catalytic, Collaborative, Comprehensive, Competitive"



"Round 2 Projects Underway"

**Southern Tier
High Technology Incubator**

ESD Investment: \$7 M

Leverage: \$15 M

Construction Jobs Yrs 1-2: 229

New Jobs Yrs 3-6: 292

New Business Ventures: 12



SOUTHERN TIER

"Catalytic, Collaborative, Comprehensive, Competitive"



"Round 2 Projects Underway"

BAE Systems Hybrid-electric Propulsion System



Industry-university collaboration

Project Seneca Waterfront Development



Convert Watkins Brewery into lakefront housing



Relocate wastewater treatment facility



Sunrise Family Farms Expansion



*2010 Sales \$4.7 M
2013 Sales \$14 M*

The Ithaca Commons

*Phase 1 of Intermodal Transportation Hub
Accelerating Community Access Project*



Cornell University Food Processing and Development Laboratory Expansion

Supports growth of yogurt and dairy industry.



“Round 2 Telemedicine and Mobile Technology Fund”

2013 Project: Application of ***Best-of-Breed Technology*** to expand Telehealth Device Technology to Medicare and Medicaid recipients in the Southern Tier

Demonstration Project to show technology:

- Reduces healthcare costs
- Enhance access to quality healthcare
- Improves coordinated care and healthcare outcomes
- Develops and deploys a secure Telehealth Portal for the general population



The right mix of technology, delivery of care, and strategic vision to improve quality of care and reduce healthcare costs

SOUTHERN TIER

"Catalytic, Collaborative, Comprehensive, Competitive"



Furthering the Governor's Initiatives

Innovation Hot Spots Program



Cleaner Greener Sustainability



Tourism/Path Through History



Opportunity Agenda



Southern Tier Moving Forward: 2013 Focus

- ✓ ***Leverage Cornell and Binghamton Universities
as major economic drivers***



- ✓ ***Stabilize the manufacturing base***

- ✓ ***Strengthen the workforce***

- ✓ ***Stimulate technology development and transfer***



- ✓ ***Grow the tourism sector***



- ✓ ***Revitalize the waterfronts
and downtowns***





*The
New*

NY

WORKS

for Business



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CNY's Overarching Goals



- Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets



- Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies



- Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods



Implementation Progress

Capital Project Status

	Round 1	Round 2
Total # Projects	74	73
Contracts Executed	69	33
Projects Started	63	30
Projected Completion through CY2013	51	14
Projected Completion through CY2014	64	29
Projects Running on Schedule	70	63
CFA Award Amount	\$103,732,879	\$93,751,565
Projects Started/on Schedule to Start Soon	95%	86%
Leveraged Private Investment & Payroll	\$1.5+ Billion	

Strategies & Actions

Underway

78%

Completed

6%

Planned for 2013

15%



Implementation Progress

Transformational Initiatives

Food to Markets

- Farm to Institution
- Farm to Restaurants
- Food Hubs



Long-term Advancement of Strategies



Implementation Progress

Transformational Initiatives

Innovate Upstate

- \$25 million Venture Capital Fund
- Early-stage investment vehicle for companies seeking private growth capital in the \$500,000 to \$2 million range
- \$7.5 million raised to date
- General Partner hired



Photo courtesy of the New York Governor's Office

Long-term Advancement of Strategies



Implementation Progress

Transformational Initiatives

Say Yes to Education

- Expanding the Say Yes Summer Academy
- Creating partnerships between the region's colleges/universities and industry
- Engaging regional businesses in the Say Yes Corporate Compact for scholarship funding, corporate volunteerism, and internships and apprenticeships



Photo courtesy of Syracuse University

Long-term Advancement of Strategies



Strategy Implementation

Goal 1

NUAIR

- 40 private companies, public entities, academic institutions partnering on unique federal opportunity
- Potential economic development impact
 - \$694.8 million total impact
 - \$26,014,939 in tax revenue
 - 2,744 new jobs
- Multiple clusters working together



Strengthen Targeted Industry Concentrations that
Leverage Unique Economic Assets



Strategy Implementation

Goal 2

Metropolitan Export Initiative

- CenterState NY Export Plan - strategies to double region's exports
- CNY International Business Alliance restructured
- Federal grant won
- Export Consultant hired
- Mentor network
- Companies with first international sales



Improve Competitiveness in, and Connections to, the
Regional, National, and Global Economies



Strategy Implementation

Goal 3

Urban Core Revitalization

- \$1.4 billion in capital investment underway in Syracuse
- Integrating neighborhood, workforce and economic development
 - ♦ Near Westside Initiative
 - ♦ Northside
 - ♦ Connective Corridor
 - ♦ South Side Initiative



Revitalize our Region's Urban Cores, Main Streets,
and Neighborhoods



NY Initiatives

- Path through History
Transformational Initiative: Tourism, Arts & Culture
- Connect NY
Transformational Initiative: Broadband Investment
- Innovation Hot Spots/Innovation Venture Capital Fund
Transformational Initiative: Innovate Upstate
- Opportunity Agenda
Transformational Initiative: Municipal Core Reinvestment



Performance Metrics

Ahead/on pace with 5-year goal 

Behind goal; additional evaluation required 

Overall Regional Performance Indicators	Starting Point	Current	5-Year Goal	% Change	Progress to Date (% change to date)	National Total
Total Jobs	354,700 (3/2011)	356,800 (3/2013)	377,895	+5%	.59% 	140 M (2011)
Gross Metro Product	\$32.4 B (2009)		\$35.6 B	+10%		
Population	763,236 (2010)	791,972* (7/2012)	767,052	+5%	3.8% 	
Unemployment	8.6% (3/2011)	8.6% (3/2013)			0.0% 	7.6% (4/2013)
Regional Poverty Rate	12.9% (2009)	14.4% (2011)			11.6% 	15.9% (2011)
Regional Productivity	\$101,122 (2009)		\$108,706	+7.5%		
Average Wage	\$40,297 (2009)	\$41,658 (2011)	\$45,989	+15%	3.4% 	\$41,673 (2010)
Educational Attainment	26.7% (2009)	27.5 (2011)	23%	+5%	3.0% 	28.5% (2011)

*estimate



Moving Forward

Opportunities

- Significant growth in value-added agriculture
- Data-to-Decisions
- Connecting people to opportunities

Challenges

- Future health care environment
- Defense sequestration and associated impacts
- Increasing poverty rate







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Mohawk Valley Regional Economic Development Council

The Mohawk Valley
Returning to a history of success.

