

## **EMPIRE STATE DEVELOPMENT CORPORATION**

### **A DESCRIPTION OF THE CORPORATION'S OPERATIONS AND ACCOMPLISHMENTS**

Fiscal Year 2010-2011

#### **OVERVIEW**

The New York State Urban Development Corporation d/b/a Empire State Development Corporation ("ESD") is a public finance and development authority that participates in a broad range of development projects.

Empire State Development (ESD) is the umbrella organization for the New York State Urban Development Corporation. The mission of Empire State Development is to promote business investment and growth that leads to job creation and prosperous communities across New York State. ESD also undertakes large-scale, long-term projects that stand as transformational opportunities for neighborhoods, cities and regions around the state.

In Fiscal Year 2010–2011, the ESDC Directors approved projects to 265 companies and organizations. These projects totaled more than \$488 million in grants and loans, retained 11,907 jobs and created 5,185 jobs. All grants and loans approved leveraged over \$2.7 billion in investment.

*Some of the Corporation's highlights:*

#### **ESD Leadership**

Kenneth Adams was appointed Empire State Development (ESD) President and CEO, as well as Commissioner of the New York State DED, by Governor Andrew M. Cuomo in January 2011.

Mr. Adams works to promote economic practices that attract business and create jobs throughout New York State. He was confirmed in April and will work closely with Lieutenant Governor Robert Duffy to implement Regional Economic Development Councils across the state.

As part of Governor Cuomo's plan to change the development agency's leadership structure, he has separated the roles of CEO and Chairperson. Julie Shimer, PhD, CEO and President of Welch Allyn, was confirmed Chair of Empire State Development in June 2011 to bring a specific understanding of the issues facing economic development in upstate New York.

#### **About Kenneth Adams**

Mr. Adams came to ESD from The Business Council of New York State, the state's leading business association, where he served as President and CEO since 2006. He led the organization in its mission of creating "economic growth, good jobs and strong communities across New York State." The Business Council represents nearly 2,500 member businesses, chambers of commerce and professional and trade associations employing a total of more than one million New Yorkers.

Prior to leading the Business Council, Mr. Adams was President of the Brooklyn Chamber of Commerce and Director of the MetroTech Business Improvement District in Downtown Brooklyn. He was also the founding Executive Director of New York Cares, New York City's leading volunteer organization, from 1988 to 1994.

### **About Julie Shimer**

Julie Shimer, Ph.D., CEO and President of Welch Allyn, in Skaneateles Falls, New York, is a nationally recognized leader in the computer networking and wireless communications industries. Dr. Shimer was named CEO in 2007, becoming the first woman to hold this post in the 95-year history of the company.

Prior to joining Welch Allyn, Dr. Shimer served as President and CEO of Vocera Communications, a leading wireless communications company based in Cupertino, California. Dr. Shimer also held executive positions at 3Com Corporation, Motorola, AT&T Bell Laboratories, and Bethlehem Steel Company. Dr. Shimer currently holds board positions with Welch Allyn, Netgear, the Engineering Information Foundation and CenterState Corporation for Economic Opportunity. In addition, she is a senior member of the Institute of Electrical and Electronics Engineers and Society for Women Engineers. Dr. Shimer holds masters and doctoral degrees in Electrical Engineering from Lehigh University and a bachelor's degree in Physics from Rensselaer Polytechnic Institute. She resides in Skaneateles, NY with her husband, Jary.

### **Adoption of a New Mission Statement:**

*ESDC's Directors adopted the following mission statement on April 26, 2011:*

The mission of Empire State Development is to promote business investment and growth that leads to job creation and prosperous communities across New York State.

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## **PROGRAMS & INITIATIVES**

### **Regional Economic Development Councils**

Governor Cuomo has announced the formation of 10 Regional Economic Development Councils, which will be responsible for developing long-term strategic plans that will guide economic development efforts and spending in our ten ESD regions. The Councils will be established during summer 2011 and will act as one-stop shops for all state-supported economic development and business assistance programs in each region. The Councils will also redesign the way we allocate the state's finite economic development resources. ESD will work alongside Lieutenant Governor Duffy in the implementation of these Councils.

