



Identifying our Opportunities 2015



New Government Operating Model

- Agency silos replaced with a single point of contact
- Community-driven rather than a top-down approach to economic development
- Comprehensive, sustainable development that addresses regional needs in a holistic fashion

achieves:

Regional Economic Development

- Strong partnership among the state, private sector, higher education and communities
- Realistic strategies for regional growth
- Competitive state funding aligned with regional priorities

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Governor Cuomo Announces \$709.2 Million in Economic Development Resources Awarded in the Fourth Round of the Regional Council Initiative.

Introduction

In creating ten Regional Economic Development Councils in 2011, Governor Andrew Cuomo established a new State government operating model for economic growth which redesigned the relationship between state government, businesses, and academia to stimulate regional economic development and create jobs.

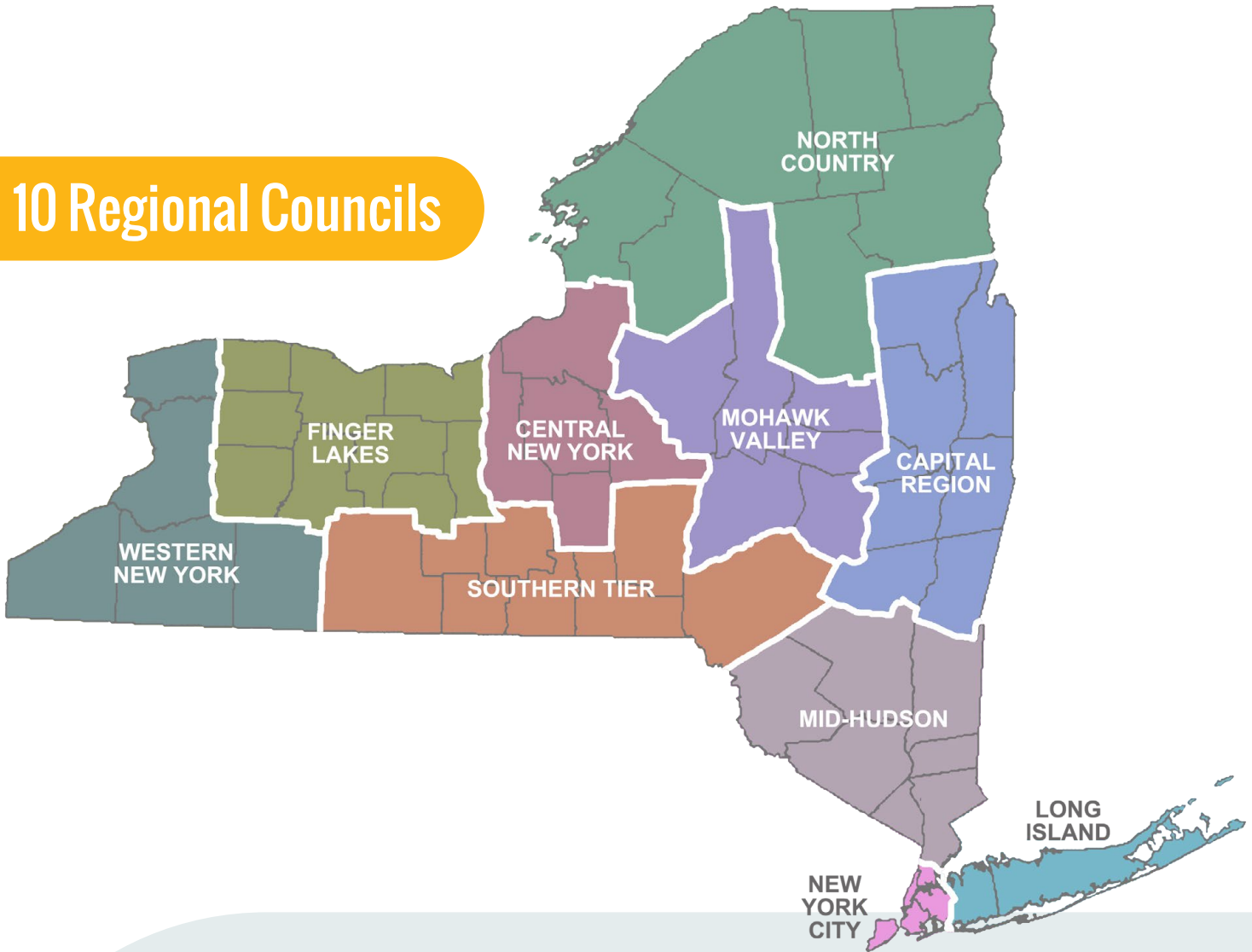
The Governor's new operating model replaced an Albany imposed top-down approach to economic development that left New York's regions isolated and without a coordinated mechanism for growth. The State's approach to economic development is now community-driven, and enriched by partnerships built between the State, private sector, and higher education.

Each region has developed comprehensive strategies for regional growth, and the State has awarded over \$2.9 billion for job creation and community development projects that will create or retain over 150,000 jobs. In 2015, each Regional Council will focus on the greatest opportunities for growth in their region by identifying key industry clusters, global exports and investment opportunities. Governor Cuomo is asking each Regional Council to consider their individual strengths and to build upon that which makes them unique.

Seven of the Regional Councils will also be competing for funding from the \$1.5 billion Upstate Revitalization Initiative, which is modeled after the success of the Buffalo Billion initiative. They will develop regional investment plans that identify existing assets, highlight widespread needs, and recommend catalytic projects that will move the needle on economic growth and improve the quality of life in Upstate New York. The competition will provide an opportunity for a range of investments that will lead to a significant increase in the number of permanent private sector jobs that pay above average wages for the region; result in the widespread increase of wealth in the region; and include significant private sector investment.

The efforts of thousands of people involved in the Regional Council initiative have set the regions on the path of sustainable economic growth. Regions will continue down this path with the assistance of the private and non-profit sectors, educational institutions, and State agency partners who will better integrate regional strategies with State issues, policies and programs, and better align State actions to regional priorities as the Regional Councils embark on their fifth year.

10 Regional Councils



- Western New York:** Allegany, Cattaraugus, Chautauqua, Erie, Niagara
- Finger Lakes:** Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, Yates
- Southern Tier:** Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, Tompkins
- Central New York:** Cayuga, Cortland, Madison, Onondaga, Oswego
- Mohawk Valley:** Fulton, Herkimer, Montgomery, Oneida, Otsego, Schoharie
- North Country:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence
- Capital Region:** Albany, Columbia, Greene, Saratoga, Schenectady, Rensselaer, Warren, Washington
- Mid-Hudson:** Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester
- New York City:** Bronx, Kings, New York, Richmond, Queens
- Long Island:** Nassau, Suffolk



Lieutenant Governor Kathy Hochul chairs all ten Regional Councils.

Regional Council Organization

Leadership

Kathy Hochul, elected Lieutenant Governor in 2014, now serves as Chair of each Regional Council. She will be working with each Regional Council to attract and retain business to create much-needed jobs, and address skills gaps to ensure that New Yorkers, particularly in distressed areas, have access to higher-paying jobs. Regional Co-Chairs, one representing the business community and one from the academic community, lead each Regional Council. Co-Chairs also lead each Regional Council's Executive Committee.

Regional Council Co-Chairs

Capital Region

James J. Barba, President & CEO, Albany Medical Center
Dr. Robert J. Jones, President, University at Albany

Central New York

Rob M. Simpson, President, CenterState CEO
Dr. Kent Syverud, Chancellor, Syracuse University

Finger Lakes

Joel Seligman, President, University of Rochester
Danny Wegman, CEO, Wegmans Food Markets

Long Island

Kevin Law, President, Long Island Association
Stuart Rabinowitz, J.D., President, Hofstra University

Mid-Hudson

Dennis J. Murray, Ph.D., President, Marist College
Leonard S. Schleifer, M.D., Ph.D., President & CEO, Regeneron Pharmaceuticals, Inc.

Mohawk Valley

Lawrence T. Gilroy III, President, Gilroy, Kernan & Gilroy, Inc.
Dr. Robert E. Geer, Acting President of the SUNY Institute of Technology

New York City

Vacant

North Country

Anthony G. Collins, Ph.D., President, Clarkson University
Garry Douglas, President, North Country Chamber of Commerce

Southern Tier

Harvey Stenger, President, Binghamton University
Tom Tranter, President & CEO, Corning Enterprises

Western New York

Satish K. Tripathi, Ph.D., President, SUNY at Buffalo
Jeff Belt, President, SolEpoxy, Inc.



Membership

Each Regional Council is made up of approximately twenty members appointed by the Governor, drawn from a broad spectrum of regional stakeholders representing private business, including small businesses; minority- and women-owned business enterprises (MWBEs); non-profit organizations; chambers of commerce and trade organizations; organized labor; higher education; community-based organizations; and the agricultural community.

Over 300 persons serve on the Regional Councils.

Work Groups

Regional Councils, which are volunteer organizations, have formed work groups, which are also comprised of volunteers, to help identify and implement the strategies. Work groups allow for greater involvement of regional stakeholders from industries, communities and other groups, and provide an additional forum for sharing ideas and information that will lead to the creation or retention of jobs, and the investment of state resources in the community.

In addition to work groups requested by the state (e.g., Veterans, Global NY, Opportunity Agenda), Regional Councils have formed work groups to advance major goals, strategies, and tasks. Over 2,300 volunteers are actively engaged implementing the development strategies through the work groups.

Code of Conduct

The Regional Councils serve in an advisory capacity to the State; and transparency and accountability are a top priority. Members all have an interest in the economic development of their region. To prevent any potential issues, a Code of Conduct has been established to ensure no conflict interferes with any member acting in the best interest of New Yorkers. The Code of Conduct can be found at the end of this document.

2014 Competition



Strategic Implementation Assessment Team

Cesar Perales

NYS Secretary of State

Jerry Boone

*Commissioner and President,
NYS Civil Service Commission*

RoAnn Destito,

*Commissioner, NYS Office of
General Services*

Matthew Driscoll

*President and CEO, NYS
Environmental Facilities
Corporation*

Thomas Mattox

*Commissioner, NYS Dept. of
Taxation and Finance*

Christyne Nicholas

*Chair, New York State Tourism
Advisory Council*

Colonel Eric J. Hesse

*Director, NYS Division of
Veteran's Affairs*

Patrick Kirwan

*Director of the Trade
Promotion Coordinating
Committee, International Trade
Administration*

2014 Competition

Regional Strategic Planning Process

In September of last year, each Regional Council came to Albany to present their progress. Their oral presentations complemented and built upon regional progress reports and plan updates submitted by the Regional Councils in August.

With the shift to a bottom-up planning process, the State has turned to the Regional Councils to implement many State and local priorities. In year four (2014), Regional Councils were asked to address three new State priorities: global marketing and export strategies; veterans' participation in the workforce; and support of NY Rising Community Reconstruction Plan projects. The Regional Councils were also asked to refine their Opportunity Agendas.

The Strategic Implementation Assessment Team (SIAT), led by NY Secretary of State Cesar Perales, evaluated all ten regions based on three areas:

- 1) Implementation of regional strategic economic development plans, including how the regions addressed 2014 priorities;
- 2) Performance in encouraging economic growth through job creation and investment; and
- 3) Identification of global marketing and export strategies.

The regions competed in two groups. One group consisted of the five regions identified as Top Performers in 2013. They competed for two awards of \$25 million each, and consisted of the following regions: Capital Region, Long Island, Mohawk Valley, North Country, and Southern Tier.

The second group consisted of the five regions that did not receive top awards in 2013. They competed for three awards of \$25 million each, and consisted of the following regions: Central NY, Finger Lakes, Mid-Hudson, New York City, and Western NY.

Each council presented bold ideas for how to create jobs and new opportunities in their communities, and I am proud to work with all of them to continue moving New York forward.

Governor Andrew Cuomo



2014 Awards

The Strategic Implementation Assessment Team identified five regions to receive the highest awards in 2014: Central NY, Finger Lakes, Long Island, Mid-Hudson, and the Southern Tier. This was a difficult task, as regions shined in different areas, with some excelling in the development of global marketing and export strategies and others excelling in different priority areas. All regions continued to build upon their previous successes, adjusting their strategies as needed and identifying projects that will help advance their vision.

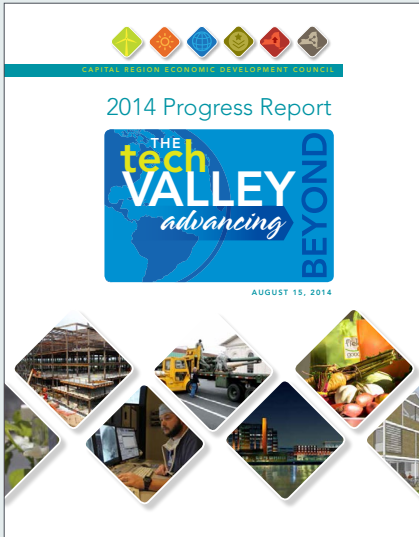
The selected regions, however, edged out the others and will receive up to \$25 million in capital funds and up to \$10 million in Excelsior Tax Credits.

In addition to projects funded through the awards process, other regional priorities were funded through agency programs included in the Consolidated Funding Application (CFA). A combined \$709.2 million in grants and other assistance was announced at the December REDC awards ceremony.