Fulton ◦ Herkimer ◦ Oneida ◦ Otsego ◦ Montgomery ◦ Schoharie



Change

THEN

- Transportation Crossroads
- Old Line Manufacturing
- Defense Heritage
- Agriculture

NOW

- Technology Crossroads
- Modernized Manufacturing
- Forefront Cybersecurity
- Emerging Agribusiness
- 136 CFA Projects
 - \$120.15M NYS Investment
 - \$569M Project Investment
 - 4800 Created & Retained Jobs
 - 93% In- progress





Teamwork

Council Committees

- Updated public participation plan
- Increasingly active Executive Committee
 - In-person and conference calls once a week
- New committee committed to identifying areas of refined Council focus
- Updated project tracking process and committee
- County Liaison Committee recommended \$8 million in Small Cities projects from 2012 REDC Award

Regional Committees

- Cleaner Greener Sustainability Plan
 - Led by Otsego County the Sustainability Plan is complete and approved by the Council
- Pathways through History
 - Brockett Creative Group was chosen to lead a plan to bring the Mohawk Valley's historic resources to life using the internet and social media tools

STRATEGY ONE:

GROW

Business

Blenheim Hill Farm- Schoharie County

- \$60,000 NYS Investment- \$1.5 million project
- Exports 400 lbs. of produce a month to four NYC Restaurants

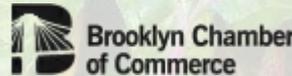


Upstate & Downstate Partnerships

- Brooklyn Brewery contract manufacturing with Matt Brewing Company
- Recent collaboration between Assemblyman Anthony Brindisi and Assemblyman Joseph Lentol



SARANAC



RODAWE VALLEY
EDGE

Fage- Fulton County

- \$1.53 million NYS Investment- \$100+ million project
- 123 million lbs. of Greek Yogurt produced in 2012, plan to increase to 352 million lbs. by 2014
- Recent celebrity endorsement by Bobby Flay of Food Network



STRATEGY TWO:

BUILD

Education



Bassett Healthcare Network
Valley Health Services

Valley Health Services- Living Learning Health Center

- \$1.8 million NYS Investment- \$12.5 million project
- Partnership with Herkimer County Community College
- Creation of a senior living facility that will train Nursing Students while also providing care



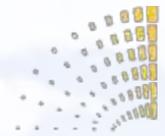
Mohawk Valley Community College- Airframe & Powerplant Program

- Aviation maintenance program used as feeder program for neighboring Maintenance Repair and Overhaul Companies
- The only community-college A&P Program in the State
- Program marketed to laid off individuals with like skill-set and returning veterans

STRATEGY THREE:

CREATE

Innovation



Griffiss Business and Technology Park an engine for regional high-tech growth

- Concentrated mass of cybersecurity and IT companies clustered around the Air Force Research Lab
- Directly fighting global cyberattacks
- Model of BRAC Success
 - Recent recipient of \$2.8 million in Military Base Retention Grants to help strengthen the presence of the AFRL mission and avert potential threat from BRAC
- Model of collaboration and partnerships
 - NUAIR Initiative- FAA unmanned aircraft test site
 - Creation of the Cyber Research Institute- Bill signed by Governor Cuomo in January 2013
 - Potential FAA Northeast Air Traffic Control Facility



STRATEGY FOUR:

REVIVE



Improvement

From one side of the region to the other



- Revitalizing urban centers and rebuilding infrastructure to support new growth
- Strategic redevelopment of Brownfields
- Use of alternate energy heating facilities
- Increase in availability of high speed telecommunications
- 18 current main street, downtown and waterfront projects throughout the region
 - Little Falls, Amsterdam, Oneonta, Cooperstown, Jefferson, Utica and Rome among many others





STRATEGY FIVE:

FORGE

Collaboration

- Successful school consolidation
 - Ilion, Mohawk
 - Oppenheim, Ephratah, St. Johnsville
- Successful consolidation of services
 - Oneida-Herkimer Solid Waste Authority
 - Mohawk Valley Water Authority & Regionalization Initiative
 - 911 Center
 - Community Foundation of Herkimer and Oneida Counties
 - Oneida- Onondaga County Agreement for Medical Examiner Services
 - CENTRO



Growth

- In 2013 we will build on current investments by NYS at Marcy Nanocenter for SUNYIT and planned Computer Chip Commercialization Center at SUNYIT
 - Marcy-SUNYIT Parkway – Completed
 - Water/Sewer Extensions – Completed
 - National Grid Relocation of Porter Terminal #6 Transmission Line -- Construction Start August 2013
 - 42" County Interceptor Project - Bids let June 2013
 - Ring Road Project – Planning & Engineering Commenced – Bids let in Fall 2013
 - Quad C Project – June 2013 Construction Start
 - Tax Agreement – PILOT Terms & PILOT Allocation Proposal - County, Town & School District – Summer 2013
 - Ongoing Global Marketing effort
 - New Clean Room Facility at Fulton- Montgomery Community College

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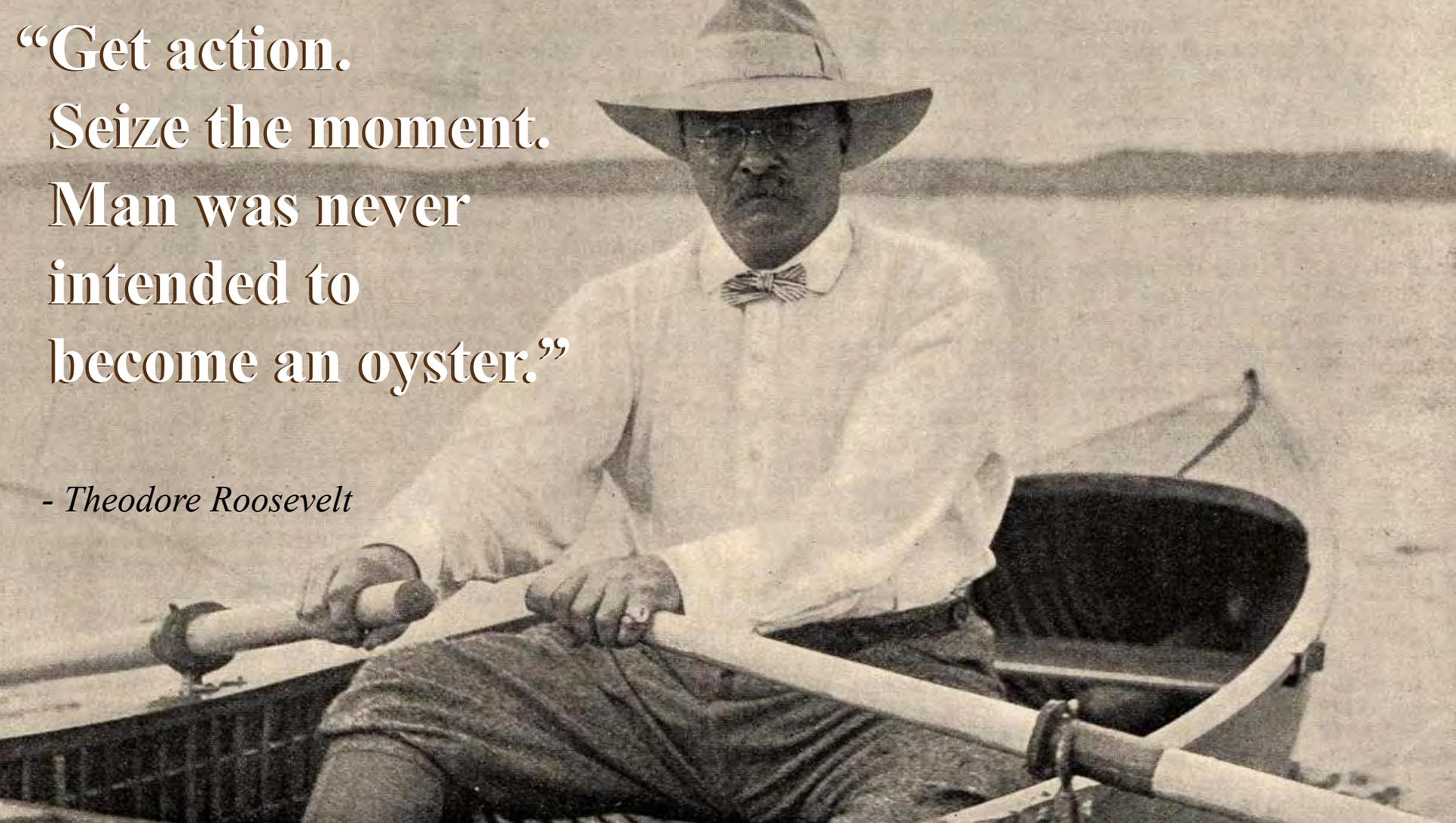
Fulton ◦ Herkimer ◦ Oneida ◦ Otsego ◦ Montgomery ◦ Schoharie





