

INTERCITY VISIT REPORT 2009

ST. JOSEPH COUNTY TO ALBANY, NY

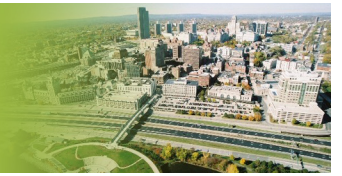


The
Chamber
Chamber of Commerce of St. Joseph County
*advancing regional
economic prosperity*

SEPTEMBER 22 - 23, 2009

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BACKGROUND

ON SEPTEMBER 22 AND 23, a delegation of St. Joseph County business, education and community leaders journeyed to Albany, New York as part of The Chamber's third Intercity Visit. The purpose of the trip was to introduce the participants to innovative ideas, programs, initiatives and nanotechnology-driven opportunities that have proven to be successful in Albany. Many of these ideas could be considered for implementation in our region. Our leaders were able to witness the collaboration that took place, and is required, for a community to be successful in transforming to a technology-driven economy. Finally, the trip fostered relationship-building within the delegation through shared experiences, resulting in a more cohesive team of leaders working on behalf of the community.

ALBANY, located on the Hudson River, is the capital of the State of New York and the county seat of Albany County. Albany is located 136 miles north of New York City and forms a region called the Capital District, which has strong regional ties with nearby cities of Troy, Schenectady and Saratoga Springs. Economically, Albany is considered a leader in nanotechnology. The city is at the center of a 19-county region in eastern New York State branded as "Tech Valley" due to the growing number of companies, entrepreneurs and research facilities focusing on high-technology industries such as nanotechnology, biotechnology, homeland security, information technology and alternative energy. Other highlights of Albany:

- The Capital District has been recognized by *Forbes* magazine as the third best place in the country for the best education.
- *Small Times* magazine ranked University of Albany's College Nanoscale Science and Engineering as the best place in the country for nanotechnology education.
- Albany has been recognized by many publications, and several times, as one of the nation's best places to live and do business.

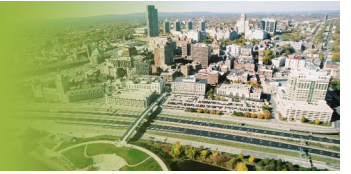
THE AGENDA focused on local, regional and state economic development, public and private partnerships, regional collaboration, public policy, education and the impact of high-technology businesses on the economy.



Albany NY Skyline

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PHILOSOPHY OF ALBANY'S LEADERS

OVER THE TWO-DAY VISIT, our delegation learned that the core of Albany's success is the reliance on five constants from community leadership:

- VISION
- COLLABORATION/PARTNERSHIPS
- EDUCATION/WORKFORCE DEVELOPMENT
- TECHNOLOGY-BASED ECONOMY
- BRANDING OF A REGION

THE ALBANY COMMUNITY created a broad-based strategic plan in 1998 that focused on a technology-based economy, and branded their region as Tech Valley. This branding and vision have guided much of their private and public partnerships, their emphasis on education and workforce development, as well as their focus on strategic collaborative efforts within the region and state. In accordance with this vision, the general public is routinely made aware of community plans and all community leaders and citizens understand the focus of the region.

ONE of the more creative ways that the area's vision is communicated and delivered is the branding message of Tech Valley. The entire community seems to live, eat, sleep and talk technology, education and workforce initiatives.

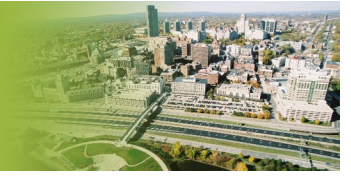
A CRITICAL THEME that was consistently conveyed was the strong need for collaboration. They have earnestly sought to have an alignment of interests to attain the overall goals of the region. Strong leadership from their elected officials, educational leaders and business leaders has helped the area generate nearly \$6 billion in private and public investment into their region. According to Albany Mayor Gerald Jennings, "Strong economic development has no partisanship."



Albany Nanotech

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ECONOMIC DEVELOPMENT AND PUBLIC/ PRIVATE PARTNERSHIPS

ALBANY MAYOR Jennings told our group that the goals of their economic development plan were to establish careers and jobs commensurate with education and skill levels developed by their children and grandchildren. As previously mentioned, the backbone of accomplishing this task is “Collaboration.” The process to develop plans in education, workforce development, business attraction and growth must be inclusive. They illustrated in several different ways, that they practice doing what is best for the community, through relationship-building and trust in one another.