REGION	PROJECTS	AMOUNT
Capital Region	93	\$60.0 Million
Central NY	85	\$80.2 Million
Finger Lakes	100	\$80.7 Million
Long Island	97	\$81.9 Million
Mid-Hudson	118	\$82.8 Million
Mohawk Valley	59	\$59.6 Million
New York City	71	\$61.2 Million
North Country	69	\$63.4 Million
Southern Tier	91	\$80.8 Million
Western NY	69	\$58.6 Million
TOTAL	852	\$709.2 Million

Capital Region

2014 PROGRESS HIGHLIGHTS



The Capital Region Economic Development Council (CRREDC) sought to secure market share for existing companies and to target industries that have national and international potential; prepare for the future through investments in projects to enhance security, improve weather forecasting; build an infrastructure for new businesses in defense, paper, emerging high-tech fields and others; and open up opportunities for students, veterans and others eager to contribute to the economic well-being of the Capital Region. The CRREDC collaborated with local industry stakeholders to implement the region’s sustainability plan, creating a ripple effect that produces a stream of consistent, effective projects, dubbed “Sustainability Squared.” The region’s global strategies are to attract foreign direct investment (FDI) and increase exports, particularly service exports such as the arts, culture, tourism, and higher education.

Highlights of projects awarded funding in 2014 include:

- The Troy Farmer’s Market Project. Phase I will include the construction of a mixed use facility on the site of the former Troy City Hall, combined with a farmer’s market. The overall project will result in a 180,000 square-foot mixed-use facility in Downtown Troy featuring 100 residential units, 40,000 square-feet of retail space, a 100 space underground parking garage, and a public plaza.
- The Schenectady Metroplex Authority’s Robinson Block Transformation. This project will leverage public and private investments of over \$18 million to revitalize three blighted city blocks in downtown Schenectady. The redevelopment will include 105 apartments and 9,900 square-feet of restaurant/retail space. The project will bring desirable market-rate housing for young professionals attracted by long standing employers such as General Electric, and new businesses such as Transfinder and Quirky.
- Modernization of the Finch Paper LLC’s Glens Falls mill. This modernization project will strengthen the mill’s competitive position and help sustain more than 600 existing jobs by reducing Finch Paper’s overall cost structure without negatively impacting employment. The key areas for modernization include the wood processing operation, the pulp mill facility and the No. 4 paper machine.



Central NY

2014 PROGRESS HIGHLIGHTS



The Central New York Regional Economic Development Council (CNYREDC) provided a forum for stronger partnerships, growth-oriented investments, and incubation of new initiatives to bolster economic growth in Central New York. In 2014, CNYREDC joined forces with the Mohawk Valley Regional Economic Development Council to develop a joint Global NY Plan, with emphasis on manufacturers of building systems that heat and cool buildings, refrigerate produce, and control manufacturing processes. They worked with MVREDC, private industry, and academic institutions to move the Northeast UAS Airspace Integration Research Alliance (NUAIR) forward, establishing the Regions' place in the burgeoning field of unmanned aircraft. CNYREDC continued to push workforce alignment and training to the forefront of community discussions, through programs like Salt Works, Work Train, and Say Yes to Education Syracuse, and the efforts of the Next Generation Job Linkage Work Group.

Round IV project highlights include:

- Transformation and reopening of the previously closed Hotel Syracuse as the Onondaga County Convention Center Headquarters Hotel will result in 261 guest rooms, three main ballrooms, a restaurant, lounge, lobby, and back of house areas. It is projected to generate 261 jobs and related economic activity.
- The Smart Regrowth Sustainable Corners Project will accelerate revitalization in the Near Westside neighborhood in Syracuse. As envisioned in the LEED for Neighborhood Development Plan, the project will implement changes in land use that will convert an underutilized parking lot, a vacant building, and multiple vacant parcels on three corners of an intersection into a mixed-use development.

Scale Model of Center for Art and Culture - Photo by Andrew Daddio



- The Colgate University Center for Art and Culture will relocate Picker Art Gallery and the Longyear Museum of Anthropology to a newly constructed 25,880 square foot Center for Art and Culture in the heart of Hamilton, strengthening the synergy between the University and the local community. Both existing venues are located on campus in outdated facilities with little public exposure, and neither is easily accessible.

Finger Lakes

2014 PROGRESS HIGHLIGHTS



The Finger Lakes Regional Economic Development Council (FLREDC) continued its focus on revitalizing the Eastman Business Park, and has identified new priority projects that will foster innovation and technology commercialization, strengthen communities and key industrial sites, address key infrastructural barriers to growth, enhance workforce development, and expand access to foreign markets and capital. The region has identified middle skills positions as key for future economic growth, and is advancing efforts to address this. It has also extended its Opportunity Agenda to include a larger area of the City of Rochester, proposing new programs to target at-risk students and prepare them for academic success and job opportunities, and projects that provide both jobs and healthy food choices to underserved communities.

Highlights of 2014 projects awarded funding include:

- The Finger Lakes Business Accelerator Cooperative at High Tech Rochester, Inc. This project will significantly increase company and job creation through entrepreneurship and innovation, and establish the Finger Lakes region as a nationally known entrepreneurship, innovation, and commercialization leader. The project will create an online Entrepreneur Resource Center; establish a region-wide video conferencing system to better connect entrepreneurs across the region with available programs and services; and create a business accelerator “Hub” facility within the City of Rochester.
- Sibley Tower Redevelopment. A comprehensive renovation strategy for the 1.1 million square foot historic department store in downtown Rochester, this project will create 94 units of low-income housing, 92 units of market-rate housing, a new Lifespan Senior Center, 57,000 square feet of Class A office space, 10,000 square feet of retail space, 10 retail pushcarts, an urban farmers market, and 200 underground parking spaces.
- RIT’s MAGIC Laboratory. This construction of a hub will drive activity from RIT’s academic programs to commercial viability in the areas of computer gaming, film and animation, illustration, graphic design and imaging science.

Our story is a simple one: We’re a region in transformation, and we’re beginning to pick up speed.

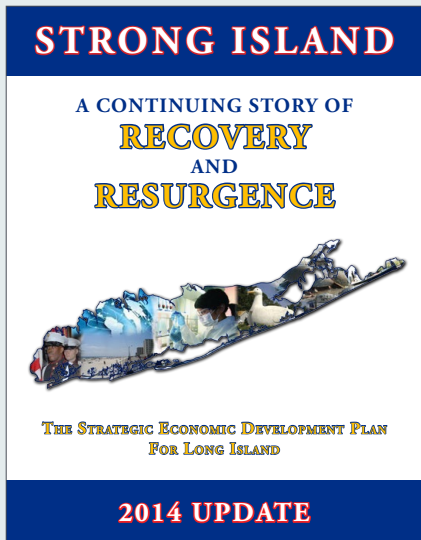
Joel Seligman, FLREDC Co-Chair
(Elmira Star Gazette, 9/16/14)

Rendering of the Sibley Building Redevelopment



Long Island

2014 PROGRESS HIGHLIGHTS



The Long Island Regional Economic Development Council (LIREDC) maintained its focus on key initiatives, including creating a cohesive education and workforce training strategy through partnerships among a range of stakeholders - businesses, trade groups, labor, government agencies, educational institutions, and parents; and developing innovation and industry clusters in transformative locations across the region - including downtowns, brownfields, and university research and medical centers. In addition to reinvigorating Long Island’s manufacturing sector through a shift to technology products, the region is producing a new generation of sustainable, well-paying jobs in the legacy sectors of agriculture, aquaculture, fisheries and tourism. Its poorest neighborhoods are being revitalized by targeting the region’s collective resources on new community-driven initiatives that can create jobs, homes, and businesses. The Wyandanch Rising project embodies that community centered work.

Highlights of projects awarded funding in 2014 include:

- The Wyandanch Rising Station Drive Project, which includes construction of an approximately 95,000 square-foot commercial building to be located immediately adjacent to the Long Island Rail Road Wyandanch Station building. This project is expected to increase employment opportunities in the greater Wyandanch community.
- Renovations to Hofstra University’s Gittleson Hall will create a STEM Learning Center to address the shortage of qualified STEM workers and the gap between the skills of many of Long Island’s college graduates and those skills required for jobs in STEM and sustainability fields.
- The Nursing Innovation Lab and Training Center, which will be located in Adelphi University’s state-of-the-art Nexus Building. It will be outfitted with cutting-edge digital learning devices, alternative and home care settings, and health-event simulators. Adelphi plans to partner with regional healthcare providers to offer ongoing continuing education to their workforce to ensure regional nurses remain well trained to meet the changing nature of healthcare.

Adelphi University Nexus Center



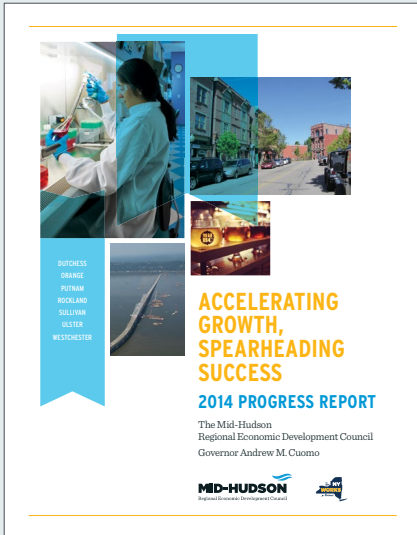
Mid-Hudson

2014 PROGRESS HIGHLIGHTS

The Mid-Hudson Regional Economic Development Council (MHREDC) excelled in identifying projects that will help the region attain its economic vision, and persuaded priority project sponsors to provide paid internships as a way of boosting training opportunities. MHREDC performance metrics showed strong performance of mature industries such as advanced manufacturing, food and beverage, and destination tourism. Regional strategies were fine-tuned with increased emphasis on university/public/private partnerships.

Highlights of 2014 projects awarded funding include:

- Enhancement, consolidation, and expansion of Jawonio Inc.'s main campus in New City (Rockland County). Jawonio is the preeminent provider of services for the disabled and people with special needs in the lower Hudson Valley. The \$24 million project includes construction of 97,000 square feet of state-of-the-art space and a significant investment in IT infrastructure to better position the planned expansion of its employment services division.
- Expansion of the USAI facility to include: new technology; testing; training and welcome centers; modernized office space; specialized testing equipment for increased research and development capability; a prototype machine shop; exterior modernization; and an ergonomically redesigned factory and product testing area.
- Development of a site in Haverstraw for a new LEGOLAND theme park resort, including a theme park initially, followed by a water park and hotel. LEGOLAND parks typically spur additional economic development in the area, including an increased need for lodging and retail space, and boost employment. The Merlin Entertainment Group projects up to 2 million visits annually, including 1.3 million tourists to the Hudson Valley.

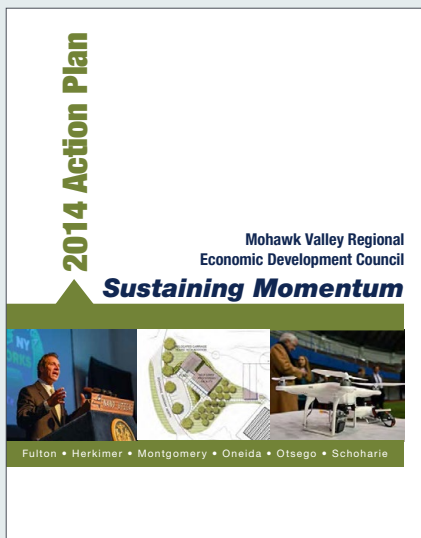


Plans for a proposed LEGOLAND hotel and water park



Mohawk Valley

2014 PROGRESS HIGHLIGHTS



People have to understand there's a future for them here. They have to be excited about that and they have to say "why would I go anywhere else when I have opportunities right here?"

**Robert Geer, MVREDC Co-Chair
(WNTV Utica, 9/16/14)**

The Mohawk Valley Regional Economic Development Council (MVREDC), maintained its focus on attracting high technology jobs; revitalizing its downtown and waterfronts; growing agriculture and agribusinesses; and expanding tourism. Substantial emphasis was placed on workforce development and training, prioritizing the following sectors: STEM, high technology, agri-business, downtown development, tourism and waterfronts. Global marketing and export strategies built upon those developed through the Brookings Institution's Metropolitan Export Initiative in collaboration with the CNYREDC. Project ideas were generated from five NY Rising Communities, as well as a Regional Summit that brought together leaders and stakeholders across the six county region.

2014 project highlights include:

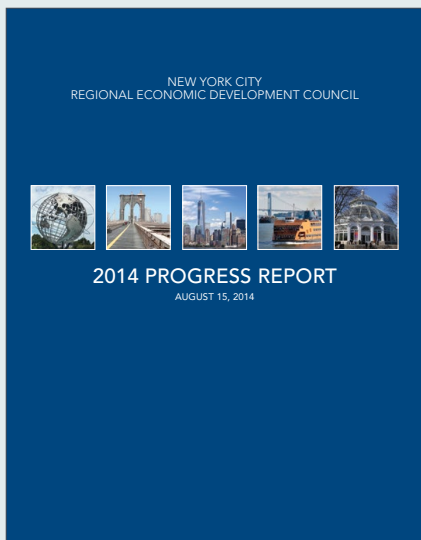
- The Northeast UAS Airspace Integration Research Alliance (NUAIR) will install surveillance and radar at the FAA-designated Griffiss International Airport test range and to the north in the Lowville area. This will allow for high accuracy data collection and advance testing capability of the Griffiss Test Range, giving NUAIR the potential to lead development of a Detect and Avoid system for safe UAS operations in national airspace.
- Planned site improvements at the Marcy Nano Center at the SUNY Polytechnic Institute that will support full build-out for a three-fab semiconductor manufacturing campus that can support 8.25 million square-feet of advanced manufacturing and related facilities.
- An award to the City of Utica for Harbor Marina Infrastructure Improvements. The City will advance the Utica Harbor Master Plan through design of bulkhead, infrastructure, and site improvements; construction of infrastructure improvements; and implementation of a developer selection program. Utica Harbor is a historical landmark along the Erie Canal that is envisioned as a future commercial, retail, mixed use, and entertainment venue.