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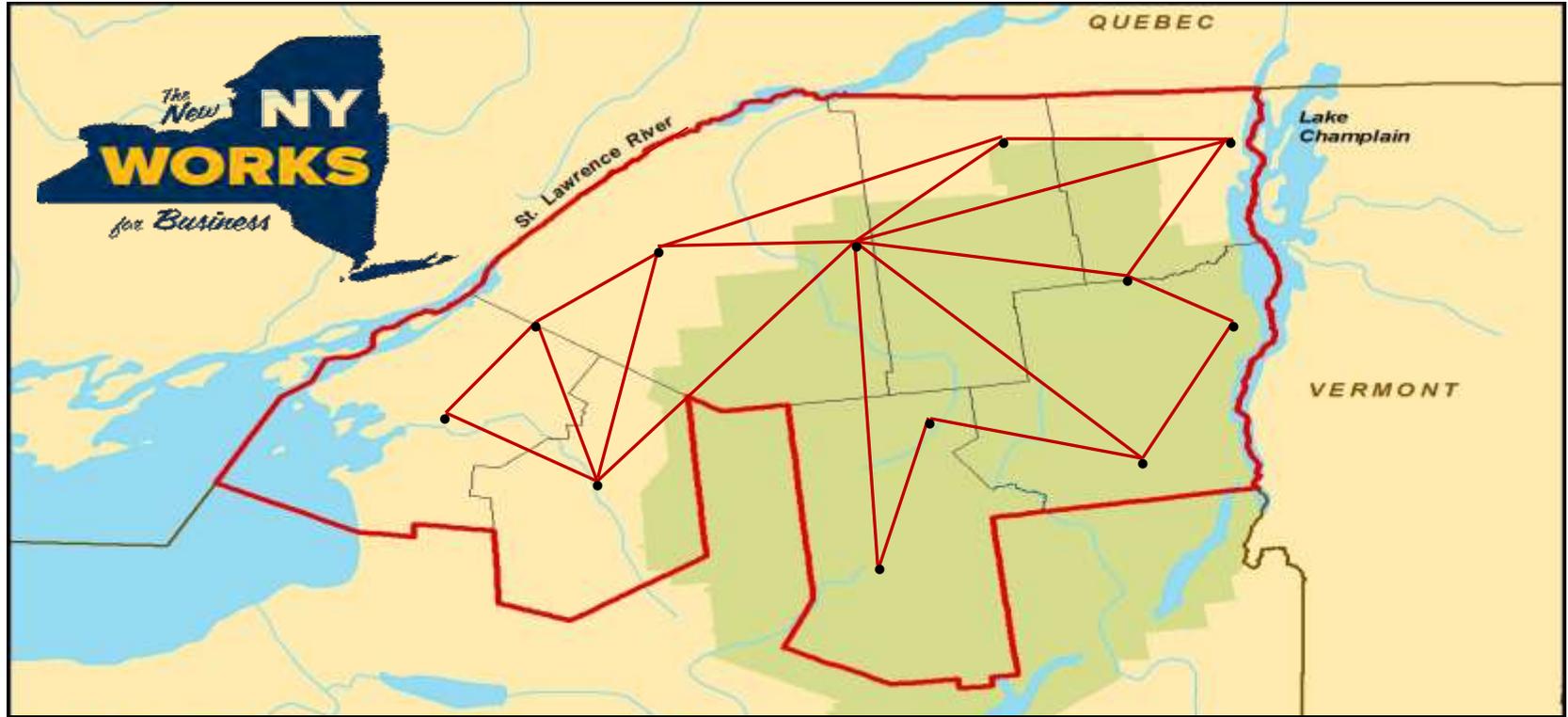
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“Get action.
Seize the moment.
Man was never
intended to
become an oyster.”

- *Theodore Roosevelt*

THE NORTH COUNTRY



Connecting the dots...

CONTINUING DELIVERY

START

- Rural, smaller scale, dispersed, diverse, different
- No tradition of 7-county collaboration
- Not well served by past statewide approaches

NOW

- Effective platform for regional partnership
- Strong delivery
- A new, collaborative relationship with state

HOW

- Focusing on strategies (projects just one tool for implementation)
- Sticking to our criteria and process
- Connecting the dots to maximize impact

CONTINUING DELIVERY

2011

68 grant awards including 15 Priority Projects

- Delivery – All are proceeding
- Plus - \$30 million in IRB allocation committed

2012

80 grant awards including 19 priority projects

- Delivery – 78 are already proceeding, 2 are working on restructuring but continuing



OTHER NEW INITIATIVES

Clayton Hotel Rendering



Cleaner Greener Communities

Sustainability plan completed, adopted and already in use as a guiding document

Path Through History

Regional plan and projects finalized

Innovation Hot Spots

A team and concept are in place

Opportunity Agenda

Working group developing a responsive and impactful proposal

Let's look at some dot connecting examples of our strong progress...

THE DELIVERY CONTINUES

Transportation Equipment

Bombardier

- Construction of major expansion underway = **DELIVERY**
- \$3.5m leverages \$25m leverages \$1 billion+ = **DELIVERY**
- Employment goals already exceeded (415+ vs. 388) = **DELIVERY**

Nova Bus

- Chicago contract (300-450 buses) secured = **DELIVERY**
- Major new production line in final planning = **DELIVERY**
- Workforce Training support approved = **DELIVERY**



Coming Up

Innovative Partnership
with Quebec

Bombardier Rail Car

**Strategic
Cluster**

**Education/
Workforce**

**Canadian
Connection**

**Green
Energy**

THE DELIVERY CONTINUES

Defense/Fort Drum

Housing

1,522 units under construction, leveraging \$161 million in development with \$11.4 million = **DELIVERY**

Energy

Re-Energy, a \$34 million conversion of former coal plant into a 50 mw biomass facility to be opened May 31st = **DELIVERY**

Base Retention

2 projects funded

Coming Up

State-Regional partnership on AGUB?

Strategic
Cluster

Community
Development

Green
Energy

Forest
Products



Re-Energy Biomass Facility

THE DELIVERY CONTINUES

Connectivity

Broadband

13 projects moving forward (CFA1&2, Connect NY) totaling \$12.3 million bringing access to dozens of communities = **DELIVERY**

Port Access

New access road completed to Port of Ogdensburg, facilitating turbine delivery for Marble River Wind Farm = **DELIVERY**

Rail

- Newton Falls rail rehab moving forward and paper mill's future still active = **DELIVERY**
- Business plan supports future of Adirondack Railway = **DELIVERY**

