

# VISION2030

# A Strategic Plan Built Around The People of New York State



**NY Power  
Authority**



# VISION

A thriving, resilient New York State  
powered by clean energy.

# MISSION

Lead the transition to a carbon-free, economically vibrant  
New York through customer partnerships, innovative  
energy solutions, and the responsible supply of affordable,  
clean and reliable electricity.

# OUR VALUES

- We work for the greater good and a stronger, sustainable New York State
- We hold ourselves to the highest standards of integrity, safety and excellence
- We are resilient and use our ingenuity to make big things happen
- We draw strength from our diversity—everyone contributes, everyone belongs
- We work as one team, putting our trust and confidence in each other

A reservoir at the Blenheim-Gilboa  
Pumped Storage Power Project,  
North Blenheim.



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### A Note From Our Board of Trustees

In the last five years, the NYPA 2020 strategic plan delivered clear and impactful change within our organization and for our customers.

The New York Power Authority's (NYPA) internationally acclaimed Integrated Smart Operations Center (iSOC) monitors more than 115,000 data points from our generation and transmission assets. This and our first-in-the-nation ISO 55001 certification in Asset Management enable NYPA to operate at high efficiency.

We also use technology to unlock energy savings for our customers by monitoring energy usage of

more than 17,800 customer facilities through our NY Energy Manager, which unlocks energy savings for our customers. These investments yield immediate energy and financial benefits and prepare NYPA and our customers for the future.

In this time of uncertainty, achieving a clean energy economy in New York State will be a challenge; yet it is one that must be met to ensure New York's economic and environmental resilience. NYPA plays a key role in this effort as we continue stewardship of the energy and environmental resources under our care and provide affordable, reliable electricity for our customers.

We are uniquely positioned to serve our customers, given our robust asset base and financial stability. But our commitment extends beyond assets and customers; it also encompasses our employees and the communities where we operate, as all must share in the benefits of the clean energy economy.

We are pleased to present VISION2030, NYPA's strategic plan for the next 10 years.

John R. Koelmel  
**Chairman**

## Beginning With the PEOPLE of New York State

NYPA has long been committed to building a thriving, resilient New York State powered by clean energy. As we begin the next decade, we are challenged by a global pandemic. I am proud to say that NYPA has risen to the challenge by mounting an effective response to support our customers through the most disruptive event in memory. We have more confidence now than ever in the resilience of our customers, our employees and the residents of New York State.

Given the turbulent period we are living through, it may seem a huge leap of faith to determine where we need to end up in 2030. But that is exactly what we must do. VISION2030 places our customers' energy resilience, decarbonization and growth at the center of our strategic plan.

Under the leadership of Gov. Andrew M. Cuomo, New York State has enacted nation-leading, clean energy legislation. The Climate Leadership and Community Protection Act (CLCPA) establishes the path to full decarbonization of the electricity grid by 2040 and a carbon-neutral state economy by 2050. We embrace NYPA's role in assisting our customers on the journey to a thriving, carbon-free economy.

A cleaner, more prosperous future can only be accomplished if it is done equitably with all communities, especially those underserved today. NYPA will continue to support New York State communities and will seize the opportunity to

make economic sustainability and energy inclusion a top priority.

VISION2030 focuses on five strategic priorities to achieve the clean energy goals of our customers and the state: 1) preserve and enhance the value of hydro-power; 2) pioneer the path to decarbonize natural gas plants; 3) be the leading transmission developer, owner and operator for New York State; 4) partner with our customers and the state to meet their energy goals; and 5) reimagine the New York State Canal System for economic and recreational benefit.

These strategic priorities will be supported by investment in five foundational pillars that build on earlier strategic accomplishments: Digitization; Environmental, Social and Governance (ESG); Diversity, Equity and Inclusion (DEI); Enterprise Resilience; and Resource Alignment.

With NYPA's perspective, scale, diverse assets and innovative talent, we provide unique value to New Yorkers. We continue to lead by example, ambitiously pursuing decarbonization without compromising the state's economic growth, while creating a blueprint for others to follow.

Gil C. Quiniones  
**President and Chief Executive Officer**



### IN SUMMARY

- We place our customers' energy resilience, decarbonization and growth at the center of our strategic plan
- We pledge to lead by example by transitioning our natural gas fleet and retail electric supply to carbon-free electricity by 2035
- For the people of New York State, we will: preserve existing hydropower as the state's renewable base; rapidly develop critical transmission projects; partner to deliver solutions customers require; and reimagine the New York State Canal System
- We will support the strategy by leading in our five foundational pillars of digitization; environmental, social and governance; diversity, equity, and inclusion; enterprise resilience; and resource alignment



# Addressing CLIMATE CHANGE Is Key to Our Customers' Future

Ever since Thomas Edison installed America's first central power plant in Manhattan in 1882, electricity has played a fundamental role in making New York State a global leader in finance, technology and innovation.

Today, the undeniable connection between our economy and the electric grid remains. As New York State's electric utility, NYPA has continued to support the reliable, affordable and secure flow of electricity to its customers while also buttressing economic prosperity in the state.

Yet, the energy landscape is changing. Low-cost, reliable power must be resilient in response to any market disruption—the most daunting of which is climate change. NYPA is committed to leading decarbonization in New York State to ensure long-term stability and affordability for its customers. Three key forces are driving change toward decarbonization:

- New York State leads the country in robust climate change policy
- A decarbonized grid will better support the provision of reliable, affordable power
- Clean energy technology and electrification create new opportunities for economic development

A 2018 report from the Intergovernmental Panel on Climate Change (IPCC) concluded that the world needs to commit immediately to a path limiting global temperature rise to 1.5° Celsius by 2040 or risk long-term catastrophic environmental and social implications.

