



Upstate Revitalization Initiative



COMPETITION GUIDELINES

New York Upstate Revitalization Initiative

April 2015

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upstate-revitalization-initiative](http://www.ny.gov/programs/upstate-revitalization-initiative)

Table of Contents

Overview	
Regional Economic Development Councils	1
Development of Regional Revitalization Plans	2
Competition for URI Funds.....	2
REDC Round V Competition.....	3
Buffalo Billion.....	4
URI Competition.....	6
Revitalization Plans	7
Economic Indicators.....	8
University at Buffalo Regional Institute	8
Sample Data Sources.....	9
Goals.....	10
Concepts to Address	10
Innovation	11
Leveraging Private Sector Investment.....	11
Private Sector Investment.....	11
Connectivity	12
Sustainability.....	12
Workforce Development.....	13
Hard-to-Place Workers	13
Community Reinvestment.....	14
Global Economy.....	14
Collaboration	15
Readiness	15
Implementation and Reporting.....	16
Other State Initiatives	16
Suggested Revitalization Plan Outline	17
Plan Development Process	18
Regional Council Work Groups.....	18
Public Engagement.....	18
Public Submission of URI Projects.....	18
Conflicts of Interest	19
REDC Vote	19
Plan Submission.....	19
Review Criteria	19
Awards.....	21
Use of Grant Funds	22
Receipt of Grant Funds	22
Reporting.....	22
Frequently Asked Questions	23
State Programs.....	27



What I want each region to demonstrate in their Upstate Revitalization Plan is how they plan to create and maintain a significant number of high paying permanent private sector jobs.

Governor Andrew Cuomo

Overview

The New York Upstate Revitalization Initiative (URI) is part of an overall program aimed at systematically revitalizing the economy of Upstate New York. Governor Andrew Cuomo’s upstate economic development initiatives are made up of four major components:

- Regional Economic Development Councils (REDCs) with the Consolidated Funding Application process (CFA);
- Multi-faceted programmatic and financial assistance initiated during the Governor’s first term;
- Increased programmatic and financial assistance through new programs contained in the 2015 - 2016 budget; and
- The URI with its \$1.5 billion of funding.

All four components are part of a comprehensive effort by the Governor and Legislature to focus upon and improve the economies of upstate New York. While each of the individual program elements can stand on its own, their real power derives from their combined impact upon all of upstate New York.

Regional Economic Development Councils

The URI process will be conducted in conjunction with the fifth year of the Regional Economic Development Council program. The ten Regional Economic Development Councils were established by Governor Cuomo in 2011 to develop long-term strategic plans for economic growth for their regions. REDCs are working now with supporting organizations and private sector investors to implement their 5-year strategic plans, as modified by their regional Opportunity Agendas, Global NY Plans, Veteran’s Agenda, and adoption of strategies in Cleaner, Greener Communities sustainability plans and New York Rising Plans.

The REDCs have redefined the way New York invests in jobs and economic growth through the formation of a community-based, bottom-up approach designed to meet the needs of each region and a competitive process for state resources. Made up of local experts and stakeholders from business, academia, local government, non-governmental organizations, and the New York State Senate and Assembly, the REDCs are public-private partnerships supported by various state agencies serving each region. Many state legislators and local elected officials serve on the REDCs, providing critical information to help form regional strategies, identifying investment priorities, and encouraging participation in the CFA.

URI Goals

- The revitalization plan will lead to a significant increase in the number of permanent private sector jobs that pay above average wages for the region.
- The revitalization plan will result in the widespread increase of wealth in the region as evidenced by the increase in wages and income.
- Implementation of the plan will include significant private sector investment in the region, representing an overall ratio of 5 to 1 private to public investment.

Development of Regional Revitalization Plans

As in prior years, all ten REDCs will submit a progress report to compete for Empire State Development competitive grants and Excelsior tax credits. The seven upstate regions eligible for the Upstate Revitalization Initiative will include in their progress reports a fifth section containing their Revitalization Plan. The revitalization plan requires each REDC to identify how it will make transformative improvements to its economy if selected to receive a \$500 million award. The plans are to focus on a five year timeframe. The goal of each plan is to create and maintain high-paying permanent private sector jobs and to lure private sector investments in amounts that are significant to the region. Concepts for regions to address in their plans include innovation, private sector investment, sustainability, connectivity, global initiatives, workforce development, utilization of hard-to-place workers, community reinvestment, collaboration, readiness, and implementation.

The URI submission will also report on the region's plans and expectations for other sources of state funding that can be used to supplement their economic development strategies. Plans will provide a comprehensive view of how state programs, including new programs established in the 2015 - 2016 budget will knit together to accomplish regionally established priorities. These additional funds will be allocated using established state funding protocols.

Competition for URI Funds

The Buffalo Billion initiative is a significant program developed by the Governor in his first term to jumpstart the economy of the entire Western New York region.

The success of the Buffalo Billion program inspired Governor Cuomo to take this model – a holistic, data driven, collaborative, strategic approach to economic development – across the state. To do so, he has created the URI, a competition backed by a \$1.5 billion commitment to revitalize upstate areas in need of similar investments to jumpstart economic activity. The competition uses the Buffalo Billion's proven model to deliver results and drive job growth, private sector investment and workforce preparedness across upstate New York.

The competition, proposed by the Governor and approved by the legislature in the 2015-2016 State Budget, is funded with recent settlement money from financial institutions. The competition gives seven of the ten Regional Economic Development Councils (Capital Region, Central New York, Finger Lakes, Mid-Hudson, Mohawk Valley, North Country and the Southern Tier) the opportunity to compete for awards of up to \$500 million each to be made to three regions. In announcing the competition, the Governor asked the regions to identify a grand vision for their long-term revitalization plan that describes: the region's strengths and how it

will overcome its weaknesses; how the region will create good paying permanent private sector jobs; how the region will lure significant private sector investment; and why an influx of otherwise unheard of state resources will significantly move the economic development needle towards sustainable economic growth.

REDC Round V Competition

Two competitions are being held this year for up to \$750 million in economic development funds and \$1.5 billion in URI funds.

- All ten Regional Councils will submit a progress report to compete for ESD competitive grants and Excelsior tax credits.
- Seven upstate regions will submit Revitalization Plans. Eligible regions consist of the Capital Region, Central New York, Finger Lakes, Mid-Hudson, Mohawk Valley, North Country and the Southern Tier.

Each Regional Council will present their progress report to the State Implementation Assessment Team (SIAT), chaired by Secretary of State Cesar Perales. The seven upstate regions will include in their progress report a fifth section comprised of their Revitalization Plan and will present that to the SIAT as well.

In the first four sections of their progress reports, the Regional Councils will focus on initiatives that will further implementation of their regional strategic plans, and continue support for various State initiatives. Regional Council priorities should include:

- Development of strategies and projects that focus on the growth of regional economic clusters.
- Advancement of plans and projects that strengthen the Global NY agenda.
- Implementing additional strategies in their strategic plan.
- Maintaining a pipeline of projects.
- Training the workforce for today and tomorrow.
- Measuring the performance and progress of the strategic plan and CFA projects.
- Other ongoing State initiatives.