THE LEADERS strongly conveyed their belief that economic development should be “led” by business and “supported” by government. Additionally, it was stressed that strong leadership is needed and that you cannot shy away from controversy. They made it very clear that you need a strong leader who is out front on the issues, advocating the cause and doing what is necessary to lead the community to growth-driven business recruitment and attraction.



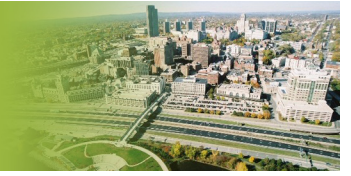
Albany State Capitol State House

THE CITY uses education as an instrumental component to attracting high-technology businesses as well as preparing their workforce for the jobs of the future. The city and the business community have a strong partnership with education leaders to work on curriculum that will be conducive to what employers expect from both high school and college graduates wanting to work in technology-related fields.

THE AIRPORT is vital to Albany’s success in recruiting high-tech businesses to their region. The airport has a \$52 million budget and recently invested nearly \$5 million in new renovations. The airport is staffed with a full-time marketing and public relations person, along with a full-time person dedicated to economic development. Airport executives clearly have a “seat” at the table on all key regional economic development opportunities.

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REGIONAL ECONOMIC PARTNERSHIP

A REGION called the Capital District is comprised primarily of Albany, Schenectady and Saratoga Springs. This Metropolitan Statistical Area (MSA) has a population of 850,957 and is the fourth largest urban area in New York and 56th largest in the United States. Albany is at the center of a 19-county region that is branded as Tech Valley. The area has one main economic development arm that serves as the primary marketing organization (Center for Economic Growth) for all of Tech Valley. Tech Valley encompasses 2.3 million residents and houses more than 40 colleges and universities. Key to the region's success is that each city, in some way, financially contributes to the branding and marketing of Tech Valley. The partnership is committed to regional economic development but built on protecting and reinforcing identities through regional collaboration. The driving forces to this regional concept are the area's chambers of commerce. At the core of the partnership:

- RELATIONSHIP DRIVEN
- EFFECTIVE COMMUNICATION AND TRUST BUILDING
- EFFECTIVE UTILIZATION OF RESOURCES
- ONE CLEAR MARKETING VOICE AND MESSAGE
- MUTUAL SACRIFICE AND COMPROMISE
- ENTREPRENEURIAL IN NATURE
- PROACTIVE, INSTEAD OF REACTIVE
- GOAL TO BUILD A FIRST-IN-CLASS WORKFORCE AND EDUCATION SYSTEM



Albany NY Skyline

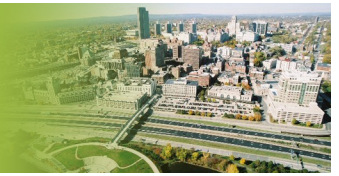


EDUCATION AND WORKFORCE DEVELOPMENT

TWO OF THE MAIN success stories during Albany's major growth spurt have taken place in the area of education and workforce development. The Intercity Visit participants were able to see a New Tech high school in operation. This New Tech high school is one of 10 charter schools focusing on alternative educational initiatives that help support the new technology and nanotechnology commerce that is driving the economy. There were three other high schools that were vocational driven or vocational emphasized. These schools had low student-to-teacher ratios and very high student-to-computer ratios. We learned of the strong commitment to education by key business leaders in the community. The business community plays a very active role in making sure their education systems are held accountable for the quality of high school students that graduate each year.

THE TECH VALLEY region consists of 40 colleges or universities. We were able to tour University of Albany's College of Nanoscale Science and Engineering. During the tour, we learned that nearly 70 percent of those employees working in the Nano lab had a two-year degree, and for every Ph.D. working in the lab, there were 14 support people. Also on our agenda was an overview of Hudson Valley Community College, which was toured by President Barack Obama just one day prior to our visit. We learned of strong partnerships with the business community at-large that have been developed by the community college. Also discussed was the partnership with an incoming company, A.M.D., a high-technology based business. The business and the college are working on developing a one-year degree/curriculum that will help the business hire and fill many potential job openings with Hudson Valley graduates. Some of the specifics conveyed to the group were as follows:

- Education, Business and Government all collaborated to help develop the workforce.
- There is a consistent need to develop technology-based educated workers for their nanotechnology-based businesses.
- The government officials had a strong and shared vision to help create jobs for the community's children and grandchildren.
- The Albany-Colonie Regional Chamber of Commerce has a program called "LOVE SAM," which focuses on helping school-aged children focus on science and math to help get kids interested in science for future careers.
- Schools partner with businesses in the community to provide summer jobs for teachers so they can learn first hand what businesses want and expect from their graduates and future employees.