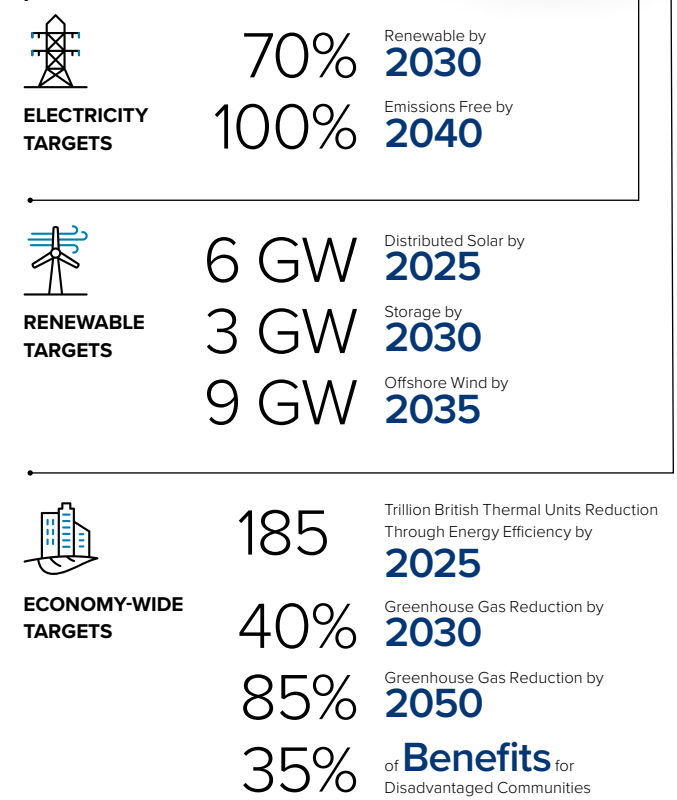
In July 2019, New York State responded to this challenge by adopting the most ambitious clean energy targets in the country in the CLCPA. The legislation calls for the state's electricity system to be fully decarbonized by 2040 and for a carbon- neutral economy by 2050. Through the CLCPA, the state's path to 2050 will put us on track to decarbonize even faster than the IPCC's 1.5°C pathway.

Decarbonizing electricity generation is an important first step, but meeting CLCPA targets also requires aggressive decarbonization across all other elements of our economy, including transportation and buildings. The electric system must be reinforced and modernized to decarbonize these other sectors.

This will help serve the increased demand brought about by electrification while providing the reliable, low-cost power required to sustain and grow the state's economy.



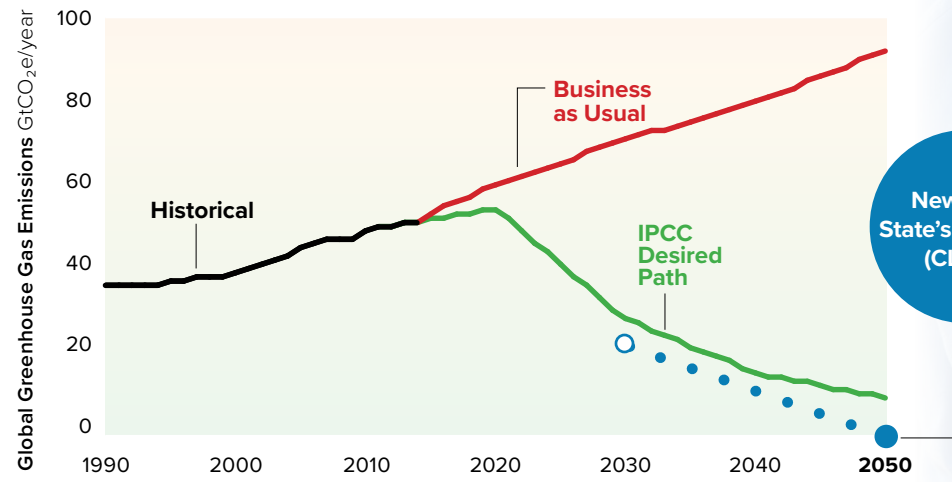
## NEW YORK STATE'S Climate Leadership And Community Protection Act



## RISKS OF CLIMATE CHANGE

- More frequent and intense storms like Superstorm Sandy (\$19 billion in damage)
- Increased heat danger days – heat indices above 105°F (expected to be 15 times more frequent in Buffalo by 2050)
- Increased coastal flooding (431,000 New Yorkers at risk)

## 2050 Warming Projections



Sources: Climate Action Tracker Project and the Climate Leadership and Community Protection Act

## NYPA Prepares for the Energy Transformation to Come



Bryant Bullard, regional manager for Northern New York, at the St. Lawrence-Franklin D. Roosevelt Power Project, Massena.



# STRATEGIC PRIORITIES

1

## Hydropower

Preserve and enhance the value of our hydropower assets as a core source of carbon-free power in New York State, and as a source of flexibility and resilience as the state's grid evolves

2

## Natural Gas

Pioneer the path to decarbonization by acting as a testbed for innovation while ensuring reliability, resilience and affordability of New York State's energy grid

3

## Transmission

Be the leading transmission developer, owner and operator for New York State and its changing needs

4

## Customer and the State

Partner with our customers and the state to meet their energy goals in alignment with the Climate Leadership and Community Protection Act by providing clean and affordable energy along with innovative customer solutions

5

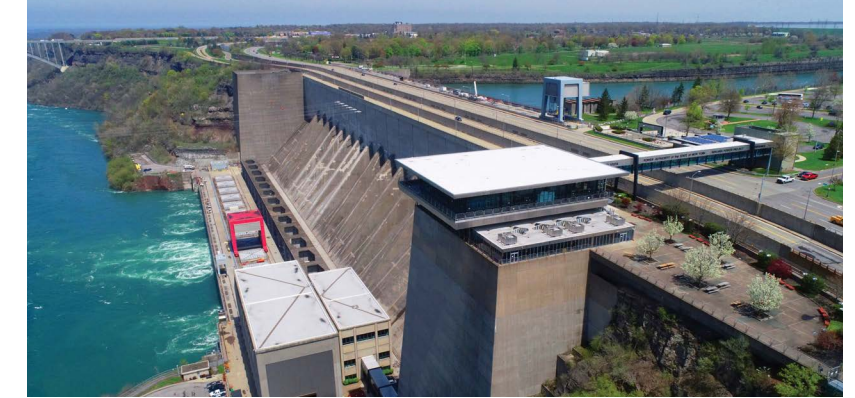
## Reimagine the Canals

Repurpose the New York State Canal System for the economic and recreational benefit of New Yorkers while driving operational efficiency

1

## Preserve and enhance the value of **HYDROPOWER**

Continuously operated since 1958, NYPA's hydropower assets are a significant source of clean power for New York State.



Niagara Power Project, Lewiston

### Our hydropower provides:

- About 20 percent of New York State's electricity, generating approximately 25 terawatt hours in 2019
- An important economic engine for New York State, providing power and supporting more than 400,000 jobs through NYPA's low-cost economic development programs
- Clean baseload supply, an increasingly vital resource to complement renewable generation intermittency
- Flexibility and grid stabilization capabilities, such as spinning reserves, inertia and blackstart, which are essential for counteracting instabilities in the power system
- Long-duration storage: our Blenheim-Gilboa Pumped Storage Power Project and Lewiston Pump-Generating Plant store energy for retimed usage, addressing peak-hour and inter-day fluctuations in energy demand

### The Challenge for Hydropower

As subsidized renewable resources continue to enter the market, hydropower assets are at risk of being increasingly curtailed. The resulting increase in ramping and operating below capacity drives higher operations and maintenance costs, and impacts system costs for all ratepayers. Unless there is a change in market and policy conditions, NYPA's hydroelectric assets will not serve the energy consumers of New York State optimally.