The REDC Guidebook, Identifying our Opportunities 2015, addresses the first four sections of the progress reports in greater detail. It is available on the Regional Council website at <http://regionalcouncils.ny.gov/>.

This was not just a \$1 billion check. This was a once-in-a-lifetime opportunity to take full stock of our assets and potential; partner with national experts; develop a plan; engage the community; and chart a path for Buffalo and Western NY's future. It was a lease on life in a town that had given up hope. We used the Buffalo Billion not to nibble at the margins, not to change things in an evolutionary way. We use it in a way to be transformative, that makes our economy be innovative again.

Howard Zemsky, President of the Empire State Development Corporation and former Co-Chair of the Western NY REDC

Buffalo Billion

Until recently, the City of Buffalo was in decline for over fifty years. Manufacturing had shifted to the South or to other countries, closing steel mills, coke ovens, and other manufacturing plants; putting people out of work; and crippling the region's tax base. Along with the loss of jobs came the loss of population. The population of Buffalo declined from 580,132 in 1950 to 261,310 in 2010. Many of those leaving belonged to the generation expected to bring the city into the future. Nearly 29% of Erie County's 20- to 39-year olds were lost between 1990 and 2011.

In 2012, recognizing the need for a radically new approach in Western New York, Governor Cuomo unveiled the Buffalo Billion initiative to attract jobs and investment to the area and create new energy and excitement about the region's future.

To implement this initiative, the local community came together to develop a plan for how Western New York can best use the State's investment to stimulate private investment, create jobs, and accelerate growth. The Western New York Regional Economic Development Council led development and implementation of the **Buffalo Billion Investment Strategy**, working with the local business community, Empire State Development and metropolitan development experts. A new strategy for economic growth was forged based on the strengths of the region. The priorities and approaches were shared with the community at large in a wide array of public participation events that informed and influenced the final Strategy. The Strategy focuses on five key areas:

- 1) Commercializing valuable medical research;
- 2) Using the region's historic manufacturing prowess in pursuit of high-tech advanced manufacturing;
- 3) Reinvigorating Niagara Falls as a tourism asset;
- 4) Training local workers to meet regional employment needs; and
- 5) Concentrating projects within the region's urban cores to keep jobs accessible and to use existing infrastructure.

Buffalo is already undertaking signature initiatives to implement its plan, such as:

- Buffalo Manufacturing Works, a member-based, state-of-the-art facility in downtown Buffalo creating an ecosystem to help local manufacturers identify, test, and implement technologies in order to create a competitive advantage for their products, stimulate innovation and growth, and prepare an appropriately trained workforce for Western New York's manufacturing sector.
- Buffalo High-Tech Manufacturing Innovation Hub, a state-of-the-art anchor hub facility for high-tech and green energy businesses at RiverBend in the City of Buffalo.

- 43 North: The Buffalo Business Plan Competition, a \$5 million annual business plan competition to systematically generate more start-up enterprises; support early-stage firm growth; attract more venture funding; and make extra efforts to help minorities start new businesses.
- Buffalo Niagara Tourism Program, a regional tourism program to leverage the world-class tourism assets in Niagara Falls and the City of Buffalo through a more coordinated and sophisticated marketing strategy, investments and increased programming in the Niagara State Park, investments in other regional tourism assets and amenities, and the creation of regional offerings.
- Better Buffalo Fund, a competitive, transit-oriented development and commercial corridor grant and revolving loan fund aimed at projects that contribute to the development of vibrant, mixed-use, high-density neighborhoods in the City of Buffalo.
- Regional Workforce Training Center, a flexible, industry-driven training center that will allow local educational providers and training partners the opportunity to provide accessible training programs needed to fill identified advanced manufacturing skills gaps.
- Buffalo Institute for Genomics/NY Genomic Medicine Network, a partnership between the University at Buffalo and the New York Genome Center in Manhattan to build out existing computational infrastructure and biomedical research capacity in order to accelerate recent advances in genomic medicine into clinical care.

Three years after creation of the Buffalo Billion, Western New York's economy has rebounded with:

- \$10 billion in new private investment;
- 6,000 new direct jobs and 5,000 indirect jobs;
- Four percent increase in total regional wages;
- Unemployment rate drop from 8.4% in 2013 to 6.4% in 2014;
- 812 new firms moved into the area;
- 3.8% increase in population of 20-34 year olds; and
- Average wages increased by \$676 per year.



URI Competition

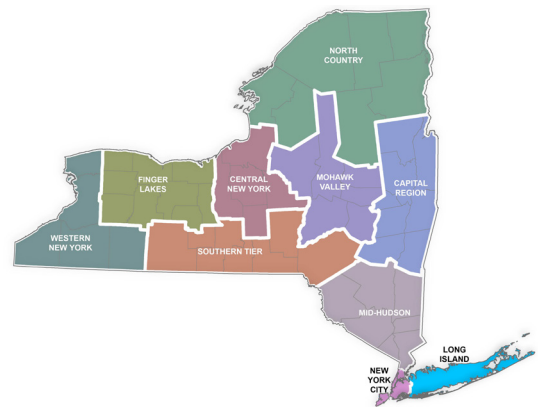
In 2011 the REDCs developed long-term strategic plans for economic growth for their entire regions. In developing plans and subsequent annual updates, the regions have forged new alliances of organizations representing a broad array of actors needed to implement those plans. The Regional Council Initiative has provided regions with the ability to systematically and incrementally overcome impediments to economic growth.

The Upstate Revitalization Initiative provides an unprecedented opportunity for three regions to enact plans for more concentrated enterprises that will catalyze economic activity. In their plans, regions will work to identify a suite of projects and actions that, taken together, will transform the region.

Seven REDCs are eligible to submit revitalization plans in a fifth section in their progress report that explains how they would strategically leverage half a billion dollars of state investment to support and stimulate public and private investment in the region. These revitalization plans will build upon their existing five-year strategic economic development plans and address the concepts included in these guidelines.

The REDCs competing for three awards of up to \$500 million each are:

- Capital Region;
- Central New York;
- Finger Lakes;
- Mid-Hudson;
- Mohawk Valley;
- North Country; and
- Southern Tier.



The Western NY REDC, recipient of the Buffalo Billion, is not eligible to participate in the URI, nor are the downstate regions, which include New York City and Long Island.

Three regions will be designated as “Best Plan Awardees” and will receive a total allocation of \$500 million URI funds, allocated at a rate of \$100 million per year for five years. In the case that a project or projects arise that require greater funding than this rate allows, ESD will make an effort to move key economic development projects forward.