Utica Harbor



New York City

2014 PROGRESS HIGHLIGHTS



In 2014, the New York City Regional Economic Development Council (NYCREDC) focused on design and implementation of public-private and interregional partnerships in order to accelerate economic growth and job creation in the City and State and to extend the benefits of growth to the most economically distressed individuals and communities. During a year of transition in the City's government, the NYCREDC worked to ensure that the new Mayor's economic development team stayed informed about the REDC's strategic plan and the implementation of regional priority projects. Working with employers and developers, the NYCREDC encouraged state-assisted projects to maximize opportunities for local hiring and training initiatives. In a collaborative effort, the NYCREDC worked with the Long Island and the Mid-Hudson regions to create a Metro Export plan and begin developing a network to share information and resources among the different regions.

Highlights of projects awarded economic development funding in 2014 include:

- The Urban League Empowerment Center, LLC will redevelop a site as a mixed-use development that will include retail and office space, community facility space, conference center space, 114 units of residential housing and approximately 225 parking spaces. The National Urban League will relocate its national headquarters to the new office space and develop a civil rights museum, an Entrepreneurship and Conference Center, and establish the Urban Empowerment Fund to support minority entrepreneurs.

Rendering of a Proposed NYC Wheel



- The Brooklyn Brewery plans to construct a state-of-the-art brewery on Staten Island. The \$70 million project will enable the brewery to maintain a rapid growth trajectory, particularly as an international exporter, and as capacity ramps up, the company anticipates creating at least 140 new jobs.
- New York Wheel LLC is developing a 625-foot observation wheel on northern Staten Island. The 38-minute, 36-capsule ride will offer views of the Statue of Liberty, the NYC Skyline, the Verrazano Bridge as well as further points. The wheel is expected to welcome as many as 30,000 riders per day during peak season and an estimated 4.5 million visitors per year. In addition to the Wheel, the sponsor will construct new retail centers and hotels projected to create over 1,700 permanent jobs.

North Country

2014 PROGRESS HIGHLIGHTS

WITHOUT BOUNDARIES

NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL PROGRESS REPORT 2013-14 & PLANS FOR 2015

One funded project will result in an Adirondack Park-wide community-based trails and lodging system

The North Country Regional Economic Development Council (NCREDC) seeks to receive global recognition of the region as a special place to visit, live, work and study. Its global marketing and export strategies are comprehensive and build upon the strengths and characteristics of the region, including: bi-national partnerships, aerospace, border crossings, transportation, international tourism, agriculture, and international sports. The Cleaner Greener Communities program continued to be a central component of the NCREDC's strategic plan, with sustainability plan goals built into priority project and Consolidated Funding Application (CFA) scoring criteria. The NCREDC continued to successfully engage with other regions in advancing recreation and tourism, broadband, defense, and international business strategies. Its progress and prioritization of work with sister regions was reflective of its ability to tap in to the potential of the North Country, despite its immense geography and sparse population.

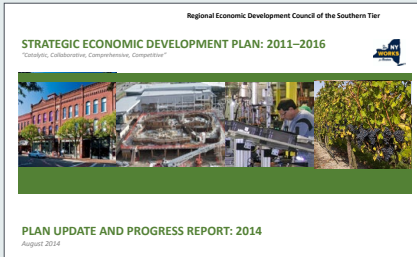
Highlights of 2014 projects awarded funding include:

- A \$5 million North Country redevelopment fund will be administered by the Development Authority of the North Country to assist in transformational redevelopment, rehabilitation, revitalization, blight clean up, and infrastructure projects in the North Country Region.
- The Regional Arts and Interactive Learning (RAIL) Revitalization Project will create a mixed-use center of creativity with graduate and market-rate housing, office space, and non-profit partners. Framed around two revitalized historic buildings in Potsdam, RAIL will include STEAM K-12 learning spaces, art gallery/studios, a virtual learning hub, artists' business incubators, quality living units and graduate student housing.
- Development of an Adirondack Park-wide Community-Based Trails and Lodging System plan including: mapping of trails and related lodging facilities in use throughout the park, identification of new opportunities to form interconnected trails and lodging opportunities; and construction of small community-based recreation infrastructure projects.



Southern Tier

2014 PROGRESS HIGHLIGHTS



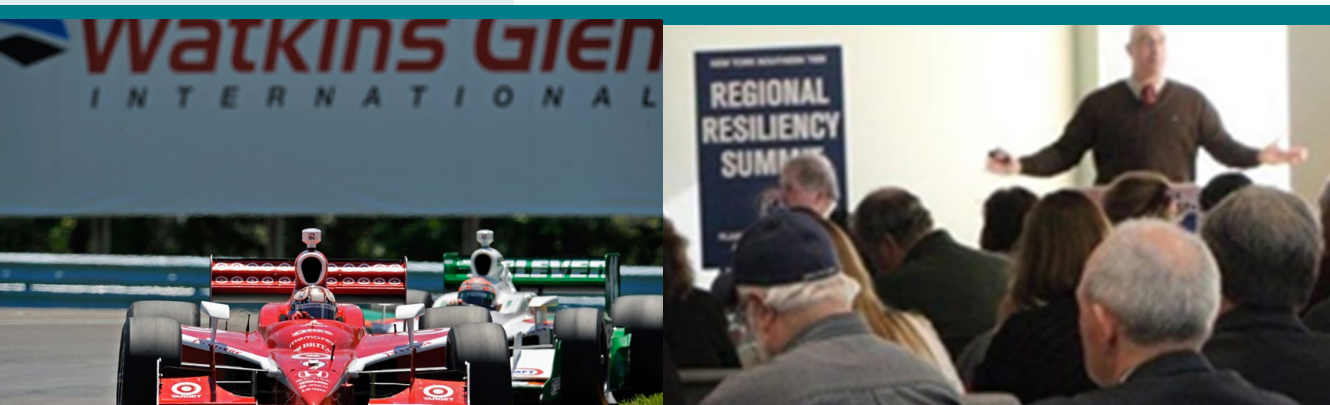
The Southern Tier Regional Economic Development Council (STREDC) continued its commitment to a strategic plan that is “Catalytic, Collaborative, Comprehensive and Competitive.” This collaborative spirit was reflected in the Regional Council’s support for plans and projects developed under the NY Rising Community Reconstruction Program, and the participation of local governments and others in a Regional Resiliency Summit. The global marketing and export strategy for the region was extensive, identifying existing regional exporters, barriers to exporting, and opportunities for expanded exporting. One identified approach is to capitalize on the region’s location between two major international visitor destinations (New York City and Niagara Falls), and to improve its competitiveness in hosting global racing events by addressing critical safety issues at the Watkins Glen International racing facility.

Highlights of projects awarded economic development funding in 2014 include:

- A unique collaboration of telecommunications providers, including a not-for-profit electric cooperative and two economic development agencies, will work together to extend broadband availability to the un-served residents and businesses located in the rural Delaware County region of New York State. Two hundred and thirteen miles of fiber-to-the-home (FTTH) facilities will be extended, encompassing more than 1,800 un-served residents in eight municipalities.
- Watkins Glen International will undertake a necessary and complete racetrack re-paving project to address critical safety deficiencies, including removing and replacing the existing track, portions of the aprons/runoffs, and pit road pavement.
- Preparation of the former Corning Hospital site in the City of Corning will create a shovel-ready site for implementation of a redevelopment plan. This phase will include necessary site assessment, abatement, demolition, and remediation activities to create a site attractive for future mixed-use redevelopment.

Watkins Glen International Racetrack will be modernized.

Nearly 150 people attended a Regional Resiliency Summit



Western NY

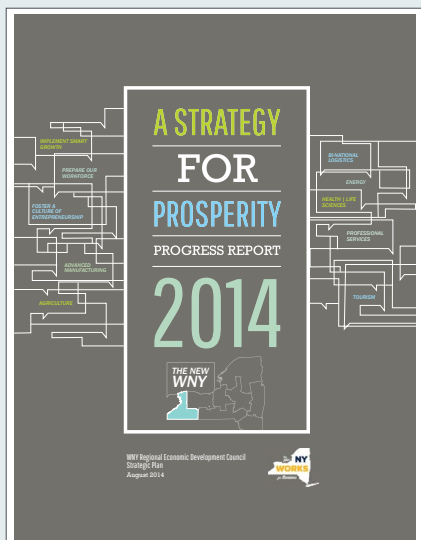
2014 PROGRESS HIGHLIGHTS

The Western NY Regional Economic Development Council (WNYREDC) continued to embrace its three core strategies of workforce enhancement, entrepreneurship and smart growth to provide a regional foundation through which its seven strategic industries can grow and prosper. The Regional Council developed meaningful performance metrics to allow for assessments of the Regions' social and economic progress and provide guidance for amendments, where needed in their strategies and initiatives. The Region's commitment to workforce enhancement was evidenced by the number of education based priority projects that have been advanced by the WNYREDC. It used a three-prong approach to meeting the educational and workforce needs of the region's veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers.

2014 project highlights include:

- Erie County will purchase approximately 180 acres of brownfield property on the former Bethlehem Steel site and prepare the industrial zoned land to become shovel ready property. The site will include new public roads, sidewalks, street lighting, and sewer lines that will be available to new companies locating on the property.
- People United for Sustainable Housing (PUSH) will strengthen its community-driven, nationally recognized sustainability district on Buffalo's West Side as part of the Buffalo Sustainability Community Initiative. The project will include renewable energy projects on three site, and build on a program to generate 250 solar photovoltaic installations in low-to-moderate income communities across Western New York.
- Renovation of two buildings and construction of a new structure for the National Comedy Center. The project will enable the Center to draw over 120,000 visitors each year to Jamestown and generate more

than \$26 million annually in local economic activity, sparking further economic development and helping to improve the economic environment in the region.



We've been able to invest in the future, and the future is an interesting word in Western NY, because it's a community that has typically been more comfortable to look backward than to look forward... For us in Western NY now, we look forward optimistically and enthusiastically.

Howard Zemsky, former Co-Chair of the Western NY Regional Council

National Comedy Center Rendering



Regional Council

PRIORITIES IN 2015

Each Regional Council is guided by its five-year regional strategic economic development plan. Initially adopted in 2011, the plans have been updated in subsequent years to reflect changing challenges and opportunities, as well state priorities, such as the development of an Opportunity Agenda to revitalize distressed communities and the creation of global marketing and export strategies.

Regions have become adept at identifying projects that will help achieve their regional vision and feed the project pipeline. Regional Councils are encouraged to continue developing their approaches, taking best practices from other regions as Western NY did from the Finger Lakes in 2014, and finding new ways to engage underrepresented areas and businesses types to implement their regional strategies.

In 2015, the Regional Councils are asked to focus on initiatives that will drive implementation of their regional strategic plans, and to 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.

Regional Councils should continue their involvement and provide updates on several ongoing initiatives:

- Identifying projects that will implement the regional Opportunity Agenda.
- Selecting an existing business incubator for additional funding.
- Implementing the Cleaner, Greener Communities regional sustainability plans.
- Promoting veterans' participation in the workforce.
- Supporting NY Rising Community Reconstruction Plan projects.
- Collaborating with universities on SUNY 2020 and CUNY 2020 plans.
- Engaging local governments in the Regional Council process.

Develop Regional Economic Cluster Plans

Since their inception in 2011, the Regional Councils have focused on job creation and economic growth strategies in key industries that are competitive or emerging in their regions, building on unique strengths and assets and addressing areas of opportunity. This year, that focus will be enhanced so that more resources are directed to industry clusters offering the greatest potential for long-term growth in each of the ten REDC regions.

In 2015, the Regional Councils are asked to identify an established or emerging industry cluster and to create or modify a work group that will develop a regional economic cluster action plan to be included in the Progress Report. The work group should also begin implementing the action plan.

Each Regional Council should define their cluster by listing component industry groups and describing which attributes qualify them as a cluster (for example, shared markets, shared knowledge, shared technologies, etc.).

Examples of New York State Industry Clusters	
<ul style="list-style-type: none"> · Advanced Manufacturing · Communications, Software & Media Services · Fashion, Apparel & Textiles · Front Office & Producer Services · Industrial Machinery & Services · Information Technology Services · Materials Processing · Transportation Equipment 	<ul style="list-style-type: none"> · Biomedical · Distribution · Electronics & Imaging · Financial Services · Food Processing · Forest Products · Travel & Tourism · Energy

It is recommended that regional cluster action plans include five key elements to advance the identified cluster:

- Growth of existing or emerging companies and related assets (e.g., building out regional supply chains);
- Attraction of out-of-state companies and related assets (e.g., linkage to the Regional Council’s Global NY and START-UP NY strategies);
- Strengthening of key enablers for cluster growth (e.g., human capital, innovation and commercialization, infrastructure, or local governance);
- Alignment and partnering with New York State assets in the region; and
- Overall coordination of efforts through meetings, competitions and other activities and events.

Successful plans will draw connections between assets and a region's prioritized cluster and include strategies for leveraging them. Applicants to Round V of the Consolidated Funding Application will be encouraged to link project proposals to their region's cluster action plan.

Implement Regional Global NY Plans

Governor Cuomo launched Global NY in 2014 to enhance the international competitiveness of New York businesses and to attract international investment in New York State. Regional Councils responded with global marketing and export strategies designed to better position their regions for global competition. In October 2014, Governor Cuomo held the Global NY Summit on World Trade and Investment to connect regional business leaders and facilitate discussions among the Regional Councils on successful international growth strategies.

Global exporting involves businesses of all sizes and from all areas in New York State. According to the U.S. Department of Commerce's International Trade Administration, small and medium-sized firms (fewer than 500 employees) generated nearly 60 percent of the state's total exports of merchandise in 2012.