### NYPA Responds

VISION2030 outlines a path to preserve and fully realize the value of hydroelectric assets for New York State's clean energy future by actively advocating for policy and market rules that optimize the benefit of hydropower to customers; ensuring our assets are in good working order; improving the competitiveness of our hydropower plants in the market through automation, digitalization and advanced analytics; and evaluating alternative contracting or offtake arrangements.



St. Lawrence-Franklin D. Roosevelt Power Project, Massena



## 2 Pioneer the path to decarbonize **NATURAL GAS** plants

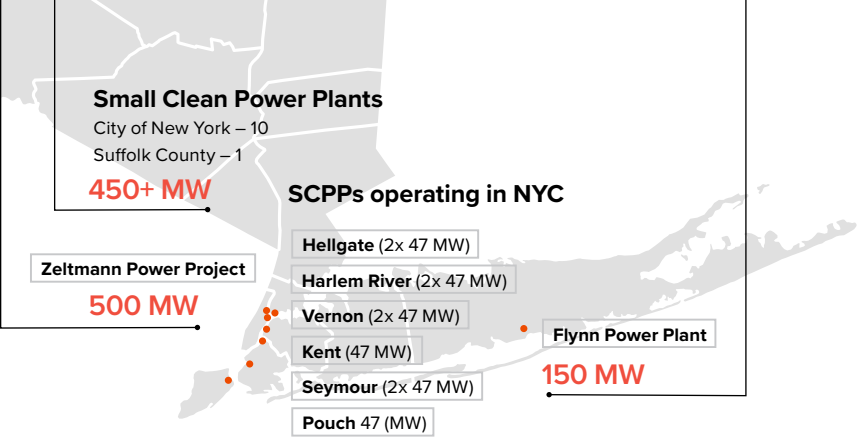
NYPA will pioneer the path to decarbonization by acting as a testbed for innovation while ensuring the reliability, resilience and affordability of the grid.

NYPA owns and operates a portfolio of natural gas assets that provide critical reliability and resiliency to New York State’s grid. NYPA commits to eliminating carbon dioxide emissions from these plants by 2035 without sacrificing the reliability of our electric system.

To lead the transition from natural gas to low- to zero- carbon technologies, NYPA will pilot such technologies at our facilities and leverage our infrastructure to ensure reliability and affordability. Building on our internal expertise, we will pursue a collaborative approach with policy makers, community members and the private sector to achieve the state’s goals as we navigate this rapidly changing landscape.

### NYPA will become a proving ground for innovation by:

- Identifying the critical characteristics of natural gas plants that must be replaced
- Thoroughly investigating the potential for low- to zero-carbon technologies (such as carbon capture, synthetic gas and batteries) at all our facilities
- Building on our experience of taking new energy technologies from pilot to scale
- Collaborating with our partners across the value chain to complement our own capabilities
- Engaging with the communities in which we operate and serve, and fostering green job creation



NYPA has begun this journey by partnering with environmental justice organizations to explore the feasibility of carbon-free technologies at several of our facilities.

### NYPA will lead New York in achieving the state’s fossil fuel targets:

Policy	Target
Regional Greenhouse Gas Initiative (2009)	Reduce emissions by 30 percent from 2020 to 2030
“Peaker Rule” (proposed 2019)	Reduce nitrogen oxide pollutants
New York City Residual Oil Elimination	Eliminate combustion of fuel oil No. 4 in New York City by 2030
Accelerated Renewable Energy Growth and Community Benefit Act (2020)	Transition the state from fossil fuels to at least 70 percent renewable electricity by 2030
Climate Leadership and Community Protection Act (2019)	

NYPA is clearing the path to transition New York State from fossil fuel generation, leading the industry by example and continuing to act as a critical player in stabilizing the grid as it integrates cleaner sources of energy.

## 3 Be the leading **TRANSMISSION** developer, owner and operator for New York State

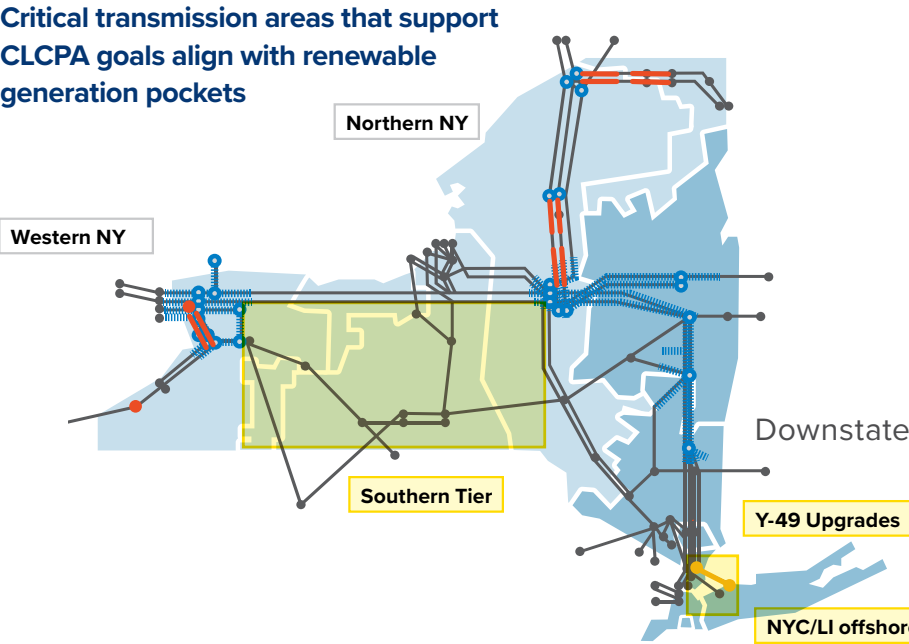
Large and well-planned expansion of the transmission grid is critically needed in New York State to relieve congestion and integrate renewables.

In the Accelerated Renewable Energy Growth and Community Benefit Act (AREGCBA), enacted in 2020, New York State has outlined an expansive transmission plan with NYPA in a key role. AREGCBA will help prioritize the planning, investment in and development of a state-of-the-art grid infrastructure, and aggressively advance the interconnection of renewables and the efficient delivery of clean power statewide.

Our ability to expedite critical transmission infrastructure projects and our deep expertise in strategic transmission planning, which optimizes system design and avoids stranding assets, are why the AREGCBA has designated NYPA the first choice to lead transmission expansion in New York State.