DOWNTOWN REVITALIZATION



The Egg - Center for the Performing Arts

charming historic districts, as well as through their downtown region which has gone through and is currently going through a great deal of positive revitalization. Albany, similar to our region, is looking at creative ways to further develop property along the river.

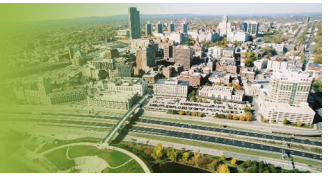
ALBANY'S DOWNTOWN region had a good mix of local commercial development, retail, restaurants, entertainment, hotels, historic row homes, historic apartments and lofts and condominiums. One of the challenges that Albany had to overcome with the downtown commerce is that because it is a state capital, many of the daytime employees were downtown during the day and disappeared during the night and weekends. Therefore, they placed a huge focus on offering more downtown residential options, as well as to increase their focus on overall quality of life issues like the arts, jogging and bike trails and revitalizing old architecture into "cool" space.

ALBANY'S GEOGRAPHIC SITUATION as a

"Crossroads City" (roughly equidistant between New York, Montreal, Buffalo and Boston) makes this city a convenient stop for nationally acclaimed artists and acts.

Therefore the downtown is extremely vital to Albany's overall economic development strategy.

OUR DELEGATION was the beneficiary of a fun and informative community tour through many of Albany's



PARTICIPANT OBSERVATIONS

The following are take-away thoughts identified during a debriefing session:

- There were four key themes:
 1. Economic Development
 2. Education and Workforce Readiness
 3. Private/ Public Partnerships
 4. Regionalism and Collaboration

- We need to develop a vision for our community; "Before we all get on the same page, we must first develop a page."

- Branding our region is essential.

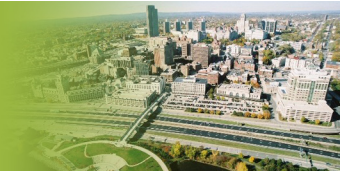


Albany State Capitol State House

- We need to develop an infrastructure that helps support and promote start-ups and entrepreneurial activity.
- We need to make sure we engage our educational systems and organizations in the planning and implementation process.
- Continue to look at ways we can utilize our airport as an economic development tool.
- Continue to push for a New Tech High School.
- We need to identify who is going to be the driver behind the process of communicating, marketing and engaging the community. We need to look at an accelerated time line and strike sooner, rather than later.
- Our elected and public officials must act in a supportive role.
- Develop a stronger partnership with Ivy Tech and the business community.
- Research is one of the keys to our community attracting technology businesses.
- We need to focus on a product or product line that will help us differentiate ourselves from other communities.
- Potentially look at holding a technology fair to engage prospective businesses to set up a facility in our community.
- We need to look at revolutionary education changes for our community.

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INTERCITY VISIT AGENDA

DAY 1 - SEPTEMBER 22

10:00 a.m. Arrive in Albany

10:20 a.m. Tech Valley & the Role of a Regional Chamber

- Mark N. Eagan, CCE
President and CEO
Albany-Colonie Regional
Chamber of Commerce

11:20 a.m. Albany International Airport as an Economic Asset

- John A. O'Donnell
Chief Executive Officer
Albany International Airport

11:50 a.m. Lunch

12:20 p.m. Tour of Airport

1:10 p.m. Travel to University at Albany

1:30 p.m. College of Nanoscale Science and Engineering

- Stephen R. Janack
Vice President for Marketing
& Communications
- Alain E. Kaloyeros, Ph.D.
Chief Executive Officer
- Michael M. Fancher
Vice President for Business
Development and Economic Outreach

4:00 p.m. Community Tour

- Narrated by Michael Yevoli
Commissioner, City of Albany
Department of Development
& Planning

5:45 p.m. Hotel Check-In at 74 State

6:20 p.m. Meet in lobby to walk to Dale Miller restaurant

- Half-hour Reception
- Dinner

Capitalize Albany Economic Development Strategy

- Gerald D. Jennings
Mayor, City of Albany
- Michael Yevoli
Commissioner, Department of
Development & Planning

DAY 2 - SEPTEMBER 23

8:00 a.m. Board Bus

8:15 a.m. Tech Valley High School (a "New Tech" high school)

- Daniel F. Liebert
Principal & Chief Academic Officer
- Raona Roy
Director of Institutional Advancement

A business and student representative to share their perspective.