Regional Councils are asked to identify CFA projects and activities that will implement regional strategies aimed at increasing participation by regional businesses in the global marketplace and to solicit foreign direct investment. For example:

- The Regional Economic Development Councils from New York City, Long Island, and the Mid-Hudson Valley should advance the Inter-Region Export Pipeline discussed in their Global NY plans. The Pipeline would be a virtual network for sharing information and resources between regions, aimed at maximizing investment and job creation in the tradable goods sector.
- The North Country and Capital Region Regional Economic Development Councils should explore opportunities for sharing and cooperation with the new EB-5 Regional Center in the Capital Region, as well as joint outreach to Canadian businesses.
- The Finger Lakes and Western New York Regional Economic Development Councils should coordinate support for advanced manufacturers and other shared interests, as suggested in their 2014 progress reports.
- The Southern Tier Regional Economic Development Council should collaborate with Central NY and the Finger Lakes Regional Economic Development Councils on specific areas of export strength.
- The Mohawk Valley and Central NY Regional Economic Development Councils, working through the CNY International Business Alliance, should strengthen and expand the global engagement support ecosystem.

Implement Strategic Plans

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan. The result was ten plans that considered the specific resources, needs, and goals of each region. In their plans, Regional Councils identified strategies to help achieve their vision and projects that would stimulate economic investment and growth. Each year the Regional Councils update those plans to address new state and regional priorities, changing regional conditions, and emerging opportunities.

This year, Regional Councils are asked to return to their plans, and consider what additional actions they can take to implement them. For example:

- Are there strategy areas that could be implemented if potential applicants were identified and encouraged to participate in the CFA?
- Have alternative sources of State or federal funds been investigated to implement strategies?
- Has the region pursued implementation actions that don't require outside funding?
- Are there people or organizations that can be brought into regional partnerships to advance the strategic plan?
- Can the Regional Council partner with other regions to implement shared strategies?
- Has the Regional Council effectively used the State Agency Resource Team to identify resources and advance project ideas?

The effect of this internal review should be the identification of new and innovative efforts to implement a region's strategic plan, as reflected in the region's 2015-2016 implementation agenda and project endorsements.

Keep the Project Pipeline Flowing

In 2015, each Regional Council should proactively seek priority projects to compete for capital funds and Excelsior tax credits, and encourage applicants whose projects would help implement the region's strategic plan to apply for funding from other State programs. Many Regional Councils have developed effective methods for connecting with potential applicants. For example:

- The North Country Regional Council (NCREDC) encourages any organization with a proposed project that can positively impact the North Country economy to apply for NYS funding, and seeks out projects that align with its vision. The NCREDC developed a "Priority Project Nomination Form" for project sponsors to complete in order to be considered for priority status. The NCREDC also encourages potential applicants to contact them about projects and initiatives in various stages of development that can help implement the region's strategic plan.
- The Capital Region Regional Council (CRREDC) developed a project worksheet to facilitate the identification, solicitation and development of projects that met the goals of the CRREDC's strategic plan. The online priority project worksheet allows applicants to outline their projects and the projects' significance to the regional economy. The submitted worksheets are intended to aid the CRREDC with identifying projects that don't neatly fit the CFA guidelines or timelines, but do address regional priorities.
- The Finger Lakes REDC established a letter of intent process with the assistance of the Western NY REDC, which uses a similar process. It involves a call for brief letters of interest from applicants interested in submitting a project for CFA funding. The purpose is to identify high quality CFAs earlier in the year and to offer technical assistance to applicants before the CFA deadline. The online submission form includes a question about how the project would advance the goals and strategies of the FLREDC, and provides a list of strategies from which to choose.

Priority project forms are a best practice that all Regional Councils will be using in 2015 as part of their priority project identification and vetting process. A "Priority Project Request Form" will be available on Regional Council websites. To identify new projects or the next phase of projects to implement regional plans, Regional Councils could also:

- Hold public forums and workshops to increase awareness of regional priorities and associated funding opportunities.

- Arrange one-on-one meetings with municipal leaders, Council members, and Empire State Development staff.
- Discuss the feasibility of projects with local government coalitions.
- Empower work groups to solicit projects that align with specific Regional Council strategies.
- Track regional business activities to identify projects viable and ready for inclusion in the region's pipeline.
- Reach out to county-based economic development leaders.

All priority project applicants must complete the online Consolidated Funding Application. The priority project request form is voluntary and is not a substitute for a CFA. Applicants seeking state resources must submit a CFA in order to be considered for funding.

Address Regional Workforce Development Needs

Regional Councils will be identifying key industry sectors that are competitive or emerging in their regions, which will strengthen the need for sector-based workforce planning. Regional sector-based workforce planning better serves businesses and job seekers, and improves regional and statewide economic competitiveness. This approach relies on partnerships among business intermediaries, government, educational institutions, training providers, economic developers, and labor and community organizations to identify and solve the workforce needs of businesses in key regional sectors.

Regional Councils are asked to participate and support such partnerships. For example, the Next Generation NY Job Linkage program builds regional partnerships with community colleges, businesses, and Regional Councils to identify the skills community college students need to compete for unfilled and high-demand jobs. That partnership is expanding this year to engage large regional businesses, industry associations, Career and Technical Educational High Schools (CTEs) and four-year public higher education institutions.

The Finger Lakes region has been successful in developing an effective workforce linkage program. The Multiple Pathways to Middle Skills Initiative - a partnership among higher education, public schools, workforce investment boards, trade associations, and employers - is designing ways to prepare the workforce to fill approximately 26,000 difficult-to-fill middle skills positions in the region.

The New York State Workforce Investment Board (SWIB) monitors Regional Council priorities and assists regional workforce planning efforts. The SWIB guides state policy governing approximately \$350 million in federal workforce

program funding, and coordinates workforce efforts across government programs to provide a broad unified effort oriented around sector-based workforce strategies. The SWIB also measures the workforce impact of economic development efforts, and provides labor market information on regional workforce strengths to advance the goals of sector partnerships.

Several business members on the SWIB also serve as members of Regional Councils, enhancing the value of the region's workforce development planning. In addition, the SWIB is engaging Local Workforce Investment Boards (LWIBs) in each region to help coordinate and leverage LWIB business membership and the New York State Career Center System to address the region's workforce needs. LWIBs are also completing regional workforce plans.

Measure Performance

Performance monitoring helps keep a plan alive, and emphasizes that creating the plan was not simply an academic exercise or a means to funding. It demonstrates that the Regional Council is serious about the plan they created and is seeking to implement it. It can also identify where minor adjustments or larger course corrections are needed to keep a plan on track. Measuring progress also reveals successes that can be celebrated to build momentum and reward perseverance.

The State will be providing each Regional Council with data reflective of general economic and quality of life indicators and changes which have occurred over recent years. The State will also provide cluster-related data to assist Regional Councils in the identification of key economic clusters, and will have regional labor market information available for use in developing workforce development strategies. Regional Councils will also have access to the status of their respective CFA projects.

In 2015, Regional Councils are asked to use data identified by both the region and state to help form their strategies. Each Regional Council should review its current performance measures to determine if they are useful in identifying progress, weaknesses that need to be addressed, and whether specific strategies are being implemented. Where gaps exist, Regional Councils are asked to identify and report on indicators that more specifically track key regional strategies or regionally-significant issues. Examples of this approach, taken from 2014 press reports, include:

- The Mid-Hudson Regional Council organizes metrics into three clusters: a dashboard of general economic and quality of life indicators for the region's economy with a comparison to state performance; indicators that examine the region's economic performance through the lens of the Council's four core strategies; and brief highlights of key past initiatives.

- The Western New York Regional Council has metrics for all three of their core strategies and their seven strategic industry sectors, comparing all to New York State as a whole, and providing valuable benchmarks.
- The three-tier system adopted by the North Country Regional Council, which articulates the progress of the North Country's economy, provides state and partnering agency data, along with measures for all priority projects and CFA awards. The three-tier system provides a clear breakdown across several categories (job creation, retention, investments, community revitalization, etc.), considering all regional visions and corresponding strategies.

Ongoing Initiatives

Regional Councils should continue to address other State and regional strategies, in particular the following ongoing initiatives:

• Regional Opportunity Agendas

Each Regional Council developed an Opportunity Agenda to ensure their most distressed and disadvantaged communities were being included in the region's economic revitalization. Regional Councils should continue to implement strategies that will achieve the goals of their Opportunity Agendas, and identify projects for funding through the CFA that will address the needs of the chronically distressed communities in the region.

• NYS Incubator Program

The State is providing additional funding to expand and improve the services provided by up to ten existing not-for-profit **business incubators** in order for the incubators to focus on one or more industry vertical markets. The vertical markets may include, but are not limited to textiles, fashion, food/beverage, biotechnology, manufacturing, info-based technology, nanotechnology, and energy. Applicants are encouraged to partner with a regional NYS Innovation Hot Spot. Regional Councils are asked to endorse the best proposal in their region.

• Cleaner, Greener Communities Program Implementation

Each Regional Council adopted a **Cleaner, Greener Communities Sustainability Plan** in 2013. Regional Councils should continue to encourage projects that will help implement these plans in order to reduce greenhouse-gas emissions; create more resilient, sustainable communities; and position New York State for a cleaner, brighter future.

• Veterans' Participation in the Workforce

In 2014, the Governor asked the Regional Councils to identify ways that the skills and leadership abilities of Veterans can be harnessed to continue to improve New York's economy. REDCs are asked to continue efforts this year to promote increased participation by Veterans in the CFA; encourage other CFA applicants to include workforce goals related to Veteran's employment; and to support other efforts to increase participation of Veterans in the workforce.

• **NY Rising Community Reconstruction Plan Projects**

Communities participating in the New York Rising Community Reconstruction (NYRCR) program have prepared **locally-driven recovery plans** which identify reconstruction projects and other needed actions to allow communities to become more resilient in an era when natural risks and disasters are becoming more common. Regional Councils are encouraged to reinforce the value of NYRCR projects submitted through the CFA when those projects advance REDC priorities.

• **NYSUNY 2020 and CUNY 2020 Plans**

The **NYSUNY 2020** and **CUNY 2020** programs are making State universities incubators of academic excellence and economic growth, leveraging State capital funding to incentivize bottom-up, individualized, long-term economic development plans on campuses and surrounding communities. START-UP NY is building on this initiative through the creation of tax-free communities affiliated with public and private universities. Regional Councils should assist SUNY and CUNY campuses with developing 2020 plans that that will spur local economic development and contribute to regional revitalization.

• **Local Government Engagement**

Regional Councils should continue to involve local officials in the process of setting priorities, developing strategies, and identifying projects. Local governments are prime contributors of the critical regional infrastructure needed by business and industry; the services that contribute to the region's quality of life; the regulations that ensure business and industry can be conducted; and often the financial arrangements through which tax incentives are offered. Local government officials should also be encouraged to pursue more efficient and cost-effective ways of operating to provide a more favorable the climate for attracting and retaining businesses.

Regional Council

2015 CHECKLIST

Priorities

Regional Economic Cluster Program

- Appoint a work group or expand an existing work group to develop a strategic cluster plan
- Identify CFA-eligible and other projects that will help strengthen the region's key cluster

Global NY

- Identify projects and activities to implement the region's global strategies

Strategic Plan Implementation

- Update strategies as needed to address new opportunities or challenges
- Identify and implement actions that address strategies in regional economic development plans

Project Pipeline

- Encourage the development of CFAs that will help advance regional strategies
- Identify projects to implement the plan using non-CFA resources

Workforce Development

- Take an active role in developing workforce development partnerships
- Identify strategies to train the workforce for today and tomorrow

Performance Measures

- Identify and report on indicators that track key regional strategies or regionally-significant issues.

Ongoing Initiatives

Regional Opportunity Agenda

- Encourage applicants to develop projects that revitalize distressed communities and address barriers to employment in high-poverty areas

State Business Incubators

- Identify and endorse preferred incubator proposal

Regional Cleaner, Greener Sustainability Plans

- Continue to identify and encourage projects that will help implement the region's Cleaner, Greener Communities Sustainability plan

Veterans' Participation in the Workforce

- Promote increased participation by Veterans in the CFA
- Support efforts to increase Veteran's participation in the workforce

NY Rising

- Consider making NY Rising projects priorities in the REDC progress report

SUNY 2020/CUNY 2020 plans

- Facilitate partnerships that will result in increased academic and economic benefits
- Work with SUNY and CUNY campuses to develop and implement 2020 plans

Local Government Engagement

- Engage local government officials in the process of identifying priorities, strategies, and projects; and in improving the business climate.



State Agency

PRIORITIES IN 2015

State agencies will continue efforts to assist the Regional Councils in their work to grow New York’s economy by aligning State programs with Regional Council priorities; facilitating progress on projects; sharing expertise; and disseminating information among regions.

Strategy Alignment

Since the adoption of strategic regional economic development plans, Regional Councils have updated plans annually to identify new or more specific strategies and actions that address emerging regional and state priorities. As state agencies design and implement their own programs and action plans, they will collaborate with the Regional Councils to adapt those programs and plans to address regional plans and priorities.

Project Facilitation

State agencies will continue to work with applicants and Regional Councils to identify and address concerns which slow or halt the advance of projects – contract execution, agency review, or applications for permits. Regulatory review of Regional Council priority projects, to the extent allowed by law or regulation, will be expedited.



State Agency

Shared Expertise

Each Regional Council is served by a State Agency Resource Team (SART) led by the Department of State. Comprised of representatives of over 15 statewide agencies and agencies of regional significance, SARTS exist to help overcome obstacles to specific projects and to provide information and assistance related to state programs. SART members will continue to serve as a conduit to other personnel with needed expertise within their agency, and provide referrals to other State, federal, and not-for-profit programs.

Information Dissemination

As Regional Councils implement their strategies, state agencies will continue to watch for unique regional approaches that could be replicated in other regions. Where appropriate, the state agencies will share those approaches with other regions, and incorporate those approaches into standard agency practices and plans.