NYPA’s strategy to be the leading transmission developer, owner and operator for New York State and its changing needs, will be realized by:

- Investing \$200 million to \$400 million annually to grow NYPA’s transmission asset base by three to five times by 2030
- Concentrating our transmission portfolio on projects that balance system planning, returns and wider state objectives
- Accelerating New York State’s most critical transmission projects in support of CLCPA goals
- Focusing on transmission as a core business, with leading capabilities in planning and development, project delivery, and asset management



### Project Areas

- **Near-term projects** involve development to relieve congestion in Central East New York and upgrades in Western New York and Northern New York
- **Priority projects** are likely to be located in the Western and Northern parts of the state to facilitate shifting Renewable Energy Source load to higher demand areas (e.g., downstate)
- **In-development areas** are projected to be in the Southern Tier and near New York City (Y-49 cable upgrade and NYC/Long Island offshore wind)





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## Partner with our CUSTOMERS and the state to meet their energy goals

NYPA provides energy management solutions that reduce costs, increase resiliency and lower greenhouse-gas emissions. Our leading-edge services range from providing clean power to implementing retrofits and helping customers move to renewables.

As the energy landscape becomes more complex, consumers find themselves seeking clean and resilient solutions in addition to their traditional need for reliable, affordable and convenient energy options. NYPA continues to adapt as the market changes. We are partnering with our customers as their trusted energy advisor; we collaborate on clean energy blueprints, provide clean power, implement energy efficiency retrofits, identify operational improvements and help customers install solar and energy storage.

Our customer-facing businesses fall into three broad categories: electricity supply, customer energy services and electric vehicle infrastructure. We continue to innovate and grow our

customer solutions, adding new clean energy offerings that supplement our hydropower-based economic development programs. NYPA supports energy-use reduction through energy efficiency services and NY Energy Manager, our digital energy management platform that empowers customers to optimize their energy consumption.

Innovative new offerings include end-to-end management of distributed energy resources (DER) such as solar and storage. NYPA is exploring the potential to help customers create new revenue streams with solutions such as the aggregation of DERs, and with new digitally integrated solutions to manage their energy assets.

NYPA supports state objectives by working with customers to develop their fleet electrification and decarbonization infrastructure and by making fast charging accessible, affordable and convenient to all New Yorkers through our EVolve NY program.

### To serve as the trusted energy advisor for our customers and achieve the state's energy goals, NYPA will:

- Grow our retail supply business by pursuing opportunities with new and existing customers through green power options and renewables
- Support our customers and the state by ensuring that 70 percent of our retail power supply, produced by NYPA or obtained from other sources, is renewable and cost-effective
- Empower our customers to decarbonize by providing integrated and local energy solutions
- Ensure our business lines are sustainable so we can continue to serve our customers and the state
- Expand our internal capabilities with an integrated energy solution offering

5

## REIMAGINE the New York State Canal System for economic and recreational benefit

The New York State Canal System is a marvel of engineering that spans more than 500 miles across Upstate New York. It was a key economic driver for the state, opening a direct trade route to the Midwest at a time when the Mississippi River was the most viable alternative. It is a storied part of our history and was a revolutionary piece of transportation infrastructure.

While the canals have not been a major shipping channel in half a century, they remain impressive working assets that are beloved by surrounding communities, creating the opportunity to Reimagine the Canals for greater public benefit.

### Our Reimagine the Canals initiative has five high-level goals:



- **Resilience** – Utilize Canal infrastructure to mitigate summer flooding and eliminate ice jams in the Mohawk Valley
- **Regeneration** – Adaptively reuse infrastructure and surplus land to improve quality of life in communities bordering the waterway
- **Restoration** – Manage the waterway to restore the natural environment for people and wildlife, rebalancing a highly compromised ecosystem
- **Reuse** – Use water no longer needed for large ships to support new uses such as agriculture and recreational fishing, and further bolster water- and trail-based recreation and tourism
- **Retrofit** – Identify opportunities to drive operational improvement that will reduce ongoing operations and maintenance costs and generate revenue

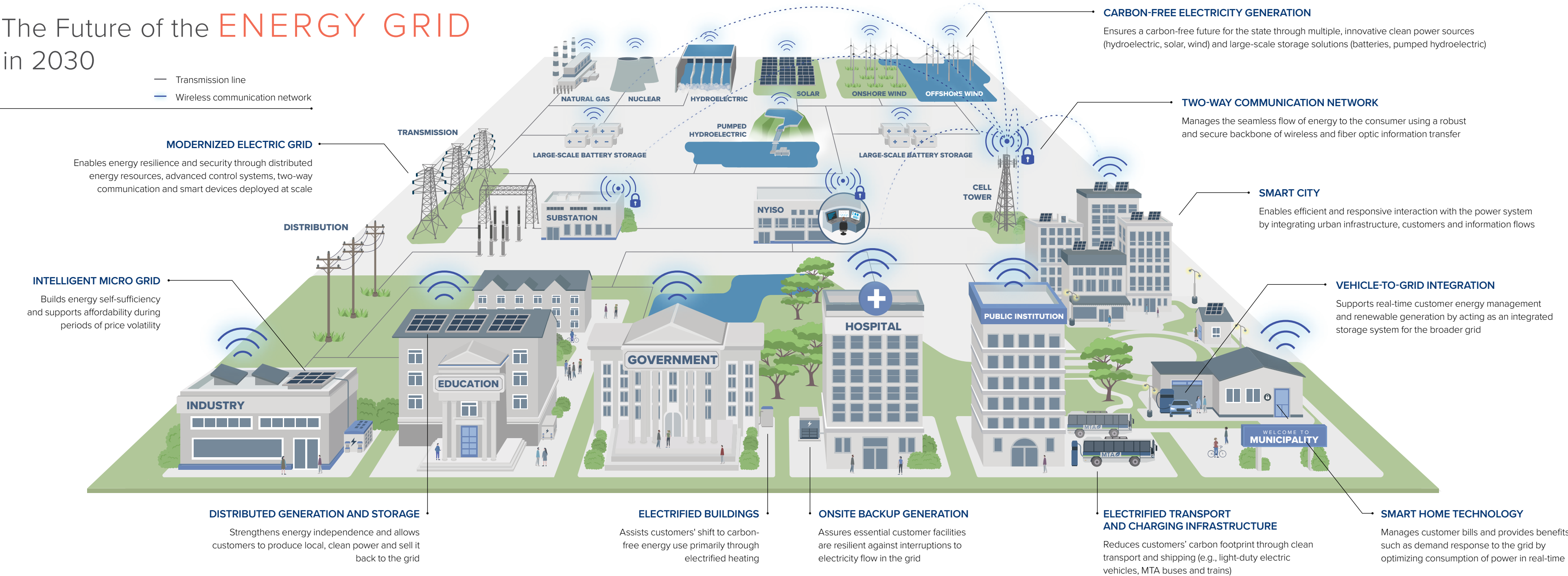


### To achieve these outcomes and revitalize the canals, NYPA has embarked on a four-part strategy:

- Emphasize and demonstrate the new recreational and economic value of the canals by investing in projects that produce tangible civic benefits and operating efficiency
- Work with technical and regional stakeholders to ensure local engagement
- Source new capital from a broader set of public and private investors
- Drive the most efficient ways of working within NYPA and the New York State Canal Corporation through a refined operating model



# The Future of the ENERGY GRID in 2030







# FOUNDATIONAL PILLARS

Digitization

Environmental,  
Social &  
Governance

Diversity, Equity  
& Inclusion

Resilience

Resource  
Alignment

Construction of the Niagara Power Project,  
Lewiston, in 1960.