*Turbine being delivered at
Port of Ogdensburg*

Broadband

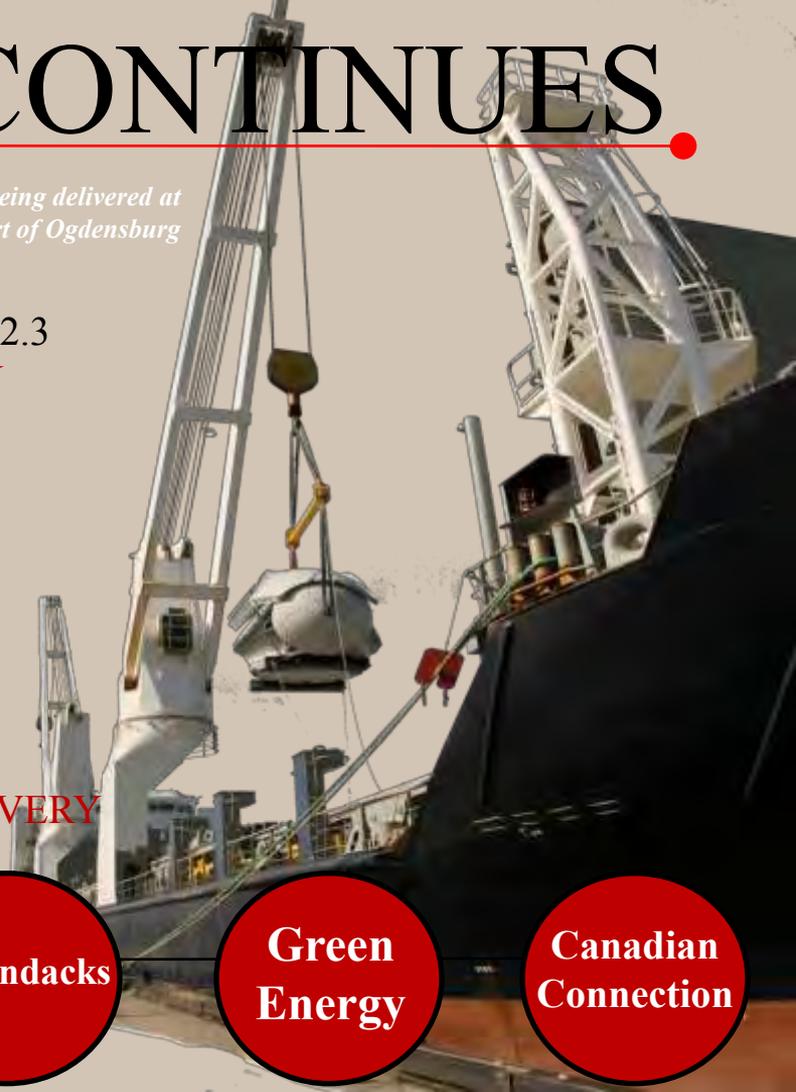
Transportation

Tourism

Adirondacks

**Green
Energy**

**Canadian
Connection**



THE DELIVERY CONTINUES

Canadian Connection

- Over \$100m from Canada for priority border infrastructure at Lansdowne & Lacolle = **DELIVERY**
- Visits up/wait times down = **DELIVERY**
- Outreach & marketing bringing investments = **DELIVERY**
- Recharging the Quebec – New York partnership = **DELIVERY**

Higher Ed/R&D

- Clarkson hosting 23 ventures in its incubator. Plus, currently assisting 152 projects & 56 start-ups = **DELIVERY**



U.S. Border Crossing at Champlain

Biotech

- Future of Trudeau secured and biotech cluster in Saranac Lake a reality = **DELIVERY**
- Pfizer research center in Chazy preserved and sold to qualified investors = **DELIVERY**

Strategic
Cluster

Education/
Workforce

Canadian
Connection

Small
Business

THE DELIVERY CONTINUES

Everywhere you look...

Clayton
Harbor Hotel
starting
construction

Water/
Wastewater
Infrastructure
Fund open for
business

Ground
broken for
Adirondack
Meat Co.

Wild Walk
beginning
construction

Strand
Performing
Arts Center
heads toward
completion

Kraft Foods:
\$400,000
leverages
\$8 million
investment

Alcoa
\$600 million
modernization

Community
Transformation
Tourism Fund
about to be
launched

North Country
STEM Network
linking schools,
higher ed &
employers

Fund raising
launched for digital
conversion of North
Country Cinemas

International
Paper natural gas
conversion: 1,200
jobs supported



History
repeats
itself!

Thank You!

Next up = Adirondack Challenge
July 21, 2013



NY Works REDC Meeting

May 15, 2013



CAPITAL REGION ECONOMIC DEVELOPMENT COUNCIL



Co-Chairs

James J. Barba, JD

- President and CEO
Albany Medical Center
- Appointed to CREDC 7/28/11 &
as Co-Chair on 10/4/12

Robert J. Jones, PhD

- President
University at Albany
- Appointed to CREDC as
Co-Chair on 1/30/13

The Capital Region Economic Ecosystem:

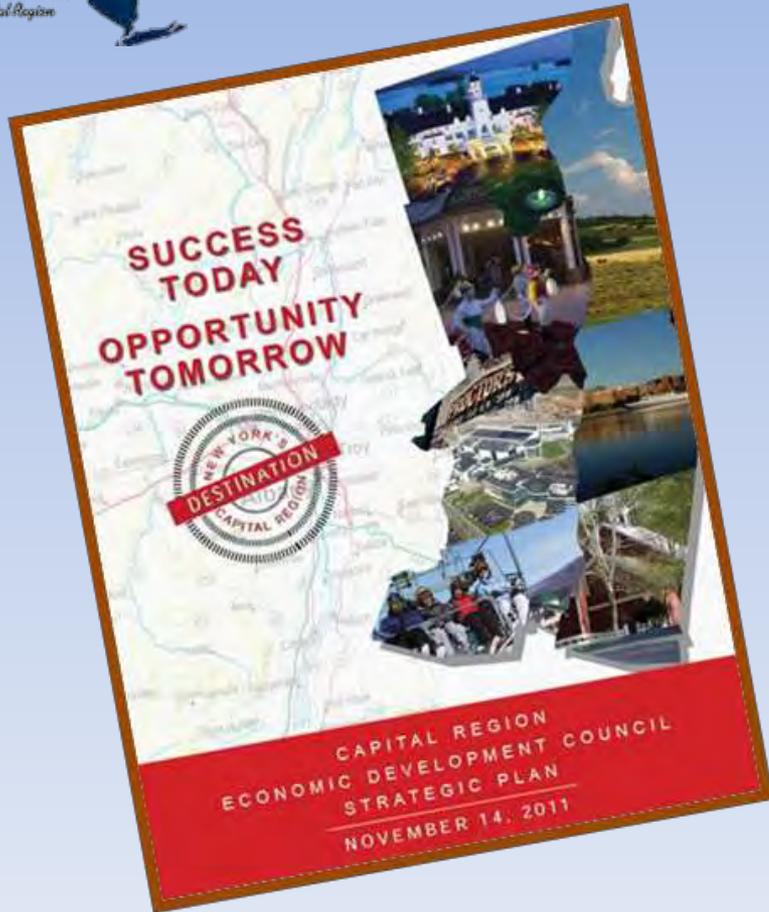
Locally collaborative. Globally competitive. Economically vibrant.