Agency Coordination

State Agency Resource Team members will work together to leverage State programs, policies, funding and other assistance to better serve the Regional Councils.

State Agency

2015 CHECKLIST

Priorities

Strategy Alignment

- Seek input from the Regional Councils on agency decision-making which may affect regional economic development priorities
- Collaborate with Regional Councils to implement strategies related to specific geographic areas or specific topics of focus

Project Facilitation

- Enhance Consolidated Funding Application opportunities
- Provide regional training about available CFA programs
- Review CFAs and submit scores
- Partner with Regional Councils and applicants to identify specific impediments to projects advancing
- Work with Regional Councils and project sponsors to eliminate specific impediments to implementing the project
- Expedite regulatory review of priority projects to the extent allowed by law or regulation

Shared Expertise

- Provide each Regional Council with general economic and quality of life indicators
- Provide assistance to Regional Councils in the development of regional cluster plans
- Respond to requests for information and assistance from Regional Councils
- Identify potential assistance available from federal and not-for-profit sources

Information Dissemination

- Identify unique regional approaches that could be replicated in other regions
- Where appropriate, incorporate regional approaches into standard agency practices and plans

Agency Coordination

- Coordinate with other State agencies to optimize funding and services to the Regional Councils

Regional Council

2015 COMPETITION

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

- As in prior years, all ten Regional Councils will be submitting a progress report to compete for ESD competitive grants and Excelsior tax credits.
- Seven regions will be submitting Revitalization Plans to compete for three Upstate Revitalization Initiative awards. Eligible regions include 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, the Revitalization Plan, and present that to the SIAT as well. The SIAT plays an integral role in determining the criteria upon which regional plans are evaluated and ultimately determines the outcome of both competitions.

Criteria used to evaluate the Progress Reports and Revitalization Plans 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

Three Regional Councils will each receive up to \$500 million in Upstate Revitalization Initiative awards to be paid out over five years at approximately \$100 million each per year, with some flexibility in disbursement. They will not be eligible for ESD Capital funds or Excelsior tax credits awarded in the fifth round of the REDC initiative. Each region must submit in their Revitalization Plan a list of initial projects they would like to have funded should they be selected a "Best Plan Awardee" of the URI competition. This list may be different than the priority project lists submitted in their Progress Report.

The remaining seven Regional Councils are eligible to receive awards as part of the fifth round of the REDC initiative, and will submit a list of priority projects for funding through ESD Capital Grants.

- The three regions identified as Top Performers will receive up to \$30 million in ESD Capital Grants, and up to \$15 million in Excelsior tax credits.
- The remaining four regions identified as Regional Awardees will receive up to \$15 million in ESD Capital Grants, and up to \$15 million in Excelsior tax credits.

Projects from all ten regions submitted through the Consolidated Funding Application will be eligible for up to \$530 million in other state agency funds.

CONSOLIDATED FUNDING APPLICATION

A fifth round of the Consolidated Funding Application (CFA) will be offered in 2015. Economic development applicants will find over twenty state programs participating in the CFA, representing a combined pool of grant money and tax credits of \$750 million.

Identifying projects with the greatest impact on advancing state and regional strategies is a critical role of the Regional Councils. Regional Council websites should be consulted for information on how applicants can get their proposals considered as REDC Priority Projects, which are projects funded, in part, through ESD Capital funds awarded as part of the REDC competition. Regional Council websites also provide information about upcoming CFA workshops where applicants can learn more about the programs included in the CFA, and eligibility standards for those programs.

The CFA will be open to applicants on **May 1, 2015 at 8:00 AM** and applications must be submitted by **4:00 PM on July 31, 2015**. Each Regional Council will use statewide endorsement standards when reviewing CFAs submitted to their region. Councils will take into account the degree to which the application helps implement the regional strategic plan and aligns with regional priorities. Regional Councils should assign each project a single score of 20, 15, 10, 5, or 0 (no fractions) based on merit; and final scores will be due on September 21, 2015.

Through their ability to score and endorse projects, Regional Councils highlight the best projects with the potential to generate the greatest economic benefits to their region.

Benchmarks	CFA Round 5 Applications
Application Opens	May 1, 2015
Applications Due	July 31, 2015
Progress Reports/Scores/ Endorsements Due	September 21, 2015
Awards Announced	Fall 2015

Available Resources for Regional Councils in 2015

Approximate resources available through the Consolidated Funding Application process:

Direct Assistance to Business and Other Organizations: up to \$234.25 million

Empire State Development

- Up to \$150 million for ESD Grant Funds
- Up to \$70 million for Excelsior Jobs Program
- Up to \$1.25 million for the NYS Business Incubator Program
- Up to \$1 million for the Strategic Planning and Feasibility Study Program
- Up to \$12 million for Market New York

Community Development: up to \$56.9 million

NYS Council on the Arts

- Up to \$5 million for Arts, Culture and Heritage Projects

Homes and Community Renewal

- Up to \$25 million for NYS Community Development Block Grant Program
- Up to \$9.7 million for New York Main Street Program

Office of Parks, Recreation and Historic Preservation

- Up to \$16 million for Environmental Protection Fund Municipal Grants
- Up to \$1.2 million for the Recreational Trails Program

Waterfront Revitalization: up to \$18 million

Department of State

- Up to \$17 million for Local Waterfront Revitalization Program

Canal Corporation

- Up to \$1 million for the Canalway Grants Program

Energy: up to \$50 million

NYS Energy Research and Development Authority

- Up to \$50 million for Energy Efficiency Programs

New York State Power Authority

- 141 MW for ReCharge New York

Environmental Improvements: up to \$51.85 million

Department of Environmental Conservation

- Up to \$2 million for NYS DEC/EFC Wastewater Infrastructure Engineering Planning Grants
- Up to \$35 million for the Water Quality Improvement Project Program

Environmental Facilities Corporation

- Up to \$14.85 million for the Green Innovation Grant Program

Available Resources for Regional Councils in 2015 *cont.*

Sustainability Planning and Implementation: up to \$34 million

NYS Energy Research and Development Authority

Up to \$30 million for Cleaner Greener Communities Phase II Implementation Grants

Department of State

Up to \$4 million for Local Government Efficiency Grants

Education/Workforce Development: up to \$5 million

Department of Labor

Up to \$5 million for Workforce Development

Low Cost Financing: Up to \$300 million

Empire State Development

Up to \$300 million for Industrial Development Bond (IDB) Cap

Total 2015 Resources \$750 million



PROGRESS REPORT

In 2015 we are seeking to standardize and streamline Regional Council Progress Reports, and to seek more quantitative information about the progress being made in each region. The type of information requested is described below, and examples have been provided from 2014 Progress Reports that illustrate the level of detail that is requested.

The new format should eliminate repetition and result in shorter, more data-rich reports that can be supplemented through oral presentations made after the reports are submitted. Sections I - IV of the Progress Reports are due **September 21, 2015**. Participating regions must submit Section V, the Revitalization Plan, by **October 5, 2015**.

The following sections should be included in the Progress Report:

I. Executive Summary

II. Progress

- A. State of the Region
- B. Status of Past Priority Projects
 - o Priority Project Progress
 - o Mapped Status of Past Priority Projects
 - o Summary of All Past Priority Projects
 - o Leverage of State Investment in All Past Priority Projects
- C. Status of All Projects Awarded CFA Funding
 - o Aggregated Status of All Projects
 - o Leverage of State Investment in All CFA Projects
- D. Job Creation

III. Implementation Agenda

- A. Implementation of 2015 State Priorities
- B. Implementation of Key Regional Priorities
- C. Proposed Priority Projects
 - o Priority Project Descriptions
 - o Overall Investment Ratio for Proposed Priority Projects
 - o Map of Proposed Priority Projects
 - o Proposed Priority Projects Relating to State Priorities

IV. Work Groups

- A. Describe Work Groups
- B. List Work Group Members

V. Revitalization Plan

I. Executive Summary

Provide a brief summary (1 – 4 pages) of the Progress Report.

II. Progress

A. STATE OF THE REGION

This section should provide a snapshot of the region’s economic health using general economic indicators, quality of life metrics, and regionally-identified performance measures. Discussion of the indicators should be incorporated into the narrative, and should appear in a chart.

General Economic Indicators

General economic indicators showing the most recent indicator as well as how the indicator is trending.

- For the Private Sector and Public Sector:
 - o Number of Establishments
 - o Average Annual Private Sector Employment (compare to NYS)
 - o Average Annual Public Sector Employment (compare to NYS)
 - o Total Annual Wages
 - o Average Annual Wages (compare to NYS)
- Total for Region
 - o Number of Establishments
 - o Average Annual Employment (compare to NYS)
 - o Average Annual Unemployment (compare to NYS)
 - o Total Annual Wages
 - o Average Annual Wages (compare to NYS)
- Gross metropolitan product
- Value of Regional Exports and Change in Exports Value

Quality of Life Indicators

Quality of life indicators showing the most recent indicator as well as how the indicator is trending.

- Share of residents lacking health insurance (NYS vs Region)
- Poverty status of residents (% living below the poverty level, status by age group)
- Migration (% living in same region as previous year, % leaving NYS)
- Commuting (% working in region of residence)
- Estimated Visitor Spending

Key Regional Indicators

Assistance will be provided to the Regional Councils from the State for the identification of cluster-related data. Regional Councils will want to include other indicators reflective of key strategies and other metrics important to the region. While some information may be collected by the State, other information may need to be derived from regional sources like workforce investment boards or CFA awardees, e.g. the number of 2014 CFA awardees agreeing to offer internships.

Examples of other types of data which could be presented include the placement rate for unemployed workers completing DOL training programs, and the region's average annual wages in a particular industry sector.

B. STATUS OF PAST PRIORITY PROJECTS

The progress report should contain a narrative highlighting some past priority projects and summarizing the status of priority projects as shown by the following required components.

Priority Project Progress

Present a table, or series of tables, showing the progress that has been made on past priority projects. A priority project is a project which has received a capital award through the Empire State Development Grant Funds (ESD Grants) contained in the Consolidated Funding Application (CFA). The Mid-Hudson REDC 2014 Progress Report treatment of past priority projects is an illustration of this approach. The region presented the status as a series of tables, organizing its priority projects by core strategy.

Include in the table the year awarded; CFA number; project name; project status; and project status key. Project status should be shown as a color, using the following guide:

- Blue – Project is complete
- Green – Project is on schedule
- Yellow – Project progressing more slowly than anticipated
- Red – Project concerns need to be resolved
- Orange – Project contract not yet executed
- Black – Project cancelled or funding declined

Mapped Status of Past Priority Projects

Provide a map of the region showing the location of each priority project, with the project locator/pin color coded to show the project status. This concept is illustrated in the Capital Region REDC 2014 Progress Report.

STATUS OF PAST PRIORITY PROJECTS

A key component of Governor Cuomo's Regional Economic Development Council initiative is the requirement that all CFA awarded projects be tracked to ensure success and that the state assists in fostering the recipient company's continued growth. Below is a look at the awarded Priority Projects since the MHREDC's inception.

PROJECT STATUS KEY

Green: Projects are advancing as planned or completed successfully. **Black:** Project funding has been terminated.

Yellow: Projects are advancing with a modified schedule.



PRIORITY PROJECTS FUNDED IN 2011 (ROUND 1)

CFA	Project Name	Project Status
5867	New York Medical College iBio	Green

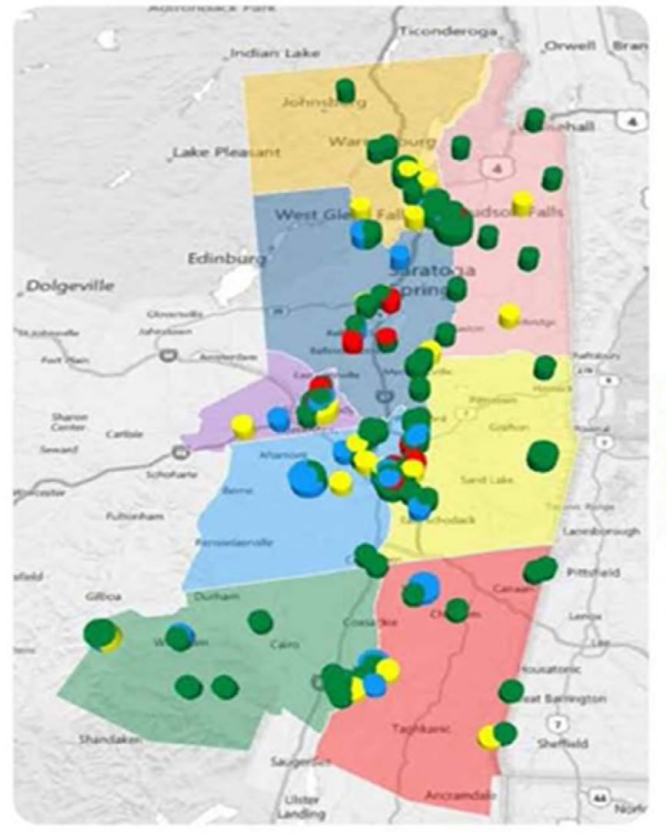
PRIORITY PROJECTS FUNDED IN 2012 (ROUND 2)

CFA	Project Name	Project Status
17078	New York Medical College iBio	Green
18253	Center for Discovery Regional Assessment Center	Green
18180	NYS Center for Cloud Computing	Green
19111	Center for Global Advanced Manufacturing	Green
14841	Touro College of Osteopathic Medicine	Green
18714	Bon Secours Regional Cancer Center	Yellow
11147	Crystal Run Healthcare	Yellow
15929	Northern Westchester Hospital	Green
18646	Sound Shore Medical Center	Black

PRIORITY PROJECTS FUNDED IN 2013 (ROUND 3)

CFA	Project Name	Project Status
27880	3D Printing Initiative at SUNY New Paltz	Green
27942	Kolmar Laboratories Inc. SKINCARE2013	Green
29942	Clear Solution Labs	Yellow

PART 1.3 STATUS OF PAST PRIORITY PROJECTS



Excerpt: Mid-Hudson REDC 2014 Progress Report

Excerpt: Capital Region REDC 2014 Progress Report

Summary of All Past Priority Projects

Provide a summary of the status of all past priority projects awarded in a given year, as well as the overall status of all priority projects. This may be done as a table, chart or pie chart. An example is provided from the Capital Region REDC 2014 Progress Report.