Foundational Pillars to Ensure Success



# DIGITIZATION

In fulfillment of the NYPA 2020 strategic plan, NYPA is becoming an end-to-end digital utility by leveraging connectivity and cutting-edge digital infrastructure to optimize our physical and data assets, enable our workforce and empower our customers. We are using big data and analytics to drive actionable business insight that allows us to better serve our customers,

employees and other key stakeholders. We are providing adaptive capabilities that enable our customers to optimize consumption.

The benefits of innovation and digitization are already being realized in lean, more efficient operations, which lead to cost savings for NYPA and cost stability for our customers.

## Accomplishments since NYPA 2020

### DEVELOPED THREE DIGITAL HUBS

AGILe, iSOC, NY Energy Manager

### DROVE DIGITAL PROJECT EXECUTION WHILE STRENGTHENING IT INFRASTRUCTURE & CAPABILITIES

More than 50 projects completed or in active delivery; strategic hires in Cyber Security, Enterprise Architecture, Data Governance & Data Quality, Solutions Architecture

### ESTABLISHED DIGITAL TRANSFORMATION OFFICE

Drives NYPA's digital transformation, establishes strategy and enables execution through partnerships with IT and business units

#### AGILe

(Advanced Grid Innovation Laboratory for Energy) – Brings together industry stakeholders to evaluate integrated grid solutions for a clean energy future and accelerate development and adoption of new technologies

#### iSOC

(Integrated Smart Operations Center) – Uses advanced sensors, measurement technologies and communications infrastructure to help predict and avoid problems at our generation and transmission facilities

#### NY Energy Manager

Generates real-time energy use data that will—through collaboration with external partners—improve building energy performance, lower energy bills and integrate distributed energy resources

### Continuing prior efforts aimed at creating the first end-to-end digital utility, NYPA will:

- Incubate and drive development and testing of emerging technologies to meet the needs of the organization and a decarbonized, decentralized grid
- Build a data-driven culture that leverages analytics to support smarter decisions and resource optimization
- Enable our distributed workforce with access to IT infrastructure and customized services with seamless integration
- Deliver automation technologies and digital-enabled standard solutions to optimize business processes and increase workplace productivity
- Deliver state of the art cyber solutions to minimize risks associated with digital technology



# ENVIRONMENTAL, SOCIAL and GOVERNANCE

Sustainability encompasses the environmental, social and governance (ESG) and economic performance of a company that contributes to long-term value creation. The ESG framework's focus on responsible and effective business oversight and management is now more relevant than ever as businesses are confronted with the intersecting challenges of the pandemic, climate change and racial injustice.

Our ambition is to integrate ESG fully into NYPA's DNA by transforming leadership practices; expanding the sustainability function to encompass strategic guidance, oversight and reporting for ESG issues; and demonstrating our commitment to ESG over the long term by issuing a sustainability plan and annual sustainability reports.

ESG has a positive impact on long-term business performance. NYPA will deliver a best-in-class sustainability strategy to meet the present and future needs of our stakeholders and ensure long-term environmental, social, governance, and economic performance.

## NYPA's 15 ESG Material Areas:

Following established best practices, we have identified and prioritized the material ESG areas of greatest potential impact to NYPA and greatest significance to our stakeholders:

### Environmental

- Climate Change & GHG Emissions
- Energy Efficiency & Electrification
- Environmental Stewardship
- Energy Reliability & Resiliency
- Renewable Energy & Storage

### Social

- Access & Affordability
- Community Engagement
- Diversity, Equity & Inclusion
- Economic Development
- Employee Development
- Health & Safety

### Governance

- Cyber & Physical Security
- Regulatory Management & Compliance
- Risk Management
- Supply Chain & Procurement Practices



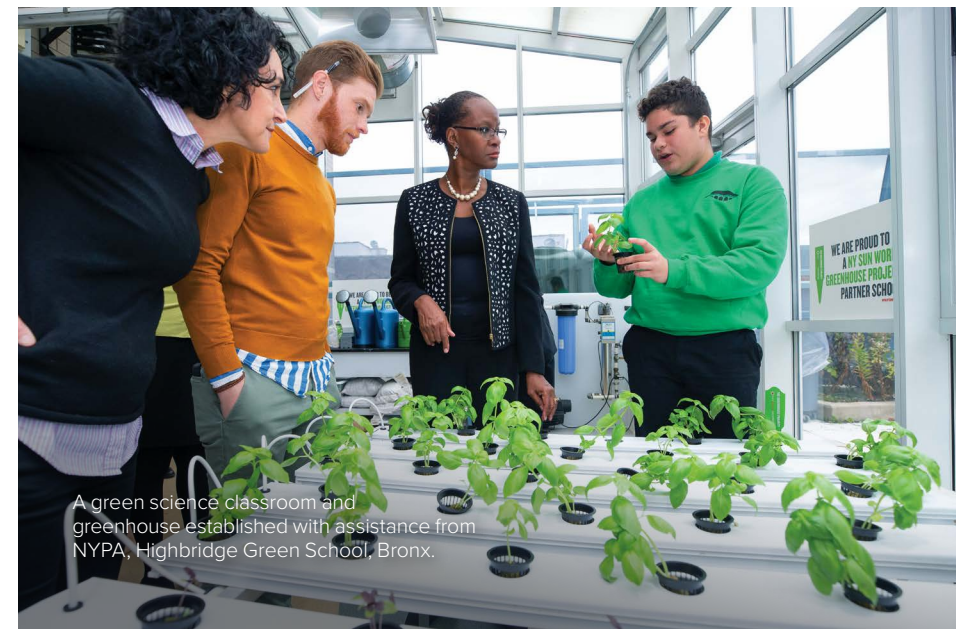
A NYPA Environmental Justice energy education and weatherization workshop for members of the Arbor Hill Neighborhood Association, Albany.