### **The Excelsior Jobs Program**

The 2011-2012 Executive Budget strengthened the Excelsior Jobs Program, which was created in 2010 to provide job creation and investment tax credit incentives to businesses in targeted industries. A total of \$500 million will now be available annually to provide enhanced tax credits that will produce better results for New York's economy. Businesses will be able to benefit from this program over a 10-year period. Governor Cuomo will make \$70 million of these enhanced tax credits available to support the efforts of Regional Economic Development Councils.

Key changes to program include:

- A 10-year (rather than five) real property tax credit based on improved value of property, instead of based on real property taxes paid in year prior to certification.
- R&D credit expanded to 50 percent (instead of 30 percent) of a business' federal R&D credit, and capped at three percent of total eligible R&D investment in NYS.
- Utilities will be authorized to offer a discounted Excelsior Jobs Program rate.
- Wage credit to equal the product of wages and 6.85 percent (instead of a range between \$2,000 and \$5,000, depending on wage levels and location of project).
- Existing agriculture co-ops are added as eligible projects.

#### **The Excelsior Linked Deposit Program**

The budget increased the lifetime limit on low-interest loans permitted by the Linked Deposit Program from \$1 million to \$2 million, making more dollars available for small businesses to grow and create jobs across New York State.

#### **The Recharge NY Power Program**

The program, introduced in the budget, enhances and makes permanent the current Power for Jobs Program. It will create and maintain hundreds of thousands of jobs by allocating a blend of stable, low-cost hydropower and market power for use by businesses that seek to grow and create jobs in New York State. The program will take effect on July 1, 2012; it is permanent and allows long-term, seven-year contracts.

Key provisions include:

- A 910 megawatt program that will give the state more economic development power resources than are available under expiring programs and open the program to new applicants for the first time in six years.
- Allocation-based power benefits and long-term contracts of up to seven years will provide competitive, stable electric power prices to energy intensive businesses.
- Eligibility criteria will ensure significant, long-term economic return to the state, including the number and value (wages and benefits) of jobs created and retained; investments in capital equipment and energy efficiency; the significance of energy costs to a business' competitiveness; and the local economic significance of the facility.
- 200 megawatts reserved for existing NY business expansions purposes.

- Current Power for Jobs program participants not receiving new benefits will receive two-thirds of value of current benefits for period 7/1/12 to 6/30/14; one-third of value of current benefits 7/1/14 to 6/30/16.

### **New Market Tax Credits**

The New Market Tax Credits program authorizes the Empire State Development Corporation to finance up to \$30 million in federal New Market Tax Credits to support job creation and development efforts in low-income communities through the state.

### **The Small Business Revolving Loan Fund**

The fund, aimed at “Main Street,” everyday businesses, will provide \$50 million in loans to small businesses across New York State over the next two years. New York State continues to disburse low-interest capital to alternative small business lenders all across the State.

### **MWBE Executive Order & Chief Diversity Officer**

- Governor Cuomo Issued an Executive Order Establishing Minority- and Women-Owned Business Enterprise Team to explore ways to meet his goal of expanding minority- and women-owned business enterprise (M/WBE) participation in state contracting to 20 percent.
- A Chief Diversity Officer was appointed to work with our Division of Minority and Women-Owned Business Development, other state agencies and MWBE partners to ensure that MWBEs, which comprise more than 50% of the business entities operating in the State, and other small businesses, receive their fair share of the State’s contracting opportunities.

### **Agribusiness Development**

- Former Ags & Market’s Commissioner Pat Hooker joined ESD as Director of Agribusiness Development to support Governor Cuomo's goal of strengthening the upstate economy as a member of a team focused on the food, agricultural, bioenergy and forestry aspects of the Governor's policy agenda
- Pat will work on developing working relationships with all relevant state agencies tasked with business support of the agricultural, food, bioenergy and forestry industries, including but not limited to: Agriculture and Markets, NYSERDA, Homes and Community Renewal, the Environmental Facilities Corporation; Environmental Conservation; Health and the Department of State.