Keys to Success

- Engage the community. Transform the relationship of the community to itself and to its institutions. Implement a plan to engage all stakeholders and constituencies in the region to develop your plan.
- Leverage unique strengths. Be yourself. Identify your strengths and assets, your emerging clusters, your strong university programs, your top tourist attractions. The clusters of companies that are beginning to show real energy and critical mass. Use those as a foundation. Don't try to make something up or be something you are not.
- Identify game changing investments. Don't try to improve a little on "business as usual." Don't accept marginal solutions. Try to be transformative. Success isn't going to come from tweaking the margins or fiddling with the dials on business as usual. It is going to involve building up critical infrastructure, retooling the workforce, and crafting new platforms from which you can build new industries. Think, "What are the ideal interventions?"

Mark Muro, Senior Fellow & Director of Policy, Metropolitan Policy Program at Brookings Institution, 1/15/15

Revitalization Plans

Through the efforts of Governor Cuomo's Regional Economic Development Councils, upstate New York has begun to combat its decades-long decline. Many areas are now poised on the brink of substantial growth and change, but large-scale investments are needed to shift the balance towards a sustainable future of dynamic growth. The Upstate Revitalization Initiative will provide the necessary support to transform regional economies into new and vibrant communities.

A revitalization plan should not simply be a compilation of projects that equal \$500 million, but rather should be a plan based upon a comprehensive view of the region's economy, supported by data, with targeted sectors and activities that will lead to transformative changes in the regional economy. It is expected that the bulk of the plan will focus on sectors, strategies and approaches.

Regions are being challenged to present a convincing argument illustrating how an award under the URI will enable their economies to undergo transformation. That argument should begin with the identification of the unique challenges and opportunity areas existing in each region. Regions should use the challenges and opportunities they identify to formulate creative proposals that will overcome obstacles to growth and leverage the region's unique strengths.

The best plans will not just assume that the future of the region is an evolution of the past and present economy, but will consider a future built on new industries and activities just beginning to take root in the community.

While plans will naturally reflect each region's particular circumstances, the vision of transformation should be guided by the state's major goals and incorporate the concepts outlined below.

Plans should identify sectors of the economy that are key to the economic transformation of the region; set job creation and investment targets; and describe strategies that will be implemented to support the key sectors, along with relevant timelines and costs. The plans should also describe the geographic areas that are being targeted. Plans should adhere to smart growth principals and focus on an urban core, or if a region chooses to do so, it may focus on the "community of centers" concept with synergies linking centers into a community that will together create the critical mass needed to transform the region. Revitalization plans should include some projects for immediate action, as well as other conceptual projects to be more clearly defined within the next five years.

Upon designation as a URI region, each region will be required to submit more detailed project proposals and work with the state to establish award agreements.

Each REDC must make a convincing argument that if the region receives funding to implement its revitalization plan, the regional economy will undergo transformative improvements.

Economic Indicators

Plan development should include the collection and analysis of existing data about the region to provide evidence that if the region receives funding, its economy will undergo transformative improvements. This may include data from government, nonprofit agencies, and industry groups; material from prior plans and studies, both published and unpublished; and new information provided by REDC members and stakeholders.

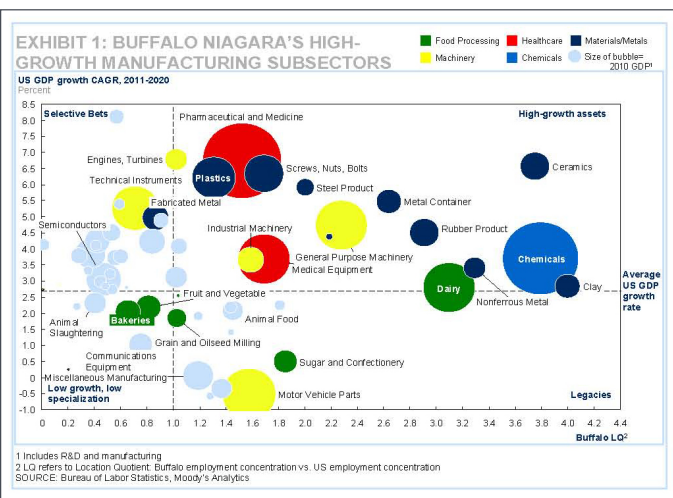
“Leading Indicator” data should also be sought that indicates whether the region is poised for transformation and optimistic about its future. Examples of indicators demonstrating improvements are underway which an infusion of state resources could propel to life include: a decrease in residential and commercial vacancy rates, college graduates staying in the region, the opening of new savings accounts, increased private sector donations into the not-for-profit community signaling rising prosperity and growing confidence, young families establishing new agri-businesses, and other new businesses starting up.

University at Buffalo Regional Institute

The UB Regional Institute (UBRI) is the long-established research and public policy enterprise of the University of Buffalo School of Architecture and Planning. UBRI regularly provides objective analysis used to drive decision-making for public, private, and nonprofit partners. UBRI was a key partner in the design of the Buffalo Billion Investment Development Plan, using its research, analysis, and engagement tools to guide strategies and initiatives.

If requested, the University at Buffalo’s Regional Institute will provide an REDC with an environmental scan and baseline assessment of the region’s economic standing. This assessment will contain data to assist REDCs in developing focus areas for their plans. The Regional Institute will also conduct qualitative analysis through stakeholder meetings organized with the REDCs and designed to gather feedback and build support for regional strategies. REDCs may build upon this work to request more in-depth research from the Regional Institute on two focus areas brought to light in the assessment and stakeholder meetings.

Each REDC should analyze the information gathered to identify the region’s competitive advantages based on existing resources available in the region, as well as resources that can be gained through effective use of Upstate Revitalization Initiative funds. This analysis should help the REDC develop a strategy to combine academic, nonprofit, government, and industry resources to leverage the region’s competitive position.



Sample Data Sources

Revitalization plans must be rich in data that explains and supports the chosen investment strategies. Listed below are examples of data sources (hyperlinks included) and types of data. By listing these resources, the State does not intend to endorse the data nor exclude the use of other sources of data.

Demographic Trends

- American Community Survey
- Community Health Status Indicators
- Current Population Survey
- Decennial Census of Population and Housing
- Department of Homeland Security Open Data
- New York Census Research Data Center
- New York State Community Action Association Poverty Report
- New York State Data Center
- Cornell Institute for Social and Economic Research (CISER)
- Health Indicators Warehouse

Economic Trends

- Bureau of Economic Analysis
- County/Zip Code Business Patterns
- Earned Income Tax Credit Interactive
- Economics: National Ocean Watch (ENOW)
- Edward Lowe Foundation YourEconomy.Org
- Empire State Manufacturing Survey
- Federal Reserve Bank of New York
- Innovation in American Regions
- Local Area Unemployment Statistics Map
- New York State Education Data on Enrollment and Graduation Rates
- New York State Employment Projections
- New York State Labor Statistics
- Regional Labor Data
- Small Business Administration Data Resources

Housing

- American Community Survey
- American Housing Survey
- Building Permits Survey in the Decennial Census
- Home Mortgage Disclosure Act Data
- Location Affordability Index
- Market at a Glance

Infrastructure

- National Transportation Atlas
- National Transportation Statistics

Community Development

- **Community Planning and Development Maps**
- **Envirofacts**
- **Environmental Justice View (EJView)**
- **The National Center for Charitable Statistics**
- **The Reinvestment Fund’s Policy Map**
- **USGS National Land Cover Database**
- **USGS Topographic Maps**
- **USPS Vacancy Data**

The **Federal Reserve Bank of Philadelphia** has produced a guide listing resources which provide community development data. For each resource, the guide includes an overview of the data, a description of the methodology and accompanying variables, links to training guides and additional information, and a few illustrations of the resources themselves.