# DIVERSITY, EQUITY and INCLUSION

A commitment to sustainability and ESG also implies a commitment to Diversity, Equity, and Inclusion (DEI). DEI encompasses an organization's mission, strategies and practices to support a diverse workplace, community and supply chain.

Our commitment to DEI compels us to embrace the characteristics that make our employees unique; provide equal access and opportunity for employees and strategic partners to mitigate societal inequities; and create an environment where every employee, business partner and community advocate feels valued.

NYPA will continue to be a leader in DEI by ensuring an internal culture of inclusion, a diverse supplier base, and a commitment to Environmental Justice (EJ). We have doubled our investment in DEI, EJ and Minority/Women-owned business from \$5,000,000 to \$10,000,000 and have committed to a 10 Point Diversity, Equity, and Inclusion Plan to ensure our success.



A green science classroom and greenhouse established with assistance from NYPA, Highbridge Green School, Bronx.

## NYPA's 10 Point Diversity, Equity and Inclusion Plan

1. Reaffirm NYPA's commitment to building and maintain a diverse, equitable and inclusive culture.
2. Ensure that our processes, policies and procedures are transparent and free from bias.
3. Expand ongoing training to our employees on antiracism, unconscious bias, microaggression, and cultural competency.
4. Create a Chief Diversity, Inclusion and Equity Officer position, reporting to the President and CEO and the Chief Human Resources and Administration Officer—and increase investment in the office of Civil Rights and Inclusion.
5. Invest in our Black employees and create pathways for career development and upward mobility.
6. Cast a wider net and secure a diverse slate of applicants for vacancies by partnering with professional organizations such as the American Association of Blacks in Energy, Historically Black Colleges and Universities and local and national colleges and universities.
7. Partner and support of employee unions at the national, regional and local levels and invest in their diversity, equity and inclusion programs and initiatives.
8. Leverage NYPA's experience, resources and purchasing power to build capacity and access to MWBE firms.
9. Broaden our community-based STEM, student internship and mentorship programs to increase the pipeline of utility and clean energy workers of tomorrow—including the creation of a targeted college scholarship program.
10. Create an enterprise wide employee service program dedicated to understanding racial justice through our clean energy business (e.g. community solar) and energy sustainability work in environmental justice communities.





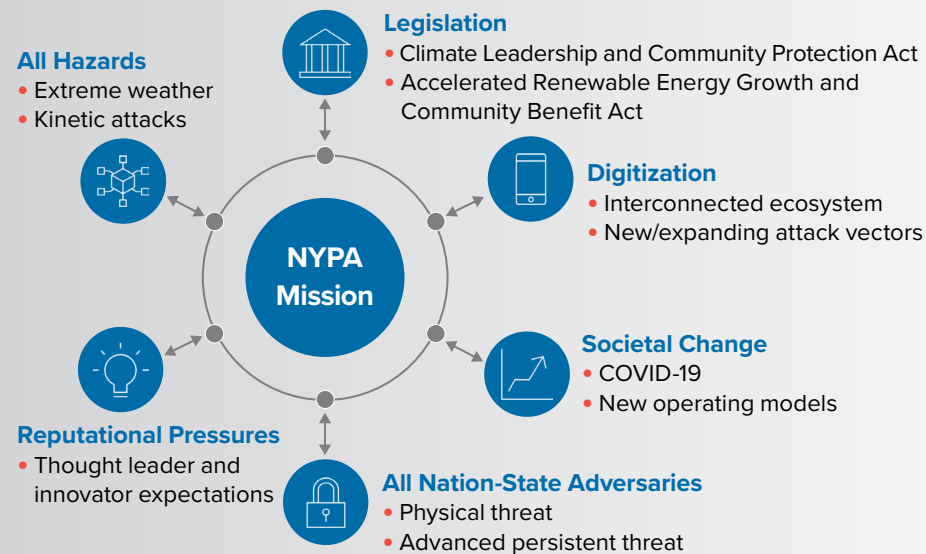
# RESILIENCE

Resilience is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents or naturally occurring threats or incidents. Any disruption could threaten our ability to achieve our mission.

NYPA is accelerating the adoption of an enterprise-wide resilience strategy to prepare for a more distributed and uncertain operating environment, one with constantly evolving threats. Efforts are focused in these key areas:

- Physical Security & Crisis Management
- Reliability Standards & Compliance
- Quality Assurance/Code Compliance
- Energy Security & Resilience Program

## Emerging Resilience Themes



Circuit breaker installation at the Frederick R. Clark Energy Center, Marcy.



# RESOURCE ALIGNMENT

To meet our ambitious objectives of VISION2030, it is essential that our workforce is as skilled and flexible as possible, access to information and knowledge is readily available, and our core business processes are optimized. The NYPA 2020 strategic plan initiatives of Workforce Planning, Knowledge Management and Process Excellence, collectively known as Resource Alignment, began the process of addressing these needs.

Now, energy is in transition. The energy grid is evolving from one-way to multi-directional. There is a growing emphasis on renewable energy sources (e.g., wind, solar, etc.) to address climate change. There is a heightened

demand for customer choice and self-management in energy consumption. New participants in the marketplace have led to growing competitive pressure. This increasing complexity of NYPA's business and pace of change coupled with shorter tenures typical in the US workforce necessitates that staff come up to speed rapidly and have knowledge that is accurate and accessible to realize VISION2030. Adapting to these changes requires new skills and ways of working. It is essential to engage and support employees by tapping into their full potential and providing an enriching career experience. More than ever, the Resource Alignment initiatives are vital to ensuring NYPA fulfills its strategic ambitions.