### **New York State Film Production Tax Credit Program**

- The 2010 budget included a multi-year funding agreement to extend and expand New York State’s Film Production Tax Credit Program. The allocation of \$420 million per year

through 2014 will result in the creation of thousands of jobs and generate \$10.5 billion in direct spending in New York State.

- The 30% New York State Film Production Credit has attracted 70 projects into the program since January. These projects are expected to spend a total of over one billion dollars.
- In 2011 New York State lured eight television series, which will create over 4,700 industry-related jobs.
- Since its inception, the program has brought in 580 projects, which have generated more than \$9 billion in direct spending in the state.

#### **NYFirst Website**

- Since going “live” on October 6, 2010, [www.NYfirst.NY.gov](http://www.NYfirst.NY.gov) has had 31,298 visitors from a total of 105 countries/territories. This breaks down to 183 visits per day on average. New York First’s mobile site for Smartphones has had 395 unique visitors. Interestingly, over 77 percent of visitors were from within New York State, indicating that we are succeeding in our objective to provide useful resources to New York State constituents and businesses. In fact, the 24,109 visitors from within New York came from 597 discrete cities. The largest numbers of visitors have been from New York City, Albany, Brooklyn, Rochester and Buffalo.
- The top five most visited pages offer content on Start-Up Assistance, Business Financing, Taxes & Mandated Filings, Local Government Resources and Permits & Licensing. The top five agency pages are: New York State Energy Research and Development Authority (NYSERDA), New York State Office of Cyber Security, New York State Homes and Community Renewal, Department of State and the Port Authority of New York & New Jersey.

#### **ESD 2.0 Website**

- Since its launch on February 1, 2010, [www.esd.ny.gov](http://www.esd.ny.gov) has had 711,808 visitors from a total of 197 countries/territories, with nearly 1.7 million total page views. This breaks down to an average of 1,703 visitors each day.
- Visitors to the site visit nearly three pages per visit and spend an average of two minutes on the site. The most visited content areas of the website are, in order from most to least visited: Business Programs, Minority- and Women-Owned Business Enterprise (MWBE), Small Business, About Us, and ESD’s Regional Overviews. This data proves that our site is frequented by a diverse cross-section of visitors—those interested in programs and incentives at the State level; members of distinct populations looking for targeted assistance, constituents or journalists interested in the agency, and those looking for location-based resources.

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## **SUBSIDIARIES AND MAJOR PROJECTS**

### **Globalfoundries**

- Globalfoundries broke ground on the \$4.2 billion Fab 8 plant in Saratoga County in July 2009.

- New York State committed up to \$1.2 billion worth of financial incentives towards the project — the largest private-public investment in the history of the state.
- The fabrication plant will create approximately 1,400 new, direct semiconductor manufacturing jobs and approximately 5,000 new, indirect jobs in the region.
- In June 2010, Globalfoundries announced further expansion plans of a new clean room shell that will mean an additional investment of more than \$300 million in New York State.
- New York State committed an additional \$15.8 million to support and advance this new expansion project.

### **Atlantic Yards Development Project**

- Arena construction is well underway, steel is rising and over 40% has been erected. The contractor began to install the stadia seating in mid-April, and the drywall subcontractors are about to be mobilized on site.
- Sustainability: AY will achieve LEED certification for all 16 buildings, and adopt environmentally conscious construction practices, including the use of Ultra Low Sulfur Diesel Fuel, diesel particulate filters installed on onsite equipment with 50 hp or greater, best available and most efficient equipment, dust suppression, restrictions on idle time for vehicles and the use of locally manufactured materials when possible is underway.
- Arana Hankin was brought on board as the Director of the Atlantic Yards Project in August 2010. Ms. Hankin’s appointment to this position further solidifies the State’s commitment to Atlantic Yards, and ESD looks forward to working in association with New York City and Forest City Ratner Companies, as well as local elected officials, community boards and local residents, to see this project through to completion.
- Five MWBEs are currently working onsite in varying capacities ranging from lead abatement to supplying and installing rebar, tile installation, and trucking in materials.
- Forest City Ratner plans to break ground on the first residential tower by early 2012. This recent progress at the arena site, and Forest City Ratner’s renewed commitment to the affordable housing component, solidifies the first phase of a vision that will ultimately bring transportation improvements, an arena, open space, affordable housing and thousands of jobs to Brooklyn.