Excerpt: Capital Region REDC 2014 Progress Report

Leverage of State Investment in All Past Priority Projects

Provide a table, chart or pie chart showing the information listed below relating to priority projects only. Exclude from the calculations priority projects that were cancelled or where the award was declined. For each CFA round show for the region:







- The total number of CFA priority projects in that round.
- The total project cost for all CFA priority projects in that round.
- The total amount of ESD Capital Fund awards made in that round.
- The ratio of total project cost to total ESD Capital Fund awards for all priority projects in that round.

C. STATUS OF ALL PROJECTS AWARDED CFA FUNDING

The progress report should contain a narrative highlighting some past CFA projects and summarizing the status of all CFA projects as shown by the following required components.

Aggregated Status of All Projects

Provide a table showing the aggregate status of all projects receiving CFA awards in 2011 – 2014, including the priority projects. It is not necessary to provide the status of every individual project. For each status category, list projects by the year awarded, the total for all years, and the percentage of total projects. Use the same color code/project status category as used for priority projects. This concept is illustrated in the Western NY REDC 2014 Progress Report.

CFA Activity		2011	2012	2013	Total	% of Projects
<p>In 2011, WNY REDC was designated a top performer and received \$100.3M in state awards towards 96 CFA projects. We continue to create valuable and transformative projects with the receipt of \$53.8M in state awards towards 58 projects in 2012, and \$60.8M towards 81 projects in 2013. The Council remains committed to keeping projects moving forward and is pleased to report that 56 of 237 (24%) WNY CFAs are completed to date.</p>	 Completed	43	13	0	56	24%
	 On schedule	36	39	55	130	55%
	 Contract in Progress	0	1	19	20	8%
	 Delayed	4	1	5	10	4%
	 Concerns	1	1	1	3	1%
	 Terminated	11	6	1	18	8%
	TOTALS	95*	61**	81	237	100%

*One 2011 WNY CFA [Watt Fuel Cell] moved to the Long Island Region
 **Three Reallocation Projects were added to the original 2012 projects

Excerpt: Western NY REDC 2014 Progress Report

Leverage of State Investment in All CFA Projects

Provide a chart showing the information listed below relating to all projects awarded through the CFA, including priority projects. Exclude from the calculations priority projects that were cancelled, terminated, or where the award was declined. For each CFA round show:

- The total number of CFA projects in that round.
- The total amount of CFA awards made for projects in that round.
- The total project cost for all projects in that round.
- The ratio of total project cost to total CFA awards for all projects in that round.

Job Creation

Provide a chart showing the information listed below relating to all projects awarded through the CFA, including priority projects. Exclude from the calculations priority projects that were cancelled, terminated, or where the award was declined. For each CFA round show:

- The total number of jobs created.
- The total number of jobs retained, if applicable.

III. Implementation Agenda

A. IMPLEMENTATION OF 2015 STATE PRIORITIES

Describe any new strategies the region has adopted to address the main priorities identified by the State for 2015; any progress made in 2015 on new or related strategies; and significant actions that are needed to implement the strategies in 2015 - 2016. Where the region has existing strategies that address the priorities, provide a list or narrative of those strategies. A proposed priority project can be referenced here, but will be described in a separate section of the report.

Information on how strategies relate to priority areas being implemented should include the strategy, progress made, and actions planned. This concept is illustrated, in part, by an excerpt from the global marketing and export implementation agenda in the Mid-Hudson REDC 2014 Progress Report.

IMPLEMENTATION AGENDA & TIMELINE		
ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
Regional coordination's of targeted industry cluster(s) growth support and export trade service identification and delivery.	Joint meeting held by Long Island, NYC and Mid-Hudson REDCs	<ol style="list-style-type: none"> 1. Joint development of pharmaceutical, life science, biotech strategies. 2. Promotion of collaborative interaction between tri region universities and research institutions. 3. Joint marketing by sector at international trade shows. 4. Comprehensive assessment of export assistance services and implementation of best practice protocols of multi-agency services delivery.
Region wide trade and investment assessment.	Survey disseminated to over 1,000 firms in the Mid-Hudson	<ol style="list-style-type: none"> 1. Survey analysis. Interview a sample of representative firms to get direct input of issues affecting ability to maximize on export market opportunities (Fall 2014/Winter 2015).
Increase awareness of Global NY and survey findings.	Initial goal of Global NY has been disseminated to Chambers of Commerce and local economic development agencies.	Series of presentations to be made to regional chambers of commerce, local economic development agencies. (Fall 2014).

Excerpt: Mid-Hudson REDC 2014 Progress Report

B. IMPLEMENTATION OF KEY REGIONAL PRIORITIES

For other key regional priorities established in the regional strategic economic plan or its updates, describe new strategies, significant progress made in 2015 on new or related strategies, and significant actions that are needed to implement key regional strategies in 2015- 2016. It is not necessary to report on all of the region’s priorities.

C. PROPOSED PRIORITY PROJECTS

Priority Project Descriptions

Describe each proposed priority project endorsed by the Regional Council and the job creation and investment expected to occur as a result of the project receiving ESD capital funds and/or Excelsior Tax Credits. Include the following information for each proposed priority project:

- CFA number
- Project applicant
- Project name
- Project location (county/ borough)
- Total project cost
- Amount of award requested
- Past CFA awards received for project
- Sources of project funds
- Uses of project funds
- Link to goal or strategy being implemented
- Projected number of indirect/ construction jobs created
- Projected number of direct/ permanent jobs created
- Projected number of jobs retained (if applicable)

National Comedy Center

Jamestown, Chautauqua County

The National Comedy Center (NCC) is an economic growth investment that fits the priorities of WNY REDC by its potential to increase development, create jobs, & contribute to its tourism industry. The project embraces smart growth by creating the comedy center campus in the urban core, utilizing existing infrastructure, revitalizing historic buildings, and contributing to the revitalization of the City of Jamestown.

The NCC will be located in the former Erie Lackawanna Railroad Station, built in 1932, that recently underwent a \$12M restoration. The NCC will create a comedy center by renovating two historic structures and building a third that will connect all three in the urban core of Jamestown, NY. The buildings will house experiential exhibits and performance, commercial, and retail space. The project will utilize smart growth principles by re-purposing older buildings and existing infrastructure.



AECOM prepared an economic analysis on NCC, reporting that it will draw an estimated 122,000 annual visitors. The analysis indicated the NCC is expected to have a recurring impact of \$20M in goods and services and \$6.5M in wages within a tri-county area, sparking further economic development.



Total Project Cost: \$15,750,875
REDC Recommended ESD grant: \$3,000,000
5 Yr Jobs Created/Retained: 35
5 Yr Jobs Indirect/Construction: 669

Applicant: National Comedy Center Inc

Priority Project Funding

CFA #: 41643

Total ESD Funding Request: \$6,000,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$0
Other Public Funds	\$0
Total Public Funds	\$3,000,000
Private Sources of Funds	
Private	\$12,750,875
Total Private Funds	\$12,750,875

Uses of Funds	
Use	Amount
1. Exhibit and Build Out	\$7,670,500
2. Machinery and Equipment	\$1,635,000
3. Infrastructure/Site work	\$1,350,000
4. Arch and Engineering	\$2,000,000
5. Construction and Renovation	\$3,095,375
Total Cost	\$15,750,875

Budget Narrative: The Center has commitments in hand as well as strong grant requests in process which total \$9,750,875 funding from local and regional foundations. In addition, the Center has executed a letter of intent with USBank to purchase the New Market Tax Credits that the Project intends to generate which will provide approximately \$3,000,000 of net equity to this phase of the project. The \$12,750,875 anticipated from these private sources accounts for approximately 81% of the total budget. The National Comedy Center is requesting \$3,000,000 to complete the funding necessary to complete Phase I.

Excerpt: Western NY REDC 2014 Progress Report

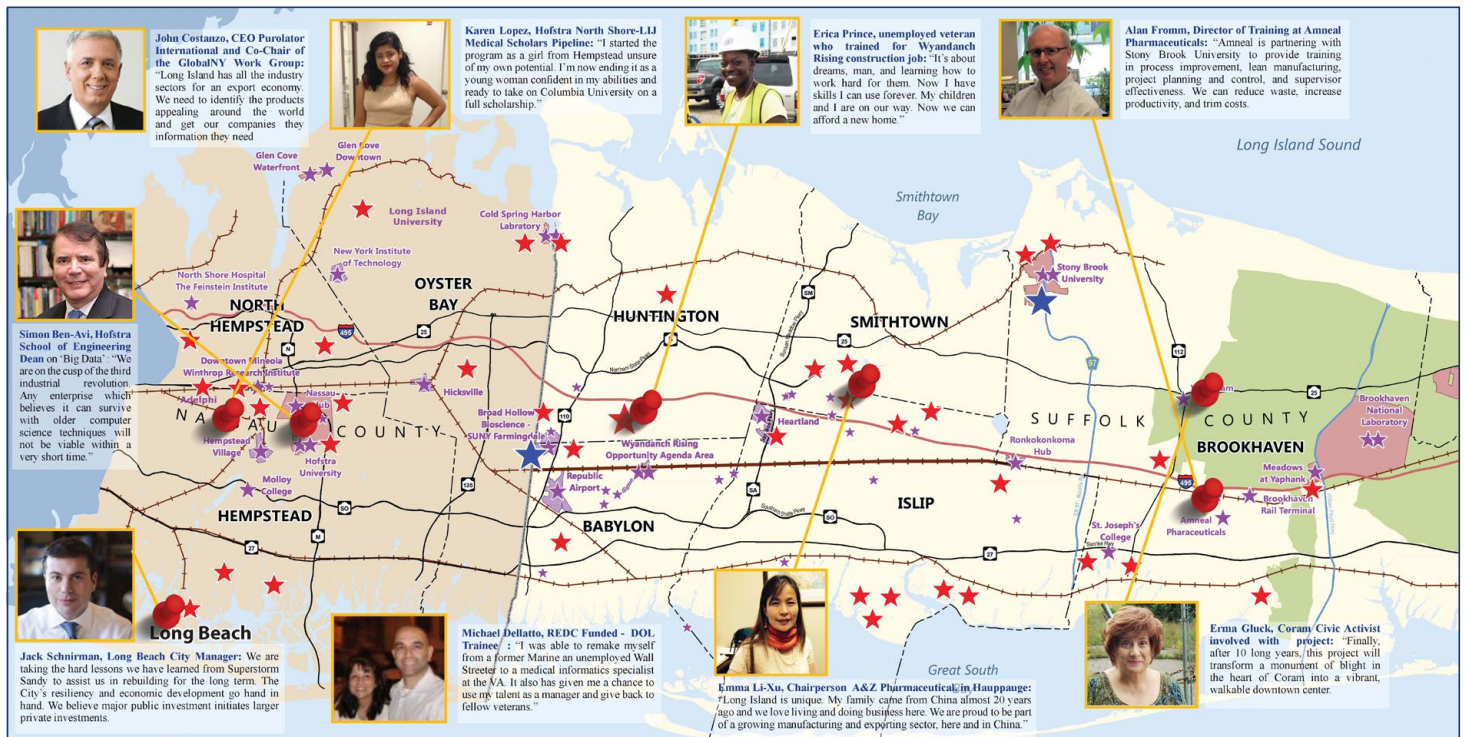
Overall Investment Ratio for Proposed Priority Projects

Provide an investment ratio for the total of all proposed 2015 priority projects, excluding public infrastructure projects, comparing the proposed total project cost to total proposed ESD Capital Fund investment.

Map of Proposed Priority Projects

Provide a graphic that illustrates the geographic distribution of the proposed priority projects for 2015. For example, proposed priority projects are shown as red stars on the map included in the Long Island REDC 2014 Progress Report.

A Map of Momentum: The Long Island Economic Development Council's Priority Projects



Excerpt: Long Island REDC 2014 Progress Report

Proposed Priority Projects Relating to State Priorities

Provide a crosswalk showing how proposed priority projects relate to State priorities. Chart projects supporting the following priorities: (1) Regional Cluster Plan, (2) Global NY, (3) Opportunity Agenda, (4) Sustainability Plan, (5) NY Rising, and (6) Veterans.

ALL REGIONAL COUNCIL PRIORITY PROJECTS BY AGENCY (SCORES OF 20)											
CFA	Project Name	County	Advances Regional Priorities	Supports Global Marketing/Exporting Strategies	Supports NY Rising Community Reconstruction	Advances Workforce Development Strategies	Supports the Opportunity Agenda	Advances Interregional Collaborations	Endorsed for Competitive Excelsior Tax Credits	Endorsed as a Priority for Innovation Hot Spot	
EFC											
42639	Newburgh Street End Green Stormwater Management System	Orange	X		X						
39432	Green Infrastructure Grant	Westchester	X		X						
HCR											
41697	Main Street Veterans Small Business Program	Orange	X								
38822	Ethelbert B. Crawford Public Library	Sullivan	X								
41000	Yasgur Yogurt	Sullivan	X								
40135	The Hurleyville Transformation Project	Sullivan	X								
40585	Microenterprise Assistance Program Round II	Sullivan	X			X					
HOT SPOTS (ESD)											
41453	Biotechnology Incubator at New York Medical College	Westchester	X	X		X				X	

IV. Work Groups

A. DESCRIBE WORK GROUPS

Work groups help identify and implement Regional Council strategies. Describe the work groups engaged in Regional Council activities in 2015. The example from the Southern Tier REDC 2014 Progress Report indicates the level of detail that should be provided.