## Selected Resource Alignment Accomplishments

### Workforce Planning

- Launched immersive employee and manager development programs, MBA in Sustainability
- Received Forbes magazine's Best Mid-Sized Employer awards in 2018 and 2019, the first such accomplishment in New York State public authority history

### Knowledge Management

- Captured 85 percent of retiring or departing staff members' knowledge and reduced onboarding time by 50 percent
- Digitized more than 250,000 critical documents

### Process Excellence

- 150 employees received Lean Six Sigma, Agile, Green or Yellow Belt certifications
- More than \$10 million in cost/capacity savings realized

**Workforce Planning** focuses on creating innovative and curated experiences to attract, engage, and inspire a skilled, diverse, and resilient workforce. Solutions include:

- Activating NYPA's Values to permeate a results-oriented, mission driven, and forward-thinking culture
- Incorporating new technologies into talent acquisition and development
- Expanding workforce analytics and performance metrics

**Knowledge Management** captures and disseminates institutional knowledge and uses innovative technologies to make it accessible. Solutions include:

- Enabling peer-to-peer education to create a knowledge sharing culture
- Deploying enterprise content management tools to increase access and dissemination of content
- Applying artificial intelligence and machine learning to customize access to content

**Process Excellence** optimizes our core business processes and instills a culture of continuous improvement across the enterprise. Solutions include:

- Providing all staff with base competency in process improvement methodologies
- Applying process improvement methods and tools in high-impact areas
- Achieving enterprise adoption of Agile technology tools to improve efficiency





# UNIQUENESS OF NYPA

NYPA shares the value we create with our customers and New York State

**OUR PEOPLE**  
NYPA ranks as one of the nation's best midsize employers

**OUR REACH**  
New York State's only utility with generation, transmission and end-use customers

**OUR CUSTOMERS**  
Include large and small businesses, not-for-profit organizations, community-owned electric systems, municipalities and rural electric cooperatives, economic development customers and government entities that provide New York State with critical services

**OUR OPERATIONS**  
The first electric utility in North America to be certified ISO 55001 for asset management

**OUR APPROACH**  
NYPA has a long-term investment horizon. We continue to maintain high credit ratings, which gives us access to capital markets at attractive interest rates

**OUR IDEAS**  
NYPA catalyzes markets, exemplified by our \$500 million commitment to advance electric vehicle adoption and grid flexibility in New York State

# NYPA's IMPACT

25%  
We generate up to 25 percent of New York State's electricity

80%  
More than 80 percent of our generation is carbon-free hydropower

1,400+ customers  
Our customers include businesses; local, county and state government entities; and 51 municipal electric systems and rural electric cooperatives

500+  
Miles of Canal waterways across New York State





# NYPA's REGIONAL IMPACT

Statewide Impact  
Since 2012

400,000+

Jobs Created or Retained

\$226+ million

Saved Per Year Through Energy Efficiency

\$28+ billion

In Capital Investment by Our Customers

## North Country

- In 2019, NYPA reached a new seven-year agreement with Alcoa, Massena, to provide 240 MW of power in exchange for preserving 450 jobs and a commitment of \$14 million in capital investments
- The St. Lawrence-Franklin D. Roosevelt Power Project, Massena, generated 7.68 billion kilowatt-hours of electricity in 2019, enough to power more than 600,000 average-sized households
- NYPA committed nearly \$30 million to construct a 20 MW energy storage project in Franklin County, allowing us to store power and increase asset flexibility

\$14 million  
In Capital Investments by Alcoa

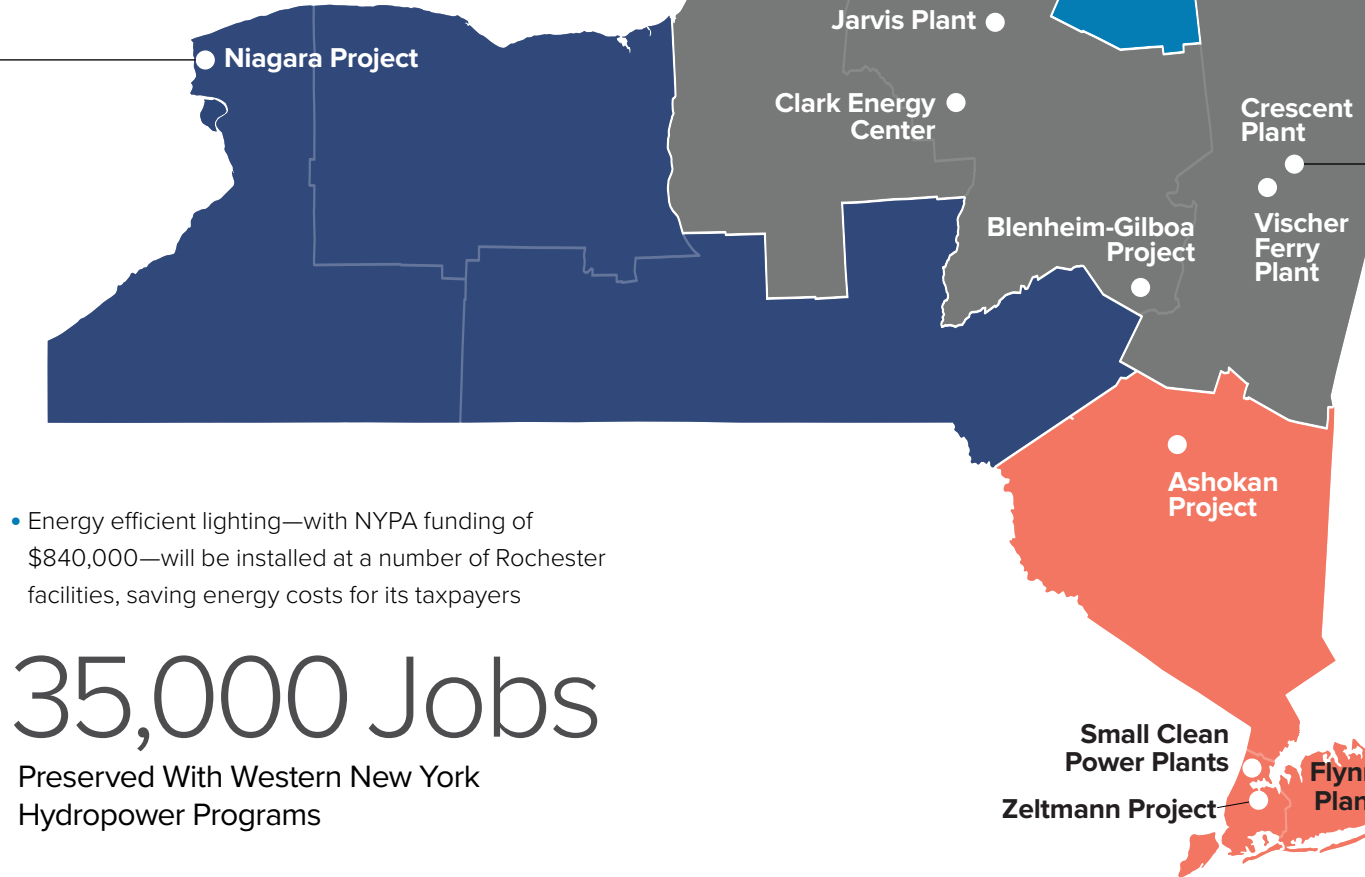


## Western New York, Finger Lakes, Southern Tier



- NYPA's Western New York hydropower programs awarded 535 MW of clean, low-cost power to attract and retain businesses within a 30-mile radius of our Niagara Power Project, supporting more than 35,000 jobs and \$1.2 billion in capital investment
- Anchor Glass, Elmira, completed an expansion and retained nearly 240 jobs with savings from its ReCharge NY power allocation
- NYPA invested \$15 million in the Northland Workforce Training Center, a facility in Buffalo offering high-skills training for careers in clean energy and advanced manufacturing