### **Erie Canal Harbor Development Corporation**

- Plans are underway to develop the “East of Main Street” area of the Canal Side project. ECHDC has issued an RFP for redevelopment of the 160,000 square foot Donovan Building. Bids are due June 30, 2011.
- The next development phase for the Canal Side project will involve the construction of public infrastructure and a canal system on the Aud Block. Completion of the canals is slated for Q2 – 2012. In addition, plans are being considered for a museum, public market, transit center and “Story of Buffalo”/visitor center.
- ECHDC launched a water taxi service that serves the Inner Harbor, Buffalo River and Outer Harbor. This water taxi is a first for the region and provides transportation for people and bicycles to several stops along the waterfront.

- Construction of a temporary extension of the Central Wharf will provide an additional 400 feet of waterfront access to the public.
- ECHDC entered into a contract with Buffalo Place for operations, maintenance and special event services. Summer programming on the Central Wharf will triple in 2011 to over 300 programs, concerts and festivals.
- In order to reestablish access between the Inner and Outer Harbors, ECHDC is spearheading the Buffalo Harbor Bridge Study.
- The Buffalo River will undergo a major dredging operation this summer, under the direction of the Army Corps of Engineers. In addition, work is being completed on the Ohio Street corridor, which provides a link between the Inner and Outer Harbors. A significant new public space, RiverFest Park, will be opening to the public in June.
- ECHDC expects to issue bonds in the amount of \$100 million in the next several months.

#### **Harlem Community Development Corporation**

- HCDC facilitated \$300,000 in grants supporting arts and cultural organizations, a \$100,000 pre-development loan for a mixed-used residential project, and sponsored a series of Homebuyer/Homeowner educational seminars and small business workshops and seminars.
- HCDC provided strategic and tactical support for the green redesigns of three major intersections, build-out, programming and creation of new artwork for Harlem River Park, technical urban planning support for the Harlem African Burial Ground, studies of East Harlem, St. Nicholas Avenue and Hamilton Place commercial corridors and the La Marqueta Mile project.
- Weatherization rehabilitation work continues underway in 251 housing units under the existing WAP program and 486 units under ARRA (American Recovery & Reinvestment Act). The regular WAP contract is \$1,730,734.00 and the ARRA is \$3,314,340.00.

#### **Harriman Research and Technology Development Corporation**

- The HRTDC Board reconvened in October 2009.
- In November 2009, the Board unanimously voted to enter into negotiations with the Columbia Development team and take an incremental approach to the redevelopment of the campus.
- Initial negotiations have surrounded one 5-15 acre parcel of land, which will act as a “proof of concept” for the redevelopment of the entire campus.
- At the Board’s last meeting in September 2010, a Letter of Intent from Columbia Development for the first phase of the project was accepted and a development advisor was selected to provide guidance with the architecture, engineering, site planning, environmental analysis and general project management of the Harriman Campus redevelopment.
- The HRTDC President is currently briefing and consulting with the new administration about the next steps needed to keep the redevelopment process moving forward.