The Work Groups have been actively engaged in many of the Governor and Council's initiatives and priorities during the past year. For example:

- **Workforce Development Work Group:**
This work group's membership was updated to make certain the leadership of the region's four WIB's and other important agencies in the Southern Tier region are well represented. This work group undertook several tasks in 2014 that included:
 - ✓ Conducting a detailed review of the region's current workforce and determining the priority industries/sectors for 2014
 - ✓ Adding a "strategy section" to LWIB 2014 Plan for the Southern Tier (see Appendix B)
 - ✓ Identifying ways to increase awareness of business-led workforce partnerships
 - ✓ Advising REDC on ways to participate in business advisory committees established by community colleges under Next Generation NY Job Linkage Program
 - ✓ Collaborating closely with the Opportunity Agenda Work Group to update its strategies and the Veterans Work Group to develop the region's plan in support of the Governor's initiative.
- **Tourism Work Group:**
Membership of the Tourism Work Group was expanded to include representatives of other regions including Finger Lakes, Central NY and Mohawk Valley. This group played a critical role in development of the Southern Tier's 2014 Global Marketing and Export Plan. This group had insights about barriers and opportunities to grow the international tourist base, increase spending and expand on interregional collaboration.
- **Veteran Work Group:**
The Southern Tier Veteran Work Group was established to provide recommendations to the REDC on formulation of the region's Veteran Plan. The work group undertook an assessment of the current situation, identified opportunities and made a recommendation to the Regional Council that included strategic objectives and an action plan. See Appendix D. for the detailed plan.
- **Opportunity Agenda Work Group:**
The Southern Tier is committed to advancing its Opportunity Agenda with the overall goal to move impoverished populations into the workforce and revitalize distressed communities in our region. In 2013 the Southern Tier Council took action to integrate its Opportunity Agenda strategy into the overall economic development plan and its strategic objectives including Healthcare, Energy, Transportation and Economic Development Backbone (downtown and waterfront revitalization, workforce development, business development, technology transfer and tourism). In 2014, the work group undertook a review of the original implementation strategy and made recommendations to the Council.
- **Global NY Work Group:**
The Southern Tier's *Global NY* Work Group was charged with assessing the current situation, identifying opportunities and recommending to the Regional Council a set of strategic objectives and an action plan designed to increase the volume of global export activity, attract foreign investment in expansion of existing businesses and new business development, and grow foreign spending; i.e., tourism, foreign students, etc. The product of this group's efforts is the Southern Tier's Global Marketing and Export Strategy that was adopted by the STREDC and is included in Appendix C of this report.

Excerpt: Southern Tier REDC 2014 Progress Report

B. LIST WORK GROUP MEMBERS

Work group membership represents an extended coalition of people and organizations working to achieve the Region’s vision. Recognize the members of each work group in a list by name and affiliation. The Finger Lakes 2014 Progress Report provides an example.

Appendix A

Work Group Members

KEY
 • = Co-Chair
• = Council Member

Advanced Manufacturing


Paul Ballentine	UR Center for Emerging & Innovative Sciences
Mark Bokko	Center for Emerging Innovative Sciences
Charlie Cook	Liberty Pumps
Ronald Golumbeck	ITT Goulds Pumps
Andy Harlan	Rochester Institute of Technology
John Hurley	Web Seal, Inc.
Kevin Kelley	Rochester Tooling and Machining Association
Jerry Laery	Koike Aronson
Ed Maier	G.W. Lisk Company, Inc.
Dana Mehnert	Harris RF Communications
Andrew Moreau	Precision Packaging Products
Nabil Nasr	Rochester Institute of Technology
Robert Pearson	RIT Microelectronic Engineering Program
John Perrotti	Gleason Works
Bill Pollack	Optimization
Tyrone Reeves	TruForm Manufacturing Corp.
Judy Seil	Monroe County Industrial Development Agency
Jim Senall	High Tech Rochester
Meredith Smith	RIT Government & Community Relations
Rachael Tabelski	Genesee County Econ Dev Agency
Paul Tolley	Smart System Tech. & Comm. Ctr of Excellence
Robert Trouskie	Workforce Development Institute

Agriculture & Food Processing

Jim Allen	New York Apple Association, Fishers, NY
Doug (AD) Barwanger	Wyoming County Board of Supervisor
Robert Brown	Brown's Berry Patch
Tom Burr	Ag Experimental Station
Elizabeth Claypoole	Cornell Coop. Extension Wayne County
Matt Cole	Commodity Resource Corp
Paul D'Amato	NYS DEC
Hector Gonzalez	NYS Ag & Mkts
Gary Hadyk	Seneca Foods
Andy Harlan	Rochester Institute of Technology
Dale Hamminger	Hem-Dale Farms & Farm Bureau
Kevin Hurley	Empire State Development
Steve Glarining	Wegmans Food Markets
Dan Johnson	Rochester Institute of Technology
John LiDestri	LiDestri Foods
Tom Macinski	Standing Stone Winery
Peter Martini	Anthony Road Winery
John Noble	Synergy, LLC
Sarah Noble-Moag	Linwood Management
Susan Noble	Cornell Agriculture and Food Technology Park
Julie Pacatte	Batavia Development Corporation
Jim Pierce	Wyoming County Business Center
Ora Rothfuss	Wayne County
Nathan Rudgers	Farm Credit East, Batavia, NY
Marc Smith	NYS Ag Experiment Station
Bill Strassburg	Wegmans Food Markets

Business Services

Jason Aymerich	Complomar
Kathy Cronin	Earthlink
Andre Godfrey	Entre Computer Services
Pamela Heald	Reliant Community FCU
Roberta Jordans	Harris Beach
Ken Karsen	Computer Aid Inc.
Luis Martinez	Human Capital Strategy Partners
Kevin Pickhardt	Pharos Systems
Peter Schnorr	Sutherland Global Services
Jeff Valentine	Valentium
James Van Thoth	IVindex
Mike Zimmer	Xerox
Laurie Zaucha	Psychex
TBD	Intern from UR Simon School



Community Development

- Spencer Ash
- Alma Balanon-Rosen
- Chris Bauer
- Jim Bertolone
- Maggie Brooks
- Feter Brown
- Holly Budd
- Bill Clark
- Tim Fournier
- Sage Gerling
- Ryan Hallings
- Joe Hamm
- Aaron Hilger
- Gidget Hopf
- Roxanne Kise
- Jennifer Leonard
- Jean Lowe
- Eugenio Marlin
- Stuart Mitchell
- Jason Molino
- Kathy Rayburn
- Hilda Rosano Escher
- Julie Marshall
- Bob McNary
- Joan Roby-Davison
- Judy Seil
- Leonard Skull
- Hubert Van Tol
- Kal Wysowkowski
- Heidi Zimmer-Meyer

City of Rochester
 Enterprise Community Partners
 NYS Dept of State
 Rochester Genesee Labor Federation AFL-CIO
 Monroe County Executive
 Seneca County Planning & Community Dev.
 Farash Foundation
 Urban League of Rochester, NY
 Conifer
 City of Geneva
 Lyons Bank
 NYS Dept of Labor
 Builder's Exchange
 ABVI Goodwill
 Western Erie Canal Main Street Program
 Rochester Area Community Foundation
 Greater Rochester Housing Partnership
 IBERO Investors
 PathStone
 City of Batavia
 Victor Local Development
 Ibero American Action League
 Livingston County IDA
 Wayne County
 Sector 4 Community Development Corp
 Monroe County Planning & Development
 NYS Homes & Community Renewal
 PathStone
 Village of Fairport Office of Comm & Econ Dev
 Rochester Downtown Development Corp.

Eastman Business Park

- Mike Alt
- Merideth Bahr-Andreucci
- Arunas Chesonis
- Vincent Esposito
- Josh Farnelmin
- John LiDestri
- Kelly Mandarano
- Mark Peterson
- Bill Strassburg
- Phil Viruso

Eastman Business Park
 Empire State Development
 Sweetwater Energy
 Empire State Development
 University of Rochester
 LiDestri Foods
 Eastman Kodak
 Greater Rochester Enterprise
 Wegmans Food Markets
 LiDestri Foods

Energy Innovation

Bill Acker	NYBEST
Jack Baron	Sweetwater Energy
Bob Bechtold	Harbao Plastics
Wendy Buchholz	Johnson Controls, Inc.
Peg Churchill	Wayne County IDA / EDC
Rob Clark	University of Rochester - Dean of Hajim School
Randy Farnsworth	Randall Farnsworth Auto Group
• Matt Fronk	Matt Fronk & Associates LLC
Kim Griffith	Gurlocke Corporation
Linda Hardie	NYS Energy & Research Authority
Brett Hastings	Noble Environmental Power
Brian Johnston	Technology Consultant
Arlene Libert	Kodak
Andy Neukam	Ultralife
Den O'Connell	Kelson Solutions LLC
Mark Peterson	Greater Rochester Enterprise
Ryne Raffaele	RIT
• Courtney Reich	NOHMS Technologies
Mick Stadler	Cerion Energy

Entrepreneurship & Innovation

Jack Baron	Sweetwater Energy
Terran Birrell	NextPlex

V. Revitalization Plan

The seven Regional Councils eligible to compete for Upstate Revitalization Initiative funds will provide a more detailed analysis of their region, and ideas and strategies to transform their economy. Additional details can be found in the **New York Upstate Revitalization Initiative Competition Guidelines**.

REGIONAL COUNCIL MEMBERS

Capital Region

Regional Co-Chairs

James J. Barba
President & CEO, Albany Medical Center

Dr. Robert J. Jones
President, University at Albany

General Members

Karen Bilowith
President & CEO, The Community
Foundation for the Greater Capital Region

Bob Blackman
Vice President, Realty USA

Dennis Brobston
President, Saratoga Economic Development
Corporation

David Brown
President & CEO, Capital District YMCA

David Buicko
COO, Galesi Group

Todd Erling
Executive Director, Hudson Valley
Agribusiness Development Corporation

Bill Hart
Controller, Irving Tissue Inc.

Linda Hillman
President, Rensselaer County Regional
Chamber of Commerce

Linda McFarlane
Executive Director, Community Loan Fund of
the Capital Region

Andrew Meader
Director of Corporate Alliances, Six Flags/
The Great Escape

Philip Morris
Chief Executive Officer, Proctor's Theatre

Debabrata Mukherjee
President & CEO, Finch Paper

Thomas O'Connor, Jr.
Chairman & CEO, Mohawk Fine Papers

Sinclair Schuller
CEO, Apprenda

Dr. Laura Schweitzer
President, Union Graduate College

Jeff Stark
President, Greater Capital Region Building
Trades Council

F. Michael Tucker
President & CEO, Center for Economic
Growth

Omar Usmani
Executive Partner, Aeon Nexus Corporation

Joe Wildermuth
Vice President, Peckham Industries

Central New York

Regional Co-Chairs

Rob M. Simpson
President, CenterState CEO

Dr. Kent Syverud
Chancellor, Syracuse University

General Members

Tony Baird
President, Tony Baird Electronics

Andrew Fish
Executive Director, Cayuga County
Chamber of Commerce

Michael Johnson
General Manager, Johnson Brothers
Lumber Company

Greg Larioni
Vice President, Lockheed Martin
Corporation

Dr. Linda LeMura
President, LeMoyne College

Cornelius B. Murphy, Jr., Ph.D.
SUNY College of Environmental Science &
Forestry

Rita Paniagua
Executive Director, Spanish Action League

Timothy Penix
Vice President/Director, SUNY Syracuse
Educational Opportunity Center

Kathryn H. Ruscitto
President & CEO, St. Joseph's Hospital

Deborah F. Stanley
President, SUNY Oswego

Ann Marie Taliercio
President, UNITE HERE Local 150, AFL-CIO

L. Michael Treadwell
Area Industrial Director, Operation Oswego
County, Inc.

Garry VanGorder
Executive Director, Cortland County
Business Development Corp.

Jack H. Webb
Executive Vice President, NBT Bank

Nancy Weber
President, Oswego County Farm Bureau/
Owner of Mexican Pride Farm

Randall Wolken
President, Manufacturers Association of
Central New York

REGIONAL COUNCIL MEMBERS

Finger Lakes

Regional Co-Chairs

Joel Seligman
President, University of Rochester

Danny Wegman
CEO, Wegmans Food Markets

General Members

Matthew Cole
Vice President, Commodity Resource Corporation

Charles Cook
President & CEO, Liberty Pumps Inc.

William W. Destler
President, Rochester Institute of Technology

Steve Griffin
CEO, Finger Lakes Economic Development Center

Pamela P. Heald
President & CEO, Reliant Community Federal Credit Union

Tony Jackson
President, Panther Graphics

Dr. Anne M. Kress
President, Monroe Community College

G. Thomas Macinski
President, Standing Stone Winery

Theresa B. Mazzullo
CEO, Excell Partners, Inc.

Augustin Melendez
President, Hillside Work Scholarship Connection

Andrew Moreau
CFO Precision, Packaging Products

John Noble
President & Owner, Synergy, LLC

Mark S. Peterson
President & CEO, Greater Rochester Enterprise

Hilda Rosario Escher
President & CEO, Ibero American Action League

Robert S. Sands
CEO, Constellation Brands, Inc.

Amy Tait
Chairman and CEO, Broadstone Real Estate, LLC

Christine Whitman
Chairman, CEO & President, Complemar, Inc.

Dave Young
President, Rochester Building and Construction Trades Council

Long Island

Regional Co-Chairs

Kevin Law
President, Long Island Association

Stuart Rabinowitz
President, Hofstra University

General Members

Noreen Carro
Vice President – New York Division, LMN Printing Co., Inc.