Goals

The goals of the plan must be to present a convincing case that the region can and will create and maintain well-paying net new permanent private sector jobs, attract and retain private sector investments, and contribute to the growth of widespread wealth. The plan must predict the number of jobs and the amount of investment that will be generated over the life of the plan. The number of new jobs and the amount of investment must be of sufficient size to make a transformational impact upon the region, considering its own size and demographics.

Concepts to Address

The overall purpose of each region’s revitalization plan is to provide a credible argument that the region is ready for revitalization, and to describe how they will transform if granted those funds. In making those arguments, each REDC should address in its plan the concepts described below in the context of state goals related to jobs, widespread wealth, and private sector investment. An index listing the concepts and the pages in the plan where they are addressed must be included in the plan.

Plan Concepts

- | | |
|---|---|
| • Innovation | • Community Reinvestment |
| • Leveraging Private Sector Investment | • Global Economy |
| • Connectivity | • Collaboration |
| • Sustainability | • Readiness |
| • Workforce Development | • Implementation and Reporting |
| • Hard-to-Place Workers | • Leveraging Other State Initiatives |



Innovation

Innovation is the cornerstone of the advanced economy. Since the economic recession, 65% of new jobs created have been in the advanced industry sector. New York State is among the nation's leaders in employment in advanced industries, but more must be done to harness the growth potential of this sector and to ensure that New York residents are enjoying the full benefits of that growth.¹

REDCs should focus their plans on innovative industries that build the advanced economy. Plans should identify how investments in these industries will create large numbers of jobs that pay above the median wage in the region and increase exports and foreign direct investment. That can be accomplished through the support and development of start-up firms, research facilities, academic institutions, and other organizations that emphasize creative ideas and technologies. Plans should consider industry life cycles and avoid over-reliance on industries that have moved past maturity and into decline. To the extent that mature industries are involved in the plans, the focus should be on helping these industries adapt, modernize, and compete in a changing landscape.

Leveraging Private Sector Investment

In order to create permanent private sector jobs and to assure that companies will remain within the region, each plan must demonstrate a minimum investment ratio of 5 to 1 of private sector to public sector investment across the plan. The private sector investments, if clearly linked to the regional priorities, can take many forms, including, but not limited to, investments in the purchase or lease of land, buildings or equipment; the construction of new or upgraded buildings or capital equipment; funds expended on training, apprenticeship or mentorship programs; in some instances, the salaries for new employees; investment in venture capital funds; upgrading of key infrastructure; or similar expenditures. Other types of private sector investment will be considered on a case-by-case basis.

It is recognized that not every project will demonstrate a 5 to 1 investment ratio. For example, workforce development and certain infrastructure projects may provide a greater public investment. However, projects with outside investment must have a close relationship to the region's priorities. Regions should identify projects expected to substantially exceed the 5 to 1 leverage ratio and describe how their strategies will lead to a plan that in aggregate and over time, meets or exceeds the 5 to 1 ratio.

¹ Mark Muro, Jonathan Rothwell, Scott Andes, Kenan Fikri & Siddharth Kulkarni, *America's Advanced Industries*, The Brookings Institution (Feb. 2015)



Connectivity

Strong synergies between individuals, target industries, academia, the non-profit sector, and government create ideal conditions for economic growth. To be considered for funding, plans must move beyond lists of eligible projects and instead center on developing connections within and across different industry clusters and geographic areas of the region that will contribute to an overall plan that is more than the sum of its individual parts. The 2015 REDC Guidebook calls for a detailed study of one cluster. This REDC cluster submission should be the basis for the connectivity response requested here. However, the URI response may go beyond the single cluster response in the REDC submission by more broadly addressing clusters within the region and discussing other aspects of the economy and its future.

In order to effectively transform the region's economy, the region must demonstrate that it has the connections and relationships in sufficient scale and strength to support and sustain growth, particularly in the region's key clusters. Critical mass should be attained through the engagement of individuals and organizations whose knowledge and skills contribute to distinct projects, augment the scale of the plan, and generate transformational change in the region. Plans will be evaluated for the ability to establish these connections, develop complementary proposals that form a unified plan, and create critical mass.

Sustainability

It is vital that URI resources contribute to long-lasting and sustainable changes in the state's regional economies. Because the funding derives from a one-time source and will flow over approximately five years, regions must demonstrate how the positive results of URI investments will be maintained over time.

Revitalization plans should describe anticipated short and long-term impacts and describe how improvements generated by an award will be sustained over time, both within each individual project and in the economy as a whole. Sustainability must also address how investments of state and local resources in companies, organizations, and individuals will be retained within the region and within New York State.

Planned use of the funds should generate significant private investment, leading to transformation of the targeted geographic area, and opportunities for the region as a whole.

Workforce Development

While employment has steadily increased in New York State in the past four years, upstate residents continue to face challenges. At the same time, many local and new companies cannot locate workers with the skills they need. This hampers economic growth and threatens entire sectors of the economy. Revitalization plans must comprehensively address the region’s workforce development needs by describing how they will cultivate a workforce that is responsive to employment prospects and industry demand. Educational opportunities should complement investments being made in innovative industries and contribute to an overall plan that is more than the sum of its individual parts.

Specific steps must be outlined that will lead to progress in filling vacant or newly created positions and improving weaknesses in the workforce of key sectors. For example, how the REDC will work with major employers and industries to cooperatively identify desired skill sets for well-paying jobs and create vocational programs, apprenticeships, and certificate programs within educational institutions and workplaces for current and prospective workers. Plans must encompass hard-to-place workers and provide pathways to greater success for individuals that have historically been underemployed.



Hard-to-Place Workers

Unemployment, underemployment, and extremely low-paying jobs cause poverty and destabilize entire communities. Half of all children in Rochester, Syracuse, and Binghamton live below the poverty line.² In 2014, the unemployment rate for veterans in New York was 7.6%, compared with 6.5% for non-veterans.³ This creates greater hardship in upstate New York, where veterans disproportionately reside. A key aspect of workforce development will be each plan’s approach to hard-to-place workers, such as immigrants, refugees, ex-offenders, individuals of low income from distressed areas, individuals with low educational attainment, veterans, and persons with special needs.