#### **Lower Manhattan Development Corporation**

- LMDC reallocated \$200 million of HUD funding to a new Other World Trade Center Area Improvements (OWTC) Program to provide \$100 million for the WTC Performing Arts Center, as well funding for the WTC Memorial, the West Thames Bridge, and the East River Water Front Esplanade and Piers.
- LMDC completed the deconstruction of 130 Liberty Street in February 2011. On March 1, 2011 LMDC granted access to the site to The Port Authority of New York and New Jersey (PANYNJ) for construction and construction staging related to the WTC Vehicular Security Center.
- LMDC partnered with the National September 11 Memorial and Museum Foundation, and the PANYNJ to design a temporary public plaza on the southern portion of the 130 Liberty Street parcel that could be as part of the interim access plan to the World Trade Center when the Memorial opens in September.
- LMDC received over 260 grant applications for its Lower Manhattan Community and Cultural Enhancement Program, which will provide up to \$17 million in grants ranging mostly from \$100,000 to \$1,000,000 for nonprofit organizations with projects or programs in Lower Manhattan. The LMDC is scheduled to award the grants by the end of the summer.
- The Hudson River Park Trust opened Pier 25, the newest section of the park on November 5, 2010. The Project was funded through a \$75 million LMDC Grant.
- As New York approaches the 10th Anniversary of September 11, LMDC's decade-long oversight of downtown redevelopment will be reduced. At the end of March 2011, the LMDC Board approved a major budget reduction of nearly 40% for the organization for FY 2012, which lead to a 40% staffing reduction as well.

#### **Rochester's Midtown Rising**

- Site abatement activities commenced in August 2009, completed in fall 2010.
- In October 2009, Christa/Morgan was selected as the developer for the Midtown Tower; the proposal includes two dozen luxury condos, 186 apartment units and commercial real estate.
- Demolition began August 2010 and will end around December 2011.
- In December 2010 PAETEC signed an agreement to construct its corporate headquarters on the Midtown site once demolition is complete. The building will house about 800 existing employees and accommodate an additional 300.
- Site infrastructure improvements currently in preliminary design will begin construction in late 2011 through 2013.
- The PAETEC HQ project is projected to be complete in 2013.

#### **Moynihan Station Development Corporation**

- During the spring of 2010, the ESDC Board of Directors adopted an Amended GPP and SEQRA Technical Memo. The GPP outlines the project's first phase, which consists of critically important below-grade transportation infrastructure improvements.
- Fall of 2010: Broke ground on the Moynihan Station Development Project.

- With economic stimulus funding made available for transportation projects we are seeing new opportunities to assist in meeting both statewide transportation needs and project financing needs for Moynihan.
- Moynihan Station Development Corporation, received \$83 million in “Transportation Initiatives Generating Economic Recovery” (TIGER) funds from the United States Department of Transportation.
- 2011: Commenced construction of Phase 1 below-grade transportation elements.
- We are making the critical step forward to invest in infrastructure and further leverage public and private resources to achieve the world-class gateway envisioned by the late, and great, Senator Daniel Patrick Moynihan.

#### **New York Convention Center Development Corporation**

- Began in April 2009, the 100,000 square foot expansion of the Jacob K. Javits Convention Center was completed in June on time and on budget.
- The new additions are intended to keep the complex and city competitive in the trade show industry.
- The biggest challenge and greatest triumph of the expansion and ongoing renovation of the Javits Center is that the facility has remained open and operational throughout construction – with little to no impact on the schedule of events.
- The renovation began in July of 2010. Plans for the renovation include the installation of a new glass curtain wall and the installation of a “green” roofing system.
- Upon completion of the renovation, the 80,000 gross square feet of exhibition space will remain in service and will complement existing operations.
- Scope of the Renovation includes: New roof including the largest green roof on the East Coast, new rooftop mechanical units, new curtain wall of glass and stainless steel panels, mechanical, electrical and plumbing upgrades.
- Construction will generate \$880 million in direct and indirect sales over the 4½ year construction period.