**9:45 a.m. Board Bus
Travel to Hudson Valley
Community College**

10:15 a.m. The Role of Hudson Valley Community College In supporting Tech Sector

- Andrew J. Matonak, Ed.D.
President
- Carolyn Curtis, Ph.D.
Vice President for Academic Affairs
- Philip White
Academic Dean
- Joseph Sarubbe
Executive Director of TecSmart
- Richard Bennett
Director of Workforce and
Continuing Education

11:30 a.m. Lunch

12:00 p.m. Nurturing and Attracting Technology-Based Economic Development

- F. Michael Tucker
President and CEO
Center for Economic Growth
- Linda J. Hill
Principal, Economic Development
National Grid
- Jeffrey A. Lawrence
Executive Vice President, Technology
Center for Economic Growth

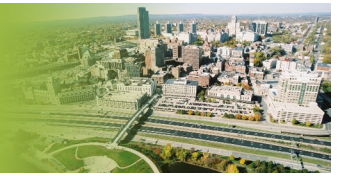
**1:45 p.m. Debrief on the visit...
lessons learned, etc.**

**2:30 p.m. Board Bus
Travel to airport to depart
for South Bend**

6:00 p.m. Arrive back in South Bend

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ALBANY INTERCITY VISIT PARTICIPANTS

- **John Axelberg**
President
General Sheet Metal Works, Inc.
- **Bruce R. Bancroft**
Of Counsel
Barnes & Thornburg
- **Jacqueline Barton**
President
Specialized Staffing Solutions
- **Ed Bradley**
President
Cressy & Everett Management Corporation
- **Paul J. Cafiero**
Sr. Vice President of Finance & CFO
AM General
- **Rich Carlton**
Executive Vice President
GramTel, Inc.
- **Gene Cavanaugh**
Vice President
1st Source Bank
- **George Cressy**
CEO
Grubb & Ellis / Cressy & Everett
- **Phil Damico**
Director of Business Growth
Chamber of Commerce of St. Joseph County
- **Larry Davis**
President
Daman Products Company
- **Henry Davis, Jr.**
Councilman
South Bend Common Council – 2nd District
- **Dan Doan**
North Region CEO
Old National Bank
- **Mark Dobson**
President and CEO
Chamber of Commerce of St. Joseph County
- **Gregory S. Downes**
President and CEO
Gibson Insurance Group
- **Robert H. Ducoffe, Ph.D.**
Dean, School of Business & Economics
Indiana University South Bend
- **Robert Dunn**
Managing Director
Center for Nano Science and Technology / MIND
University of Notre Dame
- **Jim Fulton**
Chief Financial Officer
Crowe Horwath LLP
- **Ken Herceg**
President
Ken Herceg & Associates
- **Rich Hill**
Managing Partner
Baker & Daniels
- **Sam Jones**
Senior Vice President
Troyer Group, Inc.
- **Kevin Kelly**
President
Walsh & Kelly, Inc.
- **Paul Laskowski**
Executive Vice President
Chamber of Commerce of St. Joseph County
- **John Linn**
President
Abonmarche Consultants, LLC
- **Paul Marsh**
Chairman
Northern Indiana Workforce Board
- **Gerard McDonald**
Sales Manager
Saint Joseph Regional Medical Center
- **Patrick McMahon**
Executive Director
Project Future
- **Phil Newbold**
President & CEO
Memorial Hospital of South Bend
- **Tom Panzica**
Executive Vice President
Panzica Building Corporation
- **Phil Penn**
President
Greater Elkhart Chamber of Commerce
- **Tom Price**
Assistant to the Mayor
City of South Bend
- **James Priebe**
Executive Vice President
Lithotone, Inc.
- **Robert Priebe**
President
Lithotone, Inc.
- **David Rafinski**
Vice President
Wightman Petrie, Inc.
- **David Ray**
Publisher
South Bend Tribune
- **Jeff Rea**
Mayor
City of Mishawaka
- **John Schalliol**
Executive Director
St. Joseph County Airport Authority
- **Joe Sergio**
President
The Sergio Corporation
- **Tim Sexton**
Associate Vice President for Public Affairs
University of Notre Dame
- **Stephen Studer**
Partner
Krieg DeVault LLP
- **Brad Toothaker**
President & CEO
CB Richard Ellis/Bradley
- **Terry Troyer**
CEO
Troyer Group, Inc.
- **Tim Wall**
Chief Architect
Ken Herceg & Associates