A Destination of Choice:

for Business, International Investment, World-Class Talent



Strategic Plan

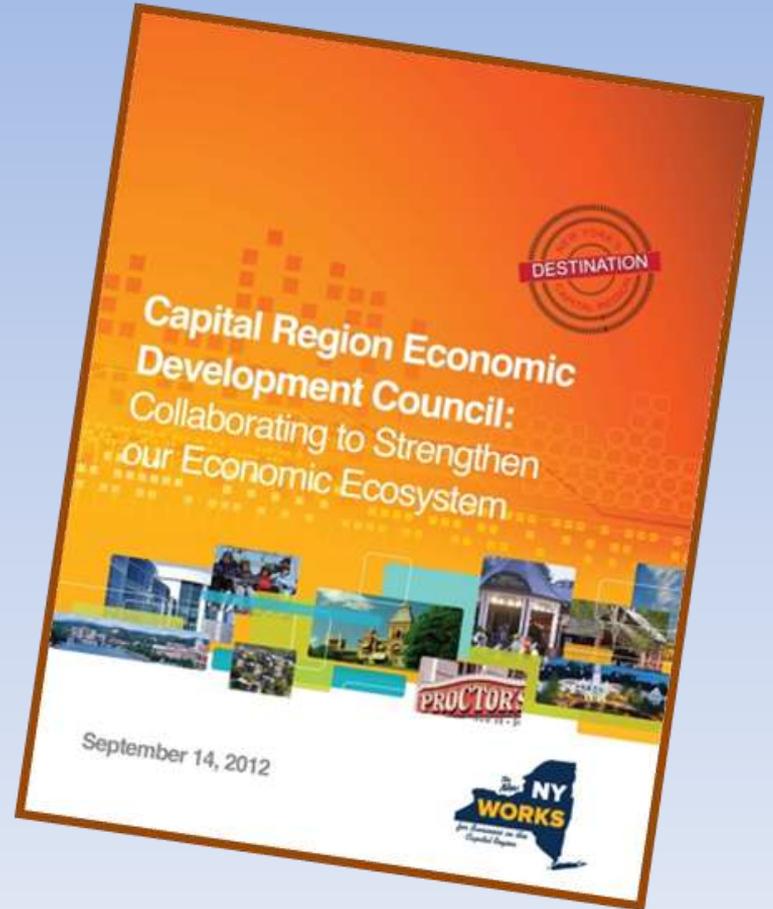


- Leverage and Collaborate
- Open New Doors
- Prepare for Tomorrow
- Build a Superhighway
- Bring Cities to Life
- Celebrate and Optimize Our Surroundings
- Showcase Our Beauty
- Spotlight Our Strengths



2012 Progress Report

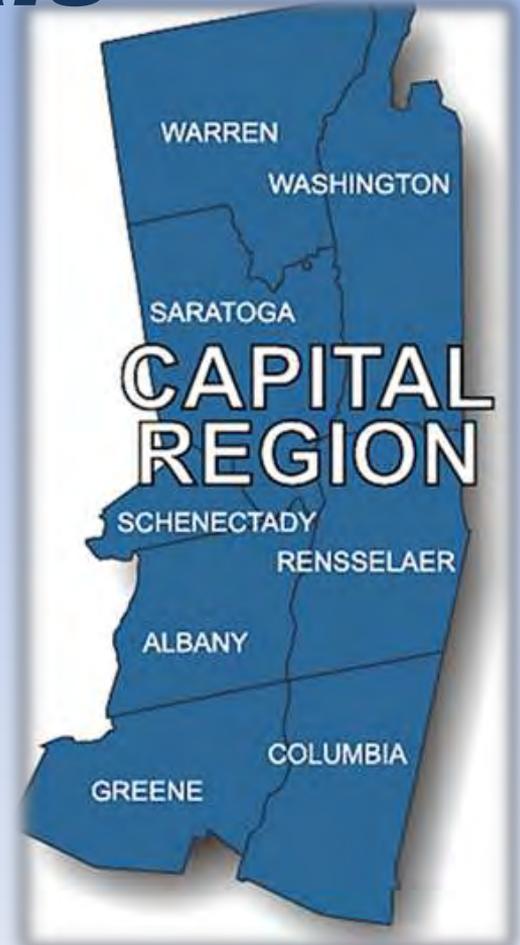
- 96% of the 88 projects awarded funding in 2011 on target for a timely completion
- 33 projects identified as priority for 2012 funding
- \$50.3 Million was awarded for 84 projects





Immediate Goals

- Expand community outreach and involvement
- Re-tool the Council structure to better focus on our Strategic Goals
- Make better use of State Agency resources





2012 Panel Assessment

■ Council praised for:

- Consistent strategies
- Collaborations and engagement of various sectors



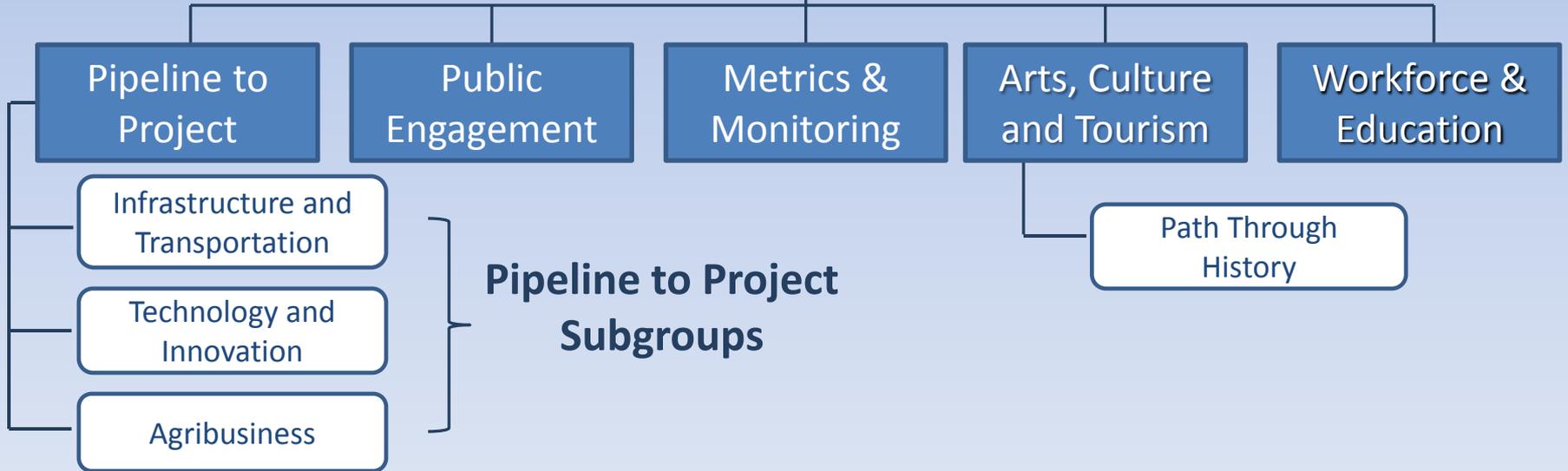
■ Recommended Improvements:

- Project readiness & commitment of matching funds
- Improved metrics and timelines
- Projects to support strategies



Strategic Workgroups

5 CREDC WORKGROUPS





Strategic Workgroups

■ Pipeline to Project

- Infrastructure
- Innovation
- Agriculture

PIPELINE TO PROJECT SUBGROUPS

- Identifying projects to support strategies
- Working with Economic Development experts throughout the Region

■ Public Engagement

- Improved website
- Monthly Newsletter - 12K Reach
- Breakout sessions at public meetings
- Training sessions

2012



2013



Strategic Workgroups

- **Workforce & Education**
 - Led by Regional College Presidents & Labor Leaders
- **Metrics & Monitoring**
 - Refine and better align metrics with goals
 - Work closely with SART
- **Arts, Culture, Tourism**
 - Community Leaders & Volunteers
 - Rich Assets
 - Advancing “Path Through History”

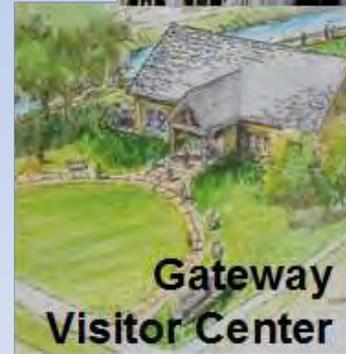




Working on RESULTS

ROUND 1

- 90% of projects executed contracts
- 96% on target for timely completion
- 5.5:1 leverage ratio
- 57% of the jobs created/retained to date





Working on RESULTS

ROUND 2

- 44% of projects have executed contracts
- 42% of the projects have commenced
- 7:1 leverage ratio