#### **Queens West Development Corporation**

- Stage 1 is substantially complete, with the exception of one parcel, which is undergoing environmental remediation by QWDC, prior to construction of a public library by Queens Public Library. Stage 1 includes three completed high-rise residential buildings (1,600 housing units), a public school (P.S. 78), streets and utilities, and approximately 10 acres of public park land. Riverview Gardens, which provides below-market housing for senior citizens, is also located in Stage 1.
- Stage 2 is currently in construction. Three of the seven residential buildings planned for Stage 2 are complete and occupied. Two of the remaining four buildings are in construction by the developer TF Cornerstone. When all buildings are complete by 2014, Stage 2 will include approximately 3,200 units of housing.
- Construction of an additional three acres of park land, along with roads and utilities, is currently underway. All of QWDC’s construction work is expected to be complete in 2012. A 25,000 sq. ft. parcel in Stage 2 has been transferred to the NYC School Construction Authority for construction of a second public school for 662 students. Construction of the school has begun and will be complete for the fall 2013 school year.

### **USA Niagara Development Corporation**

- The Culinary Institute, to open in fall 2012, will involve instructional space to accommodate up to 1000 students in NCCC's culinary arts, hospitality management and tourism/event management programs. This \$26.1 million transformational project will renovate one-third of the former Rainbow Centre Mall and the entire attached 1,600 space City Parking Ramp, with ESDC/USAN contributing a total of \$13.3 million. USAN has development rights for the remaining two-thirds balance of the 200,000 sq ft of the former Rainbow Mall for three years, and the adjacent "balloon parcel" site which USAN will release an RFP for redevelopment of the site in May 2011.
- Old Falls Street –Upon USAN and the City's \$12 million revitalization of Old Falls Street (OFS) in 2010, USAN entered into an agreement with the City of Niagara Falls for Global Spectrum to fully manage the maintenance and programming of activities and events on OFS. In 2010, Global Spectrum held over 300 events.
- Conference Center Niagara Falls (CCNF) – USAN competitively selected Global Spectrum as manager of the USAN-owned and developed \$20 million CCNF on 1/1/09. Global Spectrum also manages the maintenance and programming of Old Falls Street.
- Third Street Entertainment District – USAN is working closely with the City of Niagara Falls to identify and implement activities to better facilitate business development in this district.
- Other investments
  - Crowne Plaza Hotel – ESDC/USAN invested \$6 million. A \$34 million acquisition and 400-room hotel renovation project represents the largest non-gaming private investment in downtown Niagara Falls in decades. The Crowne has recently become a Sheraton Hotel.
  - Giacomo Hotel & Residences – An \$845,000 USAN incentive toward the \$10 million renovation of the former United Office Building.
  - Nearly \$4 million toward renovation of the Holiday Inn and vacant Fallside Hotel.
  - USAN secured a \$1 million federal grant toward the Niagara USA Official Visitor Center.
  - USAN Grant Program – Over \$1 million in grants have been awarded to a total of seven small businesses and large hotel projects in the downtown area.
  - Buffalo Avenue Heritage District Revitalization – USAN and the City have established a \$100,000 Microgrant Program to help revitalize and preserve the Buffalo Avenue Heritage District.

### **Accepted Offers: April 1, 2010 – March 31, 2011**

#### **Capital District**

- Albatros North America, Capital, 46 jobs retained, pledged 34 new jobs
- AMD/GlobalFoundries U.S. Inc., Capital, pledged 450 new jobs
- Argo Turboserve Corporation (ATC), Capital, 13 jobs retained, pledged 20 new jobs
- Stiefel Laboratories Inc., Capital, 211 jobs retained