Resi Cooper
President, Cooper Hill

James D'Addario
President & CEO, D'Addario and Company Inc.

John R. Durso
President, Long Island Federation of Labor

Luricia Edwards
Vice President for Community Development Long Island, Citigroup

Tracey Edwards
Region President NY North/West, Verizon Communications

Marianne Garvin
CEO, Community Development Corporation of Long Island

Doon Gibbs
Interim Director, Brookhaven National Laboratory

Elaine Gross
President & CEO, ERASE Racism

Rupert Hopkins
President & CEO, XSB, Inc.

Harvey Kamil
Vice Chairman, NBTY, Inc.

David Kapell
Principal, Rauch Foundation

Dr. Hubert Keen
President, Farmingdale State College

Jim Morgo
President, Morgo Private Public Strategies

Belinda Pagdanganan
Government Relations Manager, National Grid

Desmond M. Ryan
Executive Director, Association for a Better Long Island, Inc.

Paulette Satur
President, Satur Farms, LLC

Anne D. Shybunko-Moore
President/Owner, GSE Dynamics, Inc.

Samuel L. Stanley Jr., M.D.
President, Stony Brook University

Bill Wahlig
Executive Director, Long Island Forum for Technology

REGIONAL COUNCIL MEMBERS

Mid-Hudson

Regional Co-Chairs

Dennis Murray, Ph. D.
President, Marist College

Leonard S. Schleifer, MD, PhD
President & CEO, Regeneron
Pharmaceuticals, Inc.

General Members

Vincent Cozzolino
President & CEO, The Solar Energy
Consortium

Robin L. Douglas
President & CEO, African American
Chamber of Commerce of Westchester &
Rockland Counties

Jonathan Drapkin
President and CEO, Hudson Valley Pattern
for Progress

Mike Finnegan
President/COO, Continental Organics

Carol Fitzgerald
President & CEO, Life Medical Technologies
Inc.

Aleida Frederico
Senior Vice President, TD Bank

Marsha Gordon
President & CEO, Westchester Business
Council

Maureen Halahan
President & CEO, Orange County
Partnership

Wiley C. Harrison
Founder & President of Business of Your
Business, LLC

Ken Kleinpeter
Director of Farm and Facilities, Glynwood
Farm

Jackie Leventoff
DC Senior Regional HR, Kohl's DC –
Department Store

Paul Ryan, President
Westchester/Putnam Central Labor Body
Al Samuels, President & CEO, Rockland
Business Association

David Sorbaro
Co-Owner, Mavis Discount Tires

Ned Sullivan
President, Scenic Hudson, Inc.

James Taylor, III
CEO, Taylor BioMass, LLC

Dr. Cliff L. Wood
President, SUNY Rockland Community
College

Mohawk Valley

Regional Co-Chairs

Lawrence T. Gilroy III
President, Gilroy, Kernan & Gilroy, Inc.

Dr. Robert E. Geer
Acting President of the SUNY Institute of
Technology

General Members

Ladan Alomar
Executive Director of Centro Civico of
Amsterdam

Juanita Bass
Owner, Juanita's Soul Classics Inc.

Frank DeRiso
President, United Food & Commercial
Workers International Union

Steve DiMeo
President, Mohawk Valley EDGE

Marianne W. Gaige
President & CEO, Cathedral Corporation

Charles Green
President & CEO, Assured Information
Security, Inc.

Wally Hart
Div. Director for Business & Community
Development, The Lexington Center

Dr. Todd S. Hutton
President, Utica College

William L. Keller III
President & CEO, Keymark Corp.

Mark Kilmer
President & CEO, Fulton Montgomery
Regional Chamber of Commerce

Carolyn A. Lewis
Economic Developer, Otsego County
Economic Development

Nicholas O. Matt
President, Matt Brewing Company

Mary Morse
Owner, Kwik-Kut Manufacturing

Nancy Pattarini
President & CEO, The Paige Group

Michael J. Reese
Director of Strategic Business Development,
Human Technologies Corporation (HTC)

V. Daniel Robinson II
President & CEO, New York Central Mutual
Insurance Company

Reneé Scialdo Shevat
President, Herkimer Diamond Mines, Inc.

Dr. Dustin Swanger
President, Fulton-Montgomery Community
College

Scott White
President, Bank of Cooperstown

REGIONAL COUNCIL MEMBERS

New York City

Regional Co-Chairs

Vacant

General Members

Stuart Appelbaum
President, RWDSU

Wellington Chen
Executive Director of the Chinatown
Partnership

Marlene Cintron
President, Bronx Overall Economic
Development Corporation (BOEDC)

Cesar J. Claro
President & CEO, Staten Island Economic
Development Corporation

Carol Conslato
Past President / Counsel, Queens Chamber
of Commerce

Mike Fishman
President, Secretary-Treasurer, SEIU

Monique Greenwood
CEO of Akwaabe Bed & Breakfast Inns

Gail Grimmert
Senior Vice President for New York, Delta
Airlines

Steve Hindy
President, Brooklyn Brewery

Dr. Marcia V. Keizs
President, York College

Kenneth Knuckles
President & CEO, Upper Manhattan
Empowerment Zone Development
Corporation

Gary LaBarbera
President, Building and Construction Trades
Council of Greater New York

Nick Lugo
President, New York City Hispanic Chamber
of Commerce

Ashok Nigalaye
President & CEO, Epic Pharma LLC

Kevin Ryan
Chairman and Founder, Gilt Groupe

Steven Spinola
President, Real Estate Board of New York

Douglas C. Steiner
Chairman, Steiner Studios

Marcel Van Ooyen
Executive Director, Grow NYC

Peter Ward
President, New York Hotel and Motel
Trades Council

Sheena Wright
President & CEO, United Way of New York
City

Kathryn Wylde
President & CEO, Partnership for New York
City

North Country

Regional Co-Chairs

Anthony G. Collins, Ph.D.
President, Clarkson University

Garry Douglas
President, North Country Chamber of
Commerce

General Members

Cali Brooks
Executive Director, Adirondack Foundation

John R. Donoghue
President, Plattsburgh-Saranac Lake
Building and Construction Trades Council

Dr. Cathy Dove
President, Paul Smith College

Dr. John Ettling
President, SUNY Plattsburgh

Kate Fish
Executive Director, Adirondack North
Country Association

Joe Giroux
Owner, Giroux Family Farms

Paul Grasso
President, The Development Corporation

Bridget Hart
President, Kinney Drugs

Hugh Hill
Executive Director, Malone Chamber of
Commerce

Bob Lenney
Location Manager, Alcoa-Massena Operations

James McKenna
CEO, Regional Office of Sustainable Tourism

Carl A. McLaughlin
Executive Director, Fort Drum Regional
Liaison Organization

Anne L. Merrill
Executive Director, Lewis County Chamber
of Commerce

William P. Murray
Executive Director, Council for International
Trade, Technology, Education and
Communication

David Tomberlin
Founder, The Well Dressed Food Company

Mark E. Tryniski
President & CEO, Community Bank

Eric Virkler
Lewis County Legislative Representative

Donna Wadsworth
Communications Director, International
Paper Company - Ticonderoga Mill

Lisa Weber
CEO, Timeless Frames and Timeless Décor

Daniel Wilt
President, Wilt Industries

James W. Wright
Executive Director, Development Authority
of the North Country

REGIONAL COUNCIL MEMBERS

Southern Tier

Regional Co-Chairs

Harvey Stenger
President, Binghamton University

Tom Tranter
President & CEO, Corning Enterprises

General Members

Dr. Kathryn Boor
Dean of College of Agricultural and Life Sciences, Cornell University

Kathy Connerton
President & CEO, Lourdes Hospital

Patricia A. Cummings
Partner, Leonard & Cummings, LLC

Martin A. Dietrich
President & CEO, NBT Bank

Peg Ellsworth
Executive Director, MARK Project Inc.

Michael Field
President of Operations and Engineering, Raymond Corporation

Ernie Hartman
Business Manager, IBEW Local 139

Diane Lantz
Executive Director, REDEC Relending Corporation

Kevin McLaughlin
Executive Director, Broome County IDA

Judy McKinney Cherry
Executive Director, Schuylar County Partnership for Economic Development

George Miner
President, Southern Tier Economic Growth, Inc.

Mary Opperman
Vice President of Human Resources, Cornell University

Uttara Prasad
President & CEO, Lin Industries, Inc.

Lou Santoni
President & CEO, Greater Binghamton Chamber of Commerce

Barbara J. Schindler
President & COO, Golden Artists Colors, Inc.

Linda Shumaker
President, Shumaker Engineering & Surveying, P.C.

Daniel Spoor
Vice President, Lockheed Martin Systems Integration

Michael Stamm
President, Tompkins County Area Development, Inc.

Dr. Candace Vancko
President, SUNY Delhi

Scott Welliver
Chairman & CEO, Welliver McGuire Inc.

Western New York

Regional Co-Chairs

Satish K. Tripathi
President, SUNY at Buffalo

Jeff Belt
President, SolEpoxy, Inc.

General Members

Deanna Alterio-Brennen
President & CEO, Niagara USA Chamber

Aaron Bartley
Executive Director, PUSH (People United for Sustainable Housing) Buffalo

Robert T. Brady
Chairman & CEO, Moog

Paul Brown
President, Buffalo Building & Construction Trades

Dr. Michael Cropp
President & CEO, Independent Health

Colleen C. DiPirro
President & CEO, Amherst Chamber of Commerce

Dr. Charles Edmondson
President, Alfred University

Dottie Gallagher-Cohen
President & CEO, Buffalo Niagara Partnership

Dr. Rosa Gonzalez
Owner, RGonzalez Consulting and Assistant Professor & Chair, Erie Community College Emergency Management Program

Journey Gunderson
Executive Director, Lucy Desi Center for Comedy

Franchell Hart
Executive Director, Open Buffalo

Pamela R. Henderson
Managing Partner, Henderson-Woods, LLC

Virginia Horvath
President, SUNY Fredonia

John R. Koelmel
President, HARBORcenter

Thomas A. Kucharski
President & CEO, Buffalo Niagara Enterprise

Brenda W. McDuffie
President & CEO, Buffalo Urban League, Inc.

Michael Metzger
President, Blackstone Advanced Technologies LLC

Jennifer J. Parker
CEO, Jackson Parker Communications, LLC

Melinda Vizcarra
Partner, Becker Farms & Vizcarra Vineyards

CODE OF CONDUCT

Regional Council Code of Conduct

Section 1. Code of Ethics.

Members of each Regional Economic Council (“Council”) should exercise their duties and responsibilities as members in the public interest of the inhabitants of the State, regardless of their affiliation with, or relationship to, any business, agency or program, or interest group. The principles which should guide the conduct of members include, but are not limited to the following:

(a) A member should endeavor to pursue a course of conduct which will not raise suspicion among the public that he or she is likely to be engaged in acts that are in violation of his or her trust as a member.

(b) No member should permit his or her employment or relationship with any entity that might benefit from the decisions made by the Council to impair his or her independence of judgment in the exercise of his or her duties as a member.

(c) No member should disclose confidential information acquired by him or her in the course of his or her duties as a member or by reason of his or her position as a member or use such information to further his or her personal interests.

(d) No member should use or attempt to use his or her position as a member to secure unwarranted privileges or exemptions for him or herself or others, except that a member that receives an “incidental benefit,” as that term is defined below, shall not be in violation of this provision as a result.

(e) No member should engage in any transaction as a representative or agent of the State with any business entity in which he or she has a direct or indirect financial interest that might reasonably tend to conflict with the proper discharge of his or her duties as a member, except that a member that receives an “incidental benefit,” as that term is defined below, shall not be in violation of this provision as a result.

(f) A member should refrain from making personal investments in enterprises which he or she has reason to believe may be directly involved in decisions to be made by him or her as a Council member or which will otherwise create substantial conflict between his or her duty as a Council member to act in the public interest and his or her private interest, except that a member that receives an “incidental benefit,” as that term is defined below, shall not be in violation of this provision as a result.

Section 2. Statement of Interest.

Within 30 days of appointment to the Council, each member shall submit to the Chair of the Committee a written statement identifying any business entity or enterprise in which he or she, or a member of his or her family, has an ownership interest, whether as an owner, officer, director, fiduciary employee, or consultant. For purpose of this code, “family” shall include spouse, domestic partner, unemancipated children under 21 years of age, and any other relative living in the member’s household.

Section 3. Disclosure and Disqualification from Proceeding on a Matter.

(a) Absolute Disqualification from Proceeding on a Matter. When a member or his or her family has an ownership interest in, or is an officer, director, fiduciary employee, or consultant to a business or enterprise which would receive a special benefit not shared by other similarly situated businesses or enterprises or individuals in the State from a proposed course of action before the Council (an “Impermissible Conflict”), that member shall:

(i) refrain from discussing such matter with any member at any time before or at any meeting when the matter is to be considered in a manner that could reasonably be interpreted as an attempt to influence the vote of any member;

(ii) identify such interest to the Council at any meeting when the matter is considered;

(iii) absent himself or herself from any portion of any meeting when such matter is considered; and

(iv) not participate in any vote of the Council on that matter. A member who has, or whose family has, an ownership interest in, or is an officer, director, fiduciary employee, or consultant to a business or enterprise which would receive a benefit from a proposed course of action before the Council shall not have an Impermissible Conflict where the benefit in question would be received also by similarly situated businesses or enterprises or individuals in the State (an “Incidental Benefit”). A member shall not be disqualified from any proceedings or consideration regarding a matter before the Council solely because the member or his or her family may receive an Incidental Benefit from a course of action taken by the Council.

(b) Disclosure and Possible Disqualification from Proceeding on a Matter. When a member