Hard-to-place workers should be viewed as an untapped resource that can be mobilized to support and enhance the economic growth that is forecast for the region. Through the Veteran’s Initiative and the REDC Opportunity Agenda, each Regional Council has focused on meeting the needs of veterans and disadvantaged communities and providing greater economic opportunities for these groups. The successes attained here should be included within, but not duplicated for the URI. Regions must expand their efforts to other hard-to-place workers within the region and, where appropriate, direct even greater effort towards veterans or Opportunity Areas.



² NYS Community Action Association, *Poverty Report (Apr. 2014)*

³ NYS Department of Labor, *Employment In New York State, A Statistical Portrait of Veterans In New York State (Nov. 2014)*

Plans must systematically outline how obstacles to employment and growth will be overcome for these workers or prospective workers through educational opportunities, workforce training, and job linkage programs that lead to higher paying jobs. Efforts can also identify and focus on obstacles to employment such as transportation, day care or similar impediments. By targeting traditionally hard-to-place workers, regions will ensure that economic benefits derived from funding awards are transformative and sustainable for the region as a whole. If regions do not address hard-to-place workers with a sizeable regional population, the plan should explain the reason for that exclusion.

Community Reinvestment

As regions develop plans to revitalize their economies, they must simultaneously consider how their physical fabric will contribute to the long-term sustainability of their plans. Increasingly, vibrant communities are those that are closely connected to innovative economies. In order to attract and retain working families and young professionals to community centers in upstate New York, plans must support growth in areas that can link to advanced industries and institutions. For example, as Western New York focused on Buffalo's medical research and advanced manufacturing industries, concurrent investments were made in blighted downtown neighborhoods. Those investments formed one of the region's key strategies and resulted in the revitalization of the city's waterfront and adaptive reuse of underutilized commercial buildings in the center of downtown Buffalo. This year, nearly 60,000 people ice skated in a new rink that replaced an abandoned and demolished indoor arena at the original terminus of the Erie Canal.

To facilitate the revitalization of upstate centers, URI funding will be available for community rebuilding efforts where such efforts complement an overall growth strategy. Plans must identify specific areas for investment, adhering to established **smart growth principles**. Plans must also describe the connection between target communities and the goal of growing advanced industries. In regions without one clear urban center, "communities of centers" could be targeted. Community revitalization proposals must not detract from the region's overall goal of a 5 to 1 investment ratio.





Global Economy

To advance Governor Cuomo’s Global NY initiative and attract international investment and jobs to the state, REDCs developed global marketing and export strategies in 2014. An expansion of these efforts is called for in the 2015 REDC Guidebook. URI plans will rely on these efforts. Each region may expand upon the REDC Global NY submissions, particularly if the region wishes to focus on a longer timeframe or a more multi-faceted approach.

Collaboration

Revitalization plans will need support from all key sectors across the region in order to be implemented, including all levels of government, the private sector, universities and colleges, the not-for-profit sector and the general public. Plans must establish that a consensus has been achieved within the region on the approach presented. As a part of the consensus process, regions must indicate how stakeholders and the public were engaged in development of the plan. It is expected that each region will conduct robust public engagement, describe general support for the revitalization plan, and provide specific offers of support from partners that will implement projects and activities in the plan.

Readiness

As a part of developing comprehensive growth strategies, regions must demonstrate their readiness to implement the plan and take advantage of major state investment. Overall readiness will be considered, in addition to the readiness for large-scale capital projects. It is possible that a workforce development initiative will be ready earlier than a construction project involving more significant private sector investment. However, while it is expected that regions will continue to develop and implement plans over the life of the program and plans should not initially contain \$500 million worth of projects, plans should contain some proposals that will induce swift improvements in the regions. Furthermore, all projects submitted for consideration must work together to advance the region’s long-term plan.

For projects ready for immediate implementation, project readiness should be demonstrated through the provision of details on: the project title; location; description; sponsor (if known); total project cost; estimated URI investment; source, usage and amount of private sector investment; projected jobs to be created (construction and permanent); timeframe; and linkage to strategy. For conceptual or long-term projects, describe the project vision, context for development, linkage to strategy, timing, estimated total project cost, and estimated URI investment.



Implementation and Reporting

Revitalization plans must include the proposed organizational structure for carrying out the plan; how the plan will roll out, including tasks, major milestones, anticipated outcomes, and timeframes; a budget; and ways in which the region will measure whether planned activities and projects have had the intended results. Plans should describe the measures and methods that regions will use to regularly report individual project status, economic growth, and the impact of URI funds in the region.

Other State Initiatives

Governor Cuomo has enacted and supported a number of state initiatives that support regional economic development. Many of these initiatives could be beneficial to upstate and some are primarily targeted to upstate New York. Each region's plan should briefly address how they propose to use other state initiatives relevant to their plans to enhance URI funds. Where new proposals have similar purposes to existing initiatives, regions should explain why the existing programs do not sufficiently address the region's needs.

Initiatives to consider including:

- Agricultural Improvements (in selected regions)
- Brownfields Cleanup Program
- Clean Energy Funding
- Global New York Development Fund
- High Technology Grants
- Health Care Systems
- Infrastructure Investments
- Innovation Hot Spots and Incubators Program
- Medicaid Redesign Program
- New York State Innovation Venture Capital Fund
- NYSUNY 2020
- Restore New York
- START-UP NY
- State Superfund Program
- Tourism Funding
- Unemployment Strike Force (in ten highest areas of unemployment)

Suggested Revitalization Plan Outline

Table of Contents, Letter from the Co-Chairs, Acknowledgements

Executive summary

- Discuss how the plan addresses state goals relating to job creation, regional wealth, and private sector investment
- Describe the level of collaboration and public engagement in plan development

Foundations for economic growth, planning, and investment

- Current regional economic performance
- Unique challenges and opportunities in the region
- How the region is poised for growth
- Metrics to support your conclusions

Where investment will grow the region

- How connectivity will be increased and lead to transformative change in the regional economy
- Targeted sectors and activities
- How unique strengths will be leveraged
- How barriers to growth will be overcome
- Physical locations for investment and the reasons for targeting those areas
- Metrics to support your conclusions

Strategies and actions that will increase regional wealth

- Strategies to focus state investments and attract private domestic and international investment
- Actions required to support growth, such as workforce and community investments
- Use of other relevant state initiatives
- Sustainability of the projects and the plan
- Readiness of the region to proceed with strategies
- Anticipated outcomes, including increase in wealth of hard-to-place workers

Signature projects

- Description of projects ready for immediate implementation
- Description of conceptual projects

Implementation of the Plan

- Proposed organizational structure for carrying out the plan
- Implementation plan and anticipated outcomes
- Projected budget
- Plan and project performance metrics and reporting methods

Appendices

- Index listing the page numbers where required concepts are addressed in the plan
- Demonstrations of general and specific offers of support



Plan Development Process

Regional Council Work Groups

REDC members are asked to lead the plan development process, adding to or expanding their work groups to provide additional expertise needed to develop the plan, and to involve more stakeholders to ensure an informed and collaborative process.