- The University at Albany-State University of New York (SEP – Small Business Lending), Capital, Program will assist in job creation
- Luxair, LLC dba Haledyne, Central New York, pledged 106 new jobs
- Owens Brockway, CNY, 30 new jobs
- D&W Diesel, Inc., Central New York, pledged 31 new jobs
- Marquardt Switches, Inc., Central New York, 291 jobs retained
- Mercury Print Productions, Finger Lakes Region, 210 jobs retained, pledged 40 new jobs
- Moser Baer Technologies, Finger lakes Region, pledged 51 new jobs
- Pomona Packing, LLC, Finger Lakes Region, pledged 32 new jobs
- Sigma International (Revised Offer), Finger Lakes Region, 236 jobs retained, pledged 160 new jobs
- Alpina Foods, LLC, Finger Lakes Region, pledged 43 new jobs
- WindTamer Corp., Finger Lakes Region, 17 retained jobs, pledged 91 new jobs
- Harbec Plastics, Inc., Finger Lakes Region, 85 retained jobs, pledged 25 new jobs
- Infotonics merger into Albany Nano, renamed Smart Systems Technology Commercialization Center (STC), Finger Lakes, retained 40 jobs, pledged 21 new jobs
- Wenner Bread, Long Island, 466 jobs retained
- Festo, Long Island, 172 retained, 44 new
- PepsiCo, Mid-Hudson Region 907 retained jobs, 22 new jobs
- POP Displays USA LLC, Mid-Hudson Region, 615 retained jobs
- Kolmar Laboratories Inc., Mid-Hudson Region, 400 retained jobs
- Kawasaki, Mid-Hudson Region, 375 retained jobs
- Life Medical Technologies, Mid-Hudson Region, 288 new jobs
- San-Mar Laboratories, Inc., Mid-Hudson Region, 199 retained jobs, 115 new jobs
- Intercos America Inc., Mid-Hudson Region, 176 retained jobs, 45 new jobs
- Amkai LLC, Mid-Hudson Region, 103 new jobs
- Hill & Markes, Mohawk Valley, 141 jobs retained, pledged 48 new jobs
- Remington Arms, Mohawk Valley, 892 jobs retained, pledged 78 new jobs
- Cardinal Griffiss/AIS, Mohawk Valley, 81 jobs retained, pledged 39 new jobs
- Bonide, Mohawk Valley, 98 jobs retained, pledged 15 new jobs
- Precisionmatics, Mohawk Valley, 47 jobs retained, pledged 5 new jobs
- Brooklyn Brewery Corporation, New York City, 27 jobs retained, pledged 9 new jobs
- Twin Marquis, Inc., New York City, pledged 30 new jobs
- Franklin County-St Lawrence County, North County URB, Natural Gas Distribution, investment of \$21.6 million
- Schluter Systems Manufacturing-UMS Manufacturing, North Country URB, 105 jobs retained, pledged 40 new jobs
- Newton Falls Biomass, North Country URB, 98 jobs retained, pledged 4 new jobs
- Florelle Tissue, North Country, pledged 75 new jobs
- World Kitchen, Southern Tier, 452 jobs retained, pledged 59 new jobs
- The Raymond Corporation, Southern Tier, 741 jobs retained, pledged 50 new jobs
- Dresser Rand – Ramgen, Western NY, 787 jobs retained; 50 pledged new jobs
- Praxair North American Logistics, Western NY, 700 jobs retained
- PCB Piezotronics, Western NY, 513 jobs retained; 50 pledged new jobs
- Steuben Foods, Western NY, 426 jobs retained; 150 pledged new jobs

- GM - General Motors "GenV" engine , Western NY, 326 jobs retained; 350 pledged new jobs
- Cannon Design, Western NY, 217 jobs retained; 33 pledged new jobs
- Packstar Group, Western NY, 65 jobs retained; pledged 40 new jobs
- Metaullics (Pyrotech), Western NY, 54 jobs retained; 57 pledged new jobs
- Inscape, Western NY, 66 jobs retained; 30 pledged new jobs
- Buffalo Wire Works, Western NY, 61 jobs retained; 16 pledged new jobs
- Audubon Machinery, Western NY, 44 jobs retained; 32 pledged new jobs
- TAM Ceramics, Western NY, 50 jobs retained; 25 pledged new jobs
- Student Voice, Western NY, 37 jobs retained; 20 pledged new jobs
- Buffalo Niagara Medical Campus, Western NY, 50 pledged new jobs
- SolEpoxy, Western NY, 40 jobs retained; 9 pledged new jobs
- Empire Genomics, Western NY, 8 jobs retained; 31 pledged new jobs