Olana
Landscape



Kiernan Plaza





Moving Forward

Governor's Initiative	CREDC Strategic Goal
Opportunity Agenda	<i>Leverage and Collaborate</i> <i>Open New Doors</i> <i>Prepare for Tomorrow</i> <i>Bring Cities to Life</i>
Innovation Hot Spots	<i>Leverage and Collaborate</i> <i>Prepare for Tomorrow</i>
Path Through History and other Tourism and Marketing Efforts	<i>Showcase our Beauty</i> <i>Spotlight our Strengths</i> <i>Celebrate and Optimize our Surroundings</i>

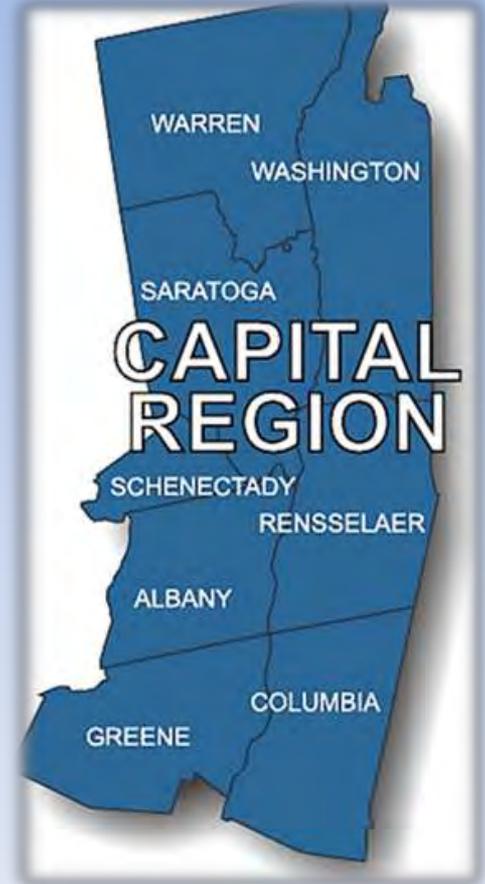
- ✓ **Transparency in Our Process**
- ✓ **Public Engagement**



Next Round

Priority Projects will:

- Clearly further goals and strategies put forth by our council
- Have a direct or indirect benefit in the creation of new wealth
- Collaborate across industries, sectors and localities
- Create and/or retain jobs
- Leverage private funds
- Demonstrate project readiness





THANK YOU



NY Works REDC Meeting

May 15, 2013



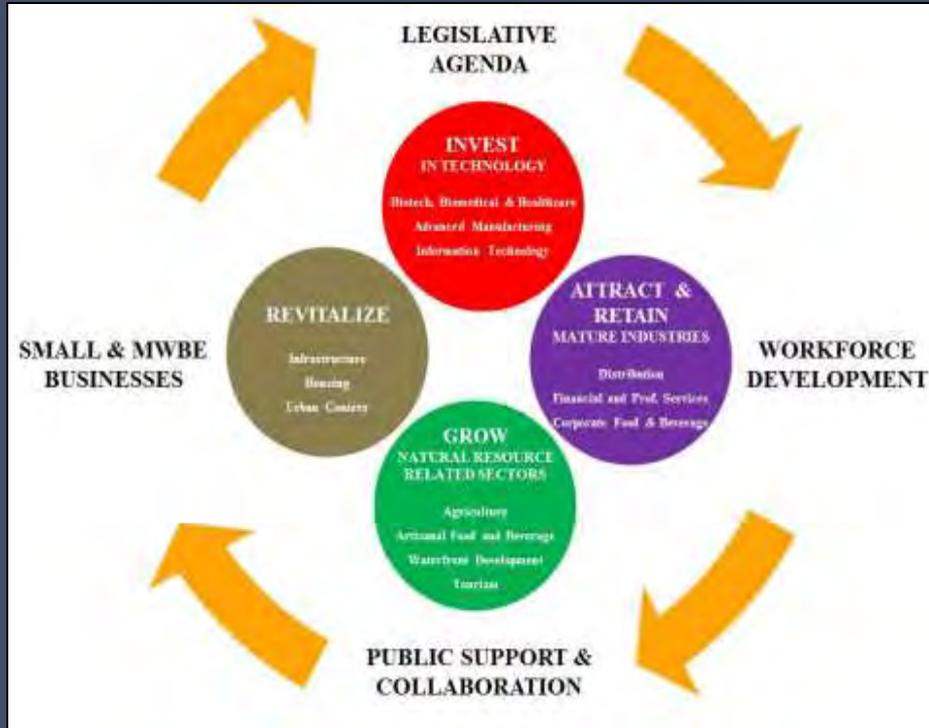
The *New* **NY**
WORKS
for Business

Mid-Hudson Region

MAY 15, 2013 • REDC LEADERSHIP SUMMIT • ALBANY, NY

Governor Andrew M. Cuomo

Overview of the Mid-Hudson's 2012 Plan



• 4 Core, Industry-Based Strategies:

- INVEST in technology
- ATTRACT & RETAIN mature industries
- GROW natural resource-related sectors
- REVITALIZE regional infrastructure

• 4 Supporting Strategies:

- ENHANCE workforce development
- PROMOTE small businesses and MWBEs
- SUPPORT a business-friendly legislative agenda
- ENSURE public-private support/collaboration

Overview of the Mid-Hudson's Implementation Strategy



“Plans are only good intentions unless they immediately degenerate into hard work.” – Peter Drucker

The Mid-Hudson's Three-Pronged Implementation Strategy:

1. Find compelling projects that align with the Council's priorities and closely monitor progress after CFA funding.
2. Continue advancing economic growth strategies through projects and partnerships.
3. Partner with regional stakeholders to move forward on non-funded initiatives that closely align with the Strategic Plan.

2011 and 2012 Implementation: CFA Status Update by the Numbers



Total # of Funded Projects	144
Contracts Accepted	66
Total Jobs Existing	3,416
Total Jobs Retained	3,155
Total Jobs Projected	4,614
Total Jobs Construction (Infrastructure/Renovation)	18,552
Total Jobs Created	1,414
Total State (CFA) Allocation	\$159,026,136
Total Investment	\$706,966,824

2011 CFA Implementation Successes



Yonkers P.S.6

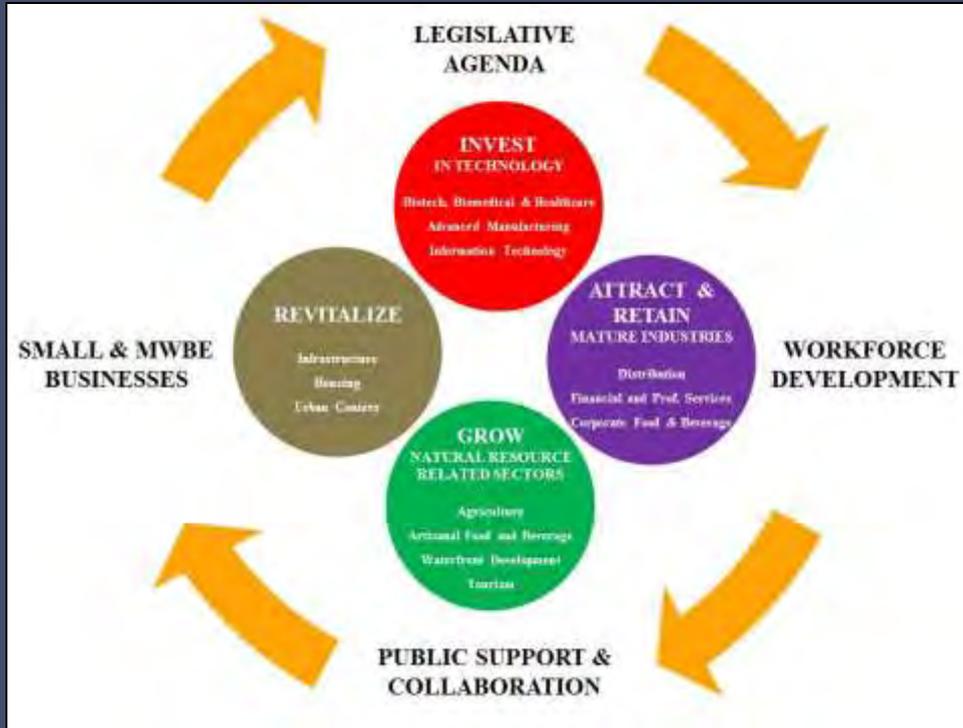


iBio Incubator



Kingston Clearwater Sloop

Workgroups and Progress



- The Council's eight workgroups are organized according to its eight core and supporting strategies, many of which align with Governor Cuomo's REDC initiatives.