Public Engagement

REDCs should solicit public input on the plan, offering the general public and other stakeholders an active role in developing the plan. Examples of stakeholders include representatives of technology incubators, banks, foundations, manufacturers, and entrepreneurship and business groups, as well as angel investors and venture capitalists. In addition, the REDC should educate the public and stakeholders about potential plan components.

The REDCs should use the public engagement methods that work best in a community. A few examples of methods include workshops and public information sessions, open houses, news articles, mobile phone apps, and radio interviews. Each REDC is expected to use a website for two-way communication with the public.

Public Submission of URI Projects

Having a way for potential applicants to submit proposals to the REDCs for review will assist the REDCs with identifying potential URI projects. Applicants seeking consideration of their projects for inclusion in the URI plan by the REDCs with potential for URI funding may submit one or more “Intent to Propose” URI projects via the Consolidated Funding Application (CFA). The Intent to Propose is a shortened version of a traditional CFA submission and provides the REDCs with high-level project information. The REDCs may request additional information from project sponsors.

The questions contained in the URI Intent to Propose are posted on the CFA home page at <https://apps.cio.ny.gov/apps/cfa/>. Applicants must register a new application and log into the CFA to answer the questions. URI applicants seeking additional funding through the CFA must submit a separate CFA. A URI Intent to Propose is not a substitute for a CFA for an ESD Capital Grant or other State agency resources. URI applications will not be considered for other State funding.

Once the “Best Plan Awardees” for the URI competition have been designated, the REDCs will notify applicants that need to complete a second phase of the application. The REDC may also consider other projects for inclusion within the URI plan.



Conflicts of Interest

REDC members must follow a Code of Conduct, published in the Regional Council Guidebook, to ensure no conflict interferes with any member acting in the best interest of New Yorkers. Prior to voting on the region's revitalization plan, members will be expected to disclose all potential and actual conflicts of interest and disqualify themselves from voting on the plan when necessary.

REDC Vote

Before the Co-Chairs of the REDCs submit a revitalization plan to the state, the REDC should indicate its consensus on the chosen plan by a vote of the members. Ex-officio members may help form regional strategies, identify investment priorities, and engage in other discussion of plan elements, but do not have voting privileges.

Plan Submission

As a part of the revitalization plan, each region will identify a list of initial projects they would like to prioritize for funding should they be selected as a "Best Plan Awardee". Revitalization plans must be submitted to the State Implementation Assessment Team (SIAT) chaired by Secretary of State Cesar Peralas by **October 5, 2015**. Each REDC will be invited to make an oral presentation of their plan. Award announcements will be made in the Fall.

Review Criteria

Revitalization plans will be evaluated based on the overall ability of the REDC to persuade the SIAT that an award of funding will lead to transformative economic growth in the region. Transformative growth will be illustrated by plans that are data-driven, create permanent jobs, increase regional wealth, draw private sector investment, and document significant levels of non-state government investment.

Criteria used to evaluate Revitalization Plans, as well as Progress Reports, will include but not be limited to:

Participation

- Engagement of the community, public, and other stakeholders in the Regional Council process
- Collaboration with local government to transform the regional business climate
- Regional unity and support of the Progress Report and Revitalization Plan

Planning

- Quality of the Revitalization Plan and Progress Report
- Development of regional metrics to measure success
- Identification of regional workforce development needs for key sectors
- Readiness of the region

Projects

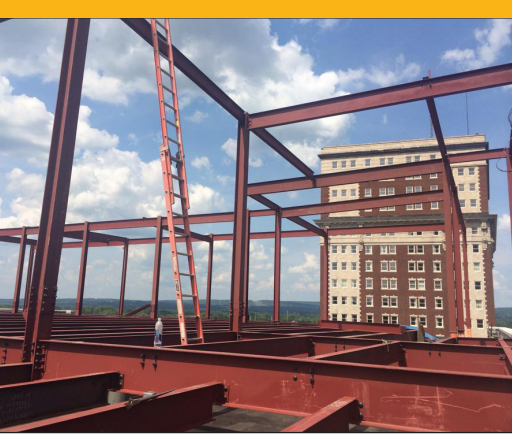
- Solicitation and development of projects for regional economic growth
- Identification of projects to advance State and regional priorities
- Building and maintaining a project pipeline for future funding opportunities
- Identification of transformational projects with large-scale targeted job growth

Performance

- Impact on job creation and retention
- Business growth and leverage of private sector investments
- Ability to implement the goals outlined in the Progress Report and Revitalization Plan
- Increase in the net new wealth within the region
- Success in job training and engagement of hard-to-place workers

Progress

- Advancement of the Region's 2014-15 Implementation Agenda
- Advancement and completion of prior round priority projects
- Ability to take the next steps in growing the regional economy



Awards

Use of Grant Funds

In recognition of the varied challenges faced by upstate regions, a range of projects will be eligible for funding under the upstate New York Revitalization Initiative.

Projects that best respond to the concepts outlined by the State to spur transformation of the region will be made a priority. Regional Councils should focus on advancing regional strategies; bolstering workforce development; supporting private sector investment; and improving prosperity and life in the region. Awards for major infrastructure projects will be limited to those with a catalytic impact on the region. All projects and activities must be consistent with the region's revitalization plan.

Examples of potential uses of funds include:

- Infrastructure targeted to job creation and growth;
- Land acquisition and development of sites for industrial growth;
- Site attraction specialists;
- Project managers;
- Support for company-based projects;
- Direct support of companies in industry sectors targeted by the REDC;
- Working capital;
- Encouragement of and support for start-up companies;
- Creation of venture capital funds;
- Funds to support innovation in college and university settings;
- Creation of opportunities for hard-to-place workers, including individuals who are under-educated, low-income earners, ex-offenders, veterans, immigrants, refugees, and persons with special needs;
- Educational activities that are part of job training and workforce preparation initiatives, particularly when focused on key local economic sectors;
- Health-related research and the manufacturing of health care devices and pharmaceuticals;
- Operating funds that will be phased out as the project becomes sustainable;
- Targeted support to companies to assist them in updating technology;
- Retail activity, if it is demonstrated to be part of a regional priority that produces significant new wealth to the region, such as tourism-based retail; and
- Tourism marketing.

Generally excluded uses of funds include:

- Retail businesses, unless it meets the criteria listed above;
- Direct provision of health care services to patients;
- Broad-based public infrastructure, as distinguished from infrastructure needed to support an otherwise eligible project;

- Speculative real estate development;
- Buy-outs and roll-ups;
- Sports or recreational facilities that primarily serve local populations;
- Establishment or development of gaming businesses; and
- Support for general education unless it is related to a workforce development initiative.