## Niagara Project



- Energy efficient lighting—with NYPA funding of \$840,000—will be installed at a number of Rochester facilities, saving energy costs for its taxpayers

35,000 Jobs

Preserved With Western New York  
Hydropower Programs

## Central New York, Mohawk Valley, Capital Region

- The Blenheim-Gilboa Pumped Storage Power Project in Schoharie County received a new 50-year license. It provides security in energy supply and reliability for New York State's energy system
- Syracuse, with NYPA assistance, replaced about 17,500 streetlights with SMART, energy-saving LED fixtures to improve light quality and safety. The SMART controls include connectivity to Wi-Fi for expanding service and environmental monitoring to target areas in need during snow, ice or floods



- NYPA's installation of a 1.2 MW solar system at Hudson Junior/Senior High School, Columbia County, is expected to provide nearly \$67,000 in annual savings and serve as part of the school's science curriculum
- NYPA is constructing a state-of-the-art electricity museum in Utica. Its focus is on New York State's role in the past, present and future of electricity and the grid. The facility will be adjacent to the Utica Zoo and highlights the important work at facilities like the Frederick R. Clark Energy Center in nearby Marcy, NYPA's transmission operations hub

17,500 LED  
Streetlights Installed in Syracuse

## New York City, Mid-Hudson, Long Island

\$7.5 million  
Annual Savings for SUNY Stony Brook



- NYPA upgraded the Eugene W. Zeltmann Power Project, Astoria, to reduce greenhouse gas emissions and increase flexibility to accommodate future renewables such as wind and solar
- Our Environmental Justice program provided STEM energy enrichment to more than 6,000 students
- NYPA is installing 13 MW of solar power paired with 7 MW of battery storage at John F. Kennedy International Airport, Queens, with half of that amount provided to nearby communities at reduced rates
- NYPA has partnered with SUNY Stony Brook and identified nine projects which are expected to save SUNY Stony Brook \$7.5 million annually through improved energy efficiency
- Westchester County and NYPA are implementing solar photovoltaic and energy storage systems at seven county-owned properties



# VISION

A thriving, resilient New York State powered by clean energy

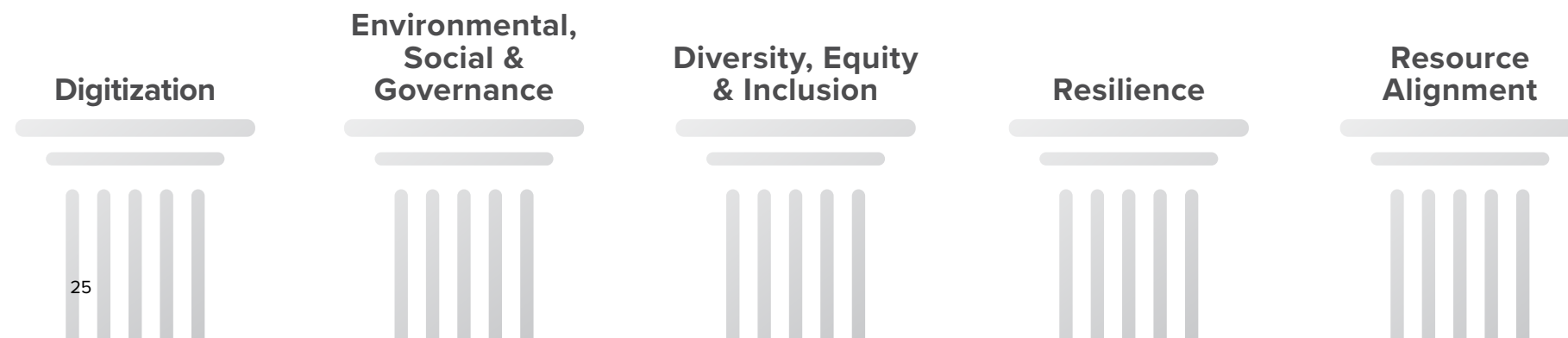
# MISSION

Lead the transition to a carbon-free, economically vibrant New York through customer partnerships, innovative energy solutions and the responsible supply of affordable, clean and reliable electricity.

# STRATEGIC PRIORITIES



# FOUNDATIONAL PILLARS



# MEASURES AND TARGETS

## Preserve Hydropower

- Maintain hydropower's contribution to the grid by generating at least **21 TWh** of carbon-free electricity, providing capacity and critical ancillary services

## Decarbonize Gas Plants

- Achieve **zero carbon emissions** by 2035 for our natural gas fleet

## Lead Transmission Expansion

- Grow transmission rate base by **3 to 5 times** by 2030
- Achieve **top quartile** operations and maintenance (O&M) efficiency in transmission

## Partner with Customers and the State

- Enable **325 MW** of distributed solar at customer sites by 2025
- Enable **450 MW** of storage projects by 2030
- Conserve **11 TBTu** of customer energy use by 2025
- Supply customers with **70 percent** renewable energy by 2030
- Grow the contracted supply business by **15 percent** by 2025
- Respond to **CLCPA goals** to provide available and relevant resources to disadvantaged communities

## Reimagine the Canals

- Execute the Reimagine the Canals priority **capital projects** by 2025





Construction of the St. Lawrence-Franklin D. Roosevelt Power Project, Massena, August 1958.

## Our Foundation & Future

In 2030, the New York Power Authority (NYPA) will celebrate its 99th anniversary. As we approach our 100th year, NYPA will continue to be a leader in clean energy, bringing tremendous benefit to New York State.

NYPA has a strong foundation of generation and transmission assets—one of our oldest, a transmission line, was acquired in 1950 and our first hydropower flowed in 1958. As we grew, with construction of power plants and much of the high voltage infrastructure across the state, so did our ability to help our customers flourish. Throughout our history, NYPA has safely and reliably operated these assets while serving as stewards of the natural resources entrusted to us.

NYPA has changed with the times to better serve customers and New Yorkers. We are a national leader in energy efficiency and electric transportation. Our low-cost power helps businesses grow, and creates and preserves jobs. NYPA's use of cutting-edge and digital technologies are bringing even greater innovation to our operations.

With VISION2030, NYPA confirms its legacy and outlines its future. Climate change will greatly influence NYPA's work in the coming decades. Moving forward, we will continue to make industry-leading decisions with customers' and the state's needs at the center. Built on almost a century of accomplishments, we are eager to face the challenges ahead.

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