“Green Circle” Related Initiatives



- Cleaner Greener Communities – MHREDC endorsed Mid-Hudson Sustainability Plan, a statewide model, at their April 25th meeting. Co-chairs of the Sustainability Plan have been integrated into the Council’s “green circle” working group.
- Path Through History – MHREDC Tourism Working Group established and presented its work at April 25th meeting. Implementation plan includes:
 - Regional Marketing plan promoting the 7 counties
 - RFQ for video company to create B-roll/stock photography
 - Training for hospitality, package development, and social media
 - “A Tale of Two Rivers” theme stories and cross-marketing between the Catskills/Hudson Valley Region
 - Promotion of state-wide themes, including U.S. Presidents



“Red Circle” Related Initiatives



- High-Tech CFA implementation – Monitoring the implementation of technology-based projects in the Mid-Hudson, including:
 - iBio Incubator
 - Center for Global Advanced Manufacturing
 - New York State Center for Cloud Computing and Analytics
 - In the past year, the Institute for Data Center Professionals trained 313 industry professionals in z/OS and data center management
- Innovation Hot Spots – Council is developing a competitive process by which a high-tech incubator in the region affiliated with a college or university will be selected for this program.
- NYS P-TECH – Council is investigating opportunities to support the Governor’s program statewide, through the cloud and with localities.



“Brown Circle” Related Initiatives



REVITALIZE

Infrastructure

Housing

Urban Centers

- Tappan Zee Bridge – Members of the Regional Council or their organizations are actively involved in advocating for the *New NY Bridge*, and serve in various capacities, including:
 - Visual Quality Panel
 - Mass Transit Task Force
- Infrastructure – Workgroup re-established with focus on NY Works initiative and developing assessment of regional infrastructure priorities.
- Partnerships – With Hudson Valley Pattern for Progress’ Center for Housing Solutions and Pace Land Use Law Center's Mayor's Roundtable.
- REDC Opportunity Agenda – Engaged in the early stages of planning, including discussions about targeting specific industries highlighted in the Strategic Plan through the prism of distressed communities. Discussions have also included ways to target youth participation in summer internship programs.



The Council's Plan for the Upcoming Year



- **Continue public outreach and education efforts.**
 - Council Members, Hudson Valley Pattern for Progress, private and county economic development agencies and chambers of commerce, and ESD again partnered to hold grant writing workshops, explain the CFA process, and invite applications to the soon-to-be-released 2013 CFA in each county. More than 450 people have attended.
 - Council Members and other ambassadors to the business community have also conducted meetings/outreach.
 - The Council will again issue its “Call for Priority Projects” in order to develop a robust pipeline of projects.

The Council's Plan for the Upcoming Year



- Work to implement the Mid-Hudson's \$195,000 Regional Marketing Initiative grant that was funded through the 2012 round of CFAs.
- Continue to emphasize 2012 areas of focus (high tech, mature industries, natural resource-related sectors, and infrastructure).
- Potential project pipeline includes:
 - Destination resorts, especially those focused around food and beverage, historical, eco, or recreational tourism
 - The Pfizer Pearl River site in Rockland County, NY
 - Healthcare related projects



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NY Works REDC Meeting

May 15, 2013



New York City Regional Economic Development Council

PROCESS REPORT

Presentation to
Governor Andrew M. Cuomo and Lieutenant Governor Robert J. Duffy
Wednesday, May 15, 2013



The Challenge: A City of Extremes



New York City is a global capital of business and finance:

- Nation's health-care, fashion, and retail capital and No. 1 tourist destination
- Largest aggregation of top medical research institutions, universities, and cultural facilities
- Global technology center, with growing concentration of entrepreneurs, scientists, engineers, and innovators

New York City also has the highest degree of income inequality in the country:

- 21% of population —1.7 million people — lives below federal poverty line
- Just 29% of public high school graduates are deemed ready for college or career



The New York City Regional Economic Development Council's Strategic Vision

- Business, labor, government, and community interests are united in support of both accelerated economic growth and expanded economic opportunity
- Our strategic plan, adopted unanimously by a diverse council after substantial public input, spells out what we need to do to build a stronger, more inclusive economy:



- ✓ Reinforce the historic strengths of our anchor industries
- ✓ Enhance the livability of the city in order to attract and retain talent
- ✓ Invest in infrastructure
- ✓ Encourage high-tech innovation
- ✓ Focus on workforce development and career and technical education
- ✓ Promote interregional cooperation across the state
- ✓ Prioritize projects that have attracted substantial engagement by businesses and/or private-sector employers



Focus on Communities with High Growth Potential

Re-zonings and public investment have positioned 15 underdeveloped and economically distressed communities for accelerated growth.

These communities have a pipeline of housing, commercial, industrial, and public infrastructure projects that will create tens of thousands of jobs once their development potential is unleashed. In many cases, a relatively modest state investment will trigger a significant multiplier response from the private sector.





New Regional Council Work Groups and Committees



With the **Path Through History** initiative, we've established an impressive work group of historians, educators, tourism experts and design professionals who possess a vast amount of knowledge and expertise in the history and culture of New York City neighborhoods.

Through the **Cleaner, Greener Communities Program**, council members and state agency resource staff are working with New York City to finalize an "80 by 50 Study", an update of PlaNYC, the goal of which is to reduce green-house gas emission by 80% by 2050.



An **Opportunity Agendas** sub-committee has recently been formed to design a set of strategies for linking a distressed community to strategies for revitalization and regional economic life. The sub-committee is already working with state agency resource staff to identify possible Opportunity Areas.



Progress On Implementation of Selected Priority Projects

Priority projects identified in the New York City Regional Economic Development's strategic plan were chosen for their strong potential to meet the council's criteria for accelerating economic growth and job creation across the five boroughs.