Receipt of Grant Funds

The State will work with the three “Best Plan Awardees” to advance initial applications for URI funding in 2016. The State will contract with a variety of entities depending on the project or activity that is being funded. Entities will likely include a mix of private, public, and nonprofit organizations.

Awards will primarily be given as grants, but existing tax credits and loan programs may supplement or replace certain awards where appropriate. The awards will be paid out at roughly \$100 million per year.

New York State’s existing programs in relation to prevailing wage, minority and women-owned businesses, workforce participation and apprenticeship programs will apply to URI funding.

Applicants for URI funding are subject to standard contract requirements, such as: prevailing wage; minority and women-owned businesses; workforce participation and apprenticeship; and vendor responsibility review. Agency funding decisions may be subject to review under the State Smart Growth Public Infrastructure Policy Act, Community Risk and Resiliency Act, and other provisions of the law.

Reporting

The REDC will be required to track and report on the progress of individual projects identified in the revitalization plan, and the impact of the plan on the overall economy of the region.



Frequently Asked Questions

Q. What is the Upstate Revitalization Initiative (URI)?

A. The Upstate Revitalization Initiative (URI) is a competition for up to three REDCs to receive up to \$500 million over five years to implement regional revitalization plans that are designed to make transformative improvements in a region's economy. Funding for the program was appropriated by the New York State Legislature in 2015 at the request of Governor Andrew Cuomo.

Q. Who is eligible to apply?

A. The Co-Chairs of the following Regional Economic Development Councils may submit one revitalization plan per region: Capital Region, Central New York, Finger Lakes, Mid-Hudson, Mohawk Valley, North Country, and Southern Tier.

Q. What should the revitalization plans include?

A. Revitalization plans should identify how the regions would transform with URI funds. REDCs should use the concepts and review criteria articulated in the guidance document to shape their plans. REDCs should answer questions about regional strengths, identify areas of opportunity, and provide data to support their investment plans. Projects and activities for immediate funding should be identified, as well as potential projects and activities for future funding. Plans should encompass the diverse populations that each REDC represents.

Q. What kind of data is needed to support a revitalization plan?

A. It is expected that REDCs will draw from a variety of sources to support their chosen investment strategy. All plans are certain to include data on industry clusters and sub-clusters; university research and incubator activity; and demographic and socio-economic indicators. Ultimately, other types of data will need to be expressed to support the strategy, such as housing cost and availability; commuting patterns; foreign direct investment statistics; percent out-migration of students and other residents; physician ratio; and local Community Reinvestment Act ratings.

Q. How specific must the revitalization plans be for spending the \$500 million?

A. Revitalization plans need not itemize or anticipate how all the funds will be invested; however, the intent is for the REDCs to submit plans that will result in State investment of approximately \$100 million per year, as well as additional private investment. The plans should identify a number of initial projects, along with a general description on other ways the funding is intended to be used.

Q. Will the state provide REDCs with resources to help develop revitalization plans?

A. Each region is rich in economic development resources, evidenced by their original 5 year revitalization plans and annual updates. To supplement those resources, the University at Buffalo Regional Institute will provide each Regional Council with a selection of data and economic indicators. Regional Councils may also request that the UB Regional Institute provide more in-depth research on up to two issue areas.

Q. How long should the revitalization plans be?

A. While there is no specific page limit on the overall plan, REDCs are encouraged to write concise, fact-based plans. Repetition should be avoided.

Q. What requirements are there for public and stakeholder involvement?

A. REDCs are asked to reach out to stakeholders and the public as they develop their revitalization plan. Prior to submitting the revitalization plan, they should hold at least one meeting identifying the key components of the plan and inviting public comment.

Q. How can I submit a proposal for a project that would require URI funding?

A. Proposals should be submitted through the consolidated funding application (CFA). Applicants for URI funding should fill out the questions included in the “Intent to Propose” section of the CFA. The questions contained in the URI Intent to Propose are posted on the CFA home page at <https://apps.cio.ny.gov/apps/cfa/>. Applicants must register a new application and log into the CFA to answer the questions. URI applicants seeking additional funding through the CFA must submit a separate CFA. A URI Intent to Propose is not a substitute for a CFA for an ESD Capital Grant or other State agency resources. URI applications will not be considered for other State funding. The State will receive URI Intent to Propose submissions on an ongoing basis. CFA submissions for other state funds are subject to the July 31, 2015 deadline.

Q. Before submitting the revitalization plan, will an REDC need to vote to approve it?

A. Before submitting a revitalization plan to the state, the Regional Economic Development Council should indicate their consensus on the chosen plan by a vote of the members. Ex-officio members may engage in the formation of the plan and discussion of its elements, but do not have voting privileges.

Q. Who will review the submissions?

A. The State Implementation Assessment Team (SIAT), chaired by New York Secretary of State Cesar Perales





Q. What is the criteria for selecting the winning regions?

A. Regions that will be awarded Upstate Revitalization Initiative funds will be selected based on the quality and appropriateness of regional revitalization plans. Chosen regions will have plans that are data-driven, show job creation, document potentially significant non-state government investment, and demonstrate how the plans will support transformative economic growth within the region.

Q. What are the timelines related to the URI competition?

A. Benchmark dates include:

- Submission of revitalization plans - October 5, 2015
- REDC presentations to the SIAT – Fall 2015
- Funding announcement – Fall 2015

Q. For what purposes may Upstate Revitalization Initiative funds may be used?

A. The URI competition will provide an opportunity for a range of economic development projects and activities to be funded. Projects exhibiting significant impact and creating permanent good paying private sector jobs that are within the priorities established by the REDC revitalization plan will be made a priority. The funding source will allow for a flexible approach to the use of the funds.

Q. Are there any major categories for which the funds may not be used?

A. While each project will be examined on a case-by-case basis, in general projects will not be funded for the following purposes: retail businesses, except as indicated in the guidelines; direct provision of health care services to patients; broad-based public infrastructure; speculative real estate development; buy-outs and roll-ups; sports or recreational facilities that primarily serve local populations; establishment or development of gaming businesses; and support for general education.

Q. What type of funding is being offered?

A. URI awards will be primarily given as grants, but existing tax credits and loan programs may supplement or replace certain awards where appropriate.

Q. What State agency is managing the funding?

A. Upstate Revitalization Initiative funds will be managed by the Empire State Development Corporation and will be awarded by the Urban Development Corporation at its discretion. Where awards are made from existing loan programs, such as those managed by the Environmental Facilities Corporation or the Department of Transportation, those agencies will manage the awards process.

Q. Who will receive the funds?

A. The State will contract with a variety of entities depending on the project or activity that is being funded. Recipients will likely include a mix of private, public, and nonprofit entities. However, contracts must be for projects or activities that are consistent with the region’s revitalization plan.

Q. Will existing state requirements apply to these funds?

A. New York State’s existing programs in relation to prevailing wage, minority and women-owned businesses, workforce participation and apprenticeship programs will apply to URI funding.

Q. Who can answer additional questions about the competition?

A. Additional questions may be submitted to the State through Empire State Development Regional Directors. Contact information for Regional Directors is on each region’s page linked to <http://regionalcouncils.ny.gov>. Answers to questions posed by REDC members will be posted on the Upstate Revitalization Initiative website at www.ny.gov/programs/upstate-revitalization-initiative.





State Programs

The following is a partial list of new and ongoing programs and initiatives for 2015-16 that will assist upstate communities and businesses.

- Agricultural Enhancement Program in the Southern Tier and Hudson (\$50 million). Funds from the Special Infrastructure Account will assist farmers and other related businesses in the Southern Tier and Hudson Valley with maintaining and growing their businesses. Funding would be used for strategic farming initiatives, including preservation of farmland, to ensure that farms in the Southern Tier and Hudson Valley remain intact and vibrant for generations to come.
- Brownfields Reform. The Budget includes legislation to extend the Brownfields Cleanup Program for ten years, and includes important reforms to protect taxpayers and promote brownfield redevelopment, particularly Upstate. Under the reformed program the remediation tax credits will cover the actual cleanup costs and in certain specified cases, additional construction costs.
- Clean Energy Business Competition in the Southern Tier (\$20 million). To advance and accelerate the state's progress in clean energy innovation and investment, New York State Energy Research and Development Authority will launch 76West, the first-of-its-kind clean energy business competition to bring new jobs to the Southern Tier. The competition will take advantage of the region's abundant natural resources, a burgeoning advanced manufacturing sector, reliable research and tech-transfer capabilities, as well as business training and improvement programs already in place. This exciting competition will attract promising investment and innovative ideas from around the world to the region. As part of the competition, entrepreneurs and companies will be challenged to present their ideas and compete for funding, technical assistance, and other services to help turn their proposals into real opportunities.
- Global NY Development Fund (\$35 million). The Budget supports a \$35 million Global NY Development Fund to encourage more New York-based companies to export their products to established and emerging markets around the globe. The Global NY Development Fund will provide grants and loans to help New York State based small- and medium-sized businesses with financing to enable them to explore new exporting or global expansion opportunities to grow and compete.
- High Technology Grants (\$34 million). The Executive Budget authorizes over \$34 million to support ongoing university-based matching grants and other high technology and research and development programs administered by the Department of Economic Development's Division of Science, Technology and Innovation.
- Health Care Systems (\$400 million). State funds are reserved

to support debt restructuring and other capital projects for health care systems, including significant investments in rural communities to facilitate health care transformation. The funds will be issued as grants to essential health care providers that facilitate mergers, consolidation, acquisition, or other significant corporate restructuring activities intended to create a financially sustainable system of care that promotes a patient-centered model of health care delivery. An essential health care provider is a hospital or hospital system that offers health services in a region deemed to be underserved by the Health Commissioner. Upstate health care systems are critical service providers and some of the largest regional employers. However, financial challenges exist for smaller, community-based and geographically isolated systems that could prevent their participation in critical state reform efforts. These funds may be used to restructure debt obligations or fund capital improvements to facilitate mergers and consolidations of hospitals to ensure sustainability of high quality health care systems in rural communities.

- Infrastructure Investments. The State has committed funding for infrastructure improvements through a number of programs and investments, including the Water Infrastructure Improvement Act, DEC Infrastructure Investments, Ports and Rail Hub Infrastructure in Oswego, Albany, and Ogdensburg, Transformation of the NYS Fairgrounds, and more.
- Innovation Hot Spots and Incubators Program (\$5 million). The Executive Budget authorizes \$5 million in new funding, the fully annualized level, to continue to foster innovation by offering start-up companies valuable business support services to help commercialize academic research and promote further collaboration between business and academia.
- Medicaid Redesign Program (\$6.4 billion). Over the next five years, funds will be disbursed through the Delivery System Reform Incentive Payment Program (DSRIP) to train new or existing workers in healthcare professions, develop new primary care facilities, and to make other investments in health care delivery.
- New York State Innovation Venture Capital Fund (\$100 million). The New York State Innovation Venture Capital Fund will be expanded from \$50 million to \$100 million. These funds will accelerate technology commercialization in New York State by making equity investments in high-growth technology companies that leverage the State's industrial and cluster strengths.
- NYSUNY 2020 (\$55 million). The Budget includes \$55 million for a new round of NYSUNY 2020 grants. Priority will be given to plans that use technology to improve academic success and job opportunities for students, leverage public-private partnerships through the START-UP NY program, and better connect students to the workforce.
- Restore NY (\$25 million). The Budget earmarks \$25 million for community development and revitalization through the Restore New

York Communities Initiative. Restore New York provides municipalities with financial assistance for revitalization of commercial and residential properties.

- START-UP NY (\$50 million). The Budget includes a \$50 million investment in an enhanced marketing effort to demonstrate the benefits of investing and doing business in New York through innovative programs like START-UP NY. START-UP NY leverages the strengths of New York's higher education institutions by encouraging businesses to take advantage of research and development capabilities, academic programming, and job training initiatives that are part of the state's college campuses. While the program is still in its early stages, START-UP NY has already secured commitments from 93 different companies to invest more than \$173 million and create or retain more than 2,805 new jobs.
- State Superfund Cleanup Program (\$100 million). The Budget includes a new \$100 million appropriation to extend the State Superfund cleanup program for ten years, including funding for the Environmental Restoration Program (ERP) to address municipally-owned brownfields. In place for over a decade, the Superfund program has been instrumental in improving public health and the environment by identifying, investigating, and cleaning up hazardous waste sites. ERP effectively helps governments cleanup municipally owned brownfield sites, in order to remove blight and spur local economic development.
- Tourism (\$25 million). New York continues to attract visitors from around the world. As an economic engine, tourism directly supports nearly 900,000 jobs and generates \$59.2 billion in direct spending in New York State. Under Governor Cuomo's leadership, the state has tripled support for the tourism industry with measures including a \$45 million tourism campaign. That unprecedented level will continue, sustained by a commitment of over \$25 million to supplement the existing I LOVE NY marketing campaign. The funding will boost our tourism economy Upstate and elsewhere with initiatives that include hosting another round of the Governor's Challenges with winter and summer events in the Adirondacks, a fishing tournament in the Finger Lakes, and two wine cups.
- Unemployment Strike Force. The Unemployment Strike Force, created in 2014, is a multi-pronged campaign to target areas of the state with the highest unemployment rate and boost employment numbers there. Between May and September 2014 alone, the Unemployment Strikeforce had helped approximately 4,000 Bronx residents find employment through job recruitment and career services. Following its expansion in 2015, the Strikeforce will be in the following counties: Bronx, Jefferson, Lewis, Kings, St. Lawrence, Oswego, Orleans, Montgomery, Franklin and Steuben.



Upstate Revitalization Initiative