Brooklyn Navy Yard Green Manufacturing Center

Strategic objective: Catalyst for sustainable industrial urban job creation and adaptive reuse of vacant and deteriorating historic structure



- **Project:** 2011 Priority Project; adaptive reuse of 220,000-square-foot building, creating 300 jobs; multi-tenant building; funding from state and city; balance from private funding through the EB-5 Program
- **NYS Assistance:** \$6M grant and \$12M allocation of federal New Markets Tax Credits
- **Cost:** \$60M total development cost
- **Jobs:** Up to 300 new jobs
- **Progress:** Completed asbestos abatement; demolition and structural stabilization; design modified to qualify for historic rehabilitation tax credits; grants and tax credits received; construction began in September 2012 and will be completed by the end of 2014
- **Priorities:** Lease signed with anchor tenant Crye American, a premier manufacturer of defensive apparel for the U.S. military. Lease negotiations ongoing with Macro Sea, which will create the New Lab, a facility that will promote design and manufacturing innovation



New Lab

Strategic objective: Generate high-tech manufacturing jobs; contribute to development of innovation industry cluster

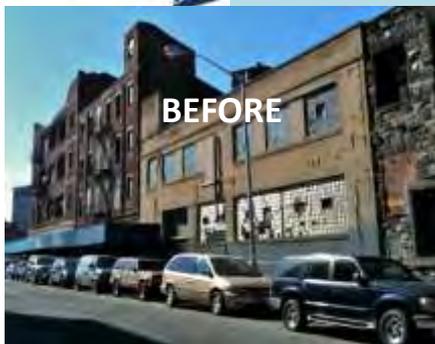


- **Project:** 2012 Priority Project; Macro Sea, Inc.'s conversion of two wings of a former shipbuilding factory at the Brooklyn Navy Yard into New Lab, a high-tech design and prototyping center that will house education institutions, design firms and entrepreneurs
- **NYS Assistance:** \$1.25M grant
- **Cost:** \$23M
- **Jobs:** 150 construction jobs; 300 new permanent jobs for Macro Sea's new tenants
- **Progress:** Construction to begin spring 2013; completion within 14 months



Taystee Bakery / CREATE @ Harlem Green

Strategic objective: Revitalization of abandoned property and low-income area through investment in manufacturing, commercial, non-profit community facility and retail growth



- **Project:** 2011 Priority Project; redevelopment of former Taystee Bakery complex into CREATE@Harlem Green, with manufacturing, office, retail, and community facility space;
- **NYS Assistance:** \$10M grant
- **Cost:** \$72M total development cost
- **Jobs:** Creation of 440 new permanent jobs; 200 construction jobs
- **Progress:** Sale of Taystee Bakery property to private developer in 2012; the rezoning to building the project was passed in November 2012; an incentive proposal was signed by the developer in 2012; ESD Board approval on March 20, 2013; developer must commence redevelopment by July 2013
- **Priorities:** Pre-development timeline extended into 2013, which will impact completion date



CFA - Funded Project Activity

	2011	2012
Total Number of CFA-funded Projects	48	50
Contracts for Funding Sent to Applicants	46	31
Contracts Executed	45	13
Projects Started	41	11
Projected Completion Through CY 2013	24	2
Projected Completion Through CY 2014	14	27
Projected Completion Through CY 2015	9	12
Projected Completion Through CY 2016	1	9
Total CFA Award Amount	\$66.2M	\$51.3M
Expected Total Project Value	\$740.8M	\$612.8M



Key Evaluation Criteria for Priority Projects in 2013

- **Relief of conditions of economic distress:** Provide opportunities for meaningful training and good jobs.
- **Innovation:** Build on innovation assets, including research universities, industry pioneers, business incubators, early-stage investors, and entrepreneurial networks.
- **Partnerships between business and institutions of higher education:** Capitalize on the state's higher education assets to link with job creation and new business development.
- **Interregional cooperation:** Contribute toward building industry clusters across multiple regions of the state.
- **Transformative role:** Catalysts for growth-industry clusters and/or contributors to the resurgence of economically distressed communities.
- **Measurable impact:** Demonstrate job creation, investment, and business revenue generation.



NY Works REDC Meeting

May 15, 2013

PROGRESS AND PURPOSE LONG ISLAND REGIONAL COUNCIL



May 15, 2013

COLLABORATION IS THE KEY



Cold
Spring
Harbor
Laboratory



HOFSTRA
UNIVERSITY.
prideandpurpose



TO OUR REGION'S SUCCESS





Workforce



Education



Industry



Long Island Regional Council



Natural assets



Arts



Infrastructure



Heritage tourism

PROJECTS

▶ 2011: Round One:

- ▶ \$101.6 million to support 62 projects across Long Island
- ▶ 13 Priority Projects
- ▶ Comprised of 20 CFAs projecting 34,423 new jobs
- ▶ 9 Excelsior Projects projecting 851 jobs
- ▶ 33 Agency CFAs

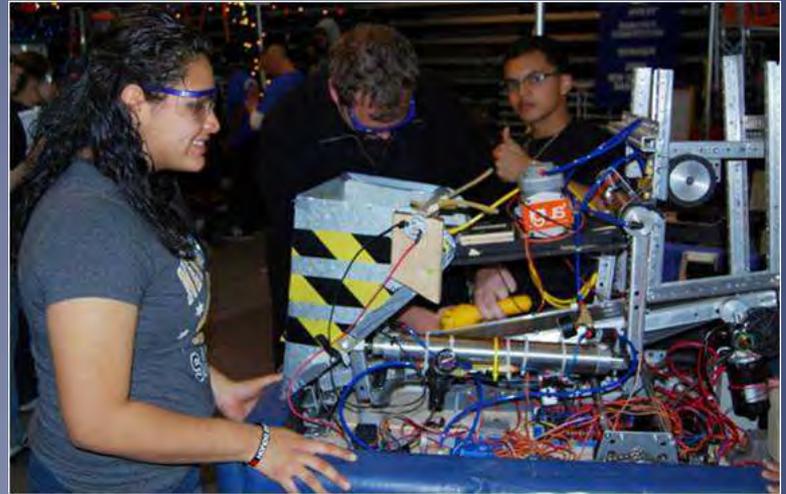
▶ 2012: Round Two:

- ▶ \$59.7 million to support 66 projects across Long Island
- ▶ 16 Priority Projects
- ▶ Comprised of 23 CFAs projecting 547 new jobs
- ▶ 10 Excelsior Projects projecting 683 new jobs
- ▶ 33 Agency CFAs



STRATEGY ONE: WORKFORCE TRAINING

- ▶ LI STEM Hub
- ▶ Farmingdale College's STEM Diversity
- ▶ PROPOSED in Round Three: BOCES and SCCC highlight the **Opportunity Agenda**



STRATEGY TWO: DEVELOP INDUSTRY & **INNOVATION CLUSTERS**

- ▶ Winthrop University **Research Institute**
- ▶ Cold Spring Harbor Lab
Advanced Drug Testing Lab



STRATEGY 3: DEVELOP MULTI-FACETED INCUBATING FACILITIES

- ▶ ThoughtBox
- ▶ Accelerate Long Island



STRATEGY 4: REINVIORATE MANUFACTURING

- ▶ D'Addario
- ▶ Cox
- ▶ Amneal Pharmaceutical



STRATEGY 5: PRODUCE JOBS IN AGRI- AND AQUA-CULTURE, FISHERIES AND TOURISM

- ▶ Agriculture
- ▶ Aquaculture
- ▶ Commercial fisheries
- ▶ Heritage tourism



STRATEGY 6: REBUILD INFRASTRUCTURE

- ▶ LIRR third track
- ▶ Brookhaven Rail Terminal
- ▶ Village of Hempstead
- ▶ Wyandanch Rising
- ▶ New Cassel Cathedral Place



OPPORTUNITY AGENDA

- ▶ Area of focus – Wyandanch
- ▶ In a decade, \$162.5 million invested (including \$7 million in regional council funding)
- ▶ Wyandanch Rising: Opportunity Agenda in Round 3
- ▶ Partnering with:
 - ▶ BOCES
 - ▶ Suffolk Community College
 - ▶ Farmingdale State
 - ▶ United Way
 - ▶ LI Housing Partnership
 - ▶ Adelante of Suffolk County
- ▶ Skills training – working with local businesses
- ▶ Strengthening the entire community







NY Works REDC Meeting

May 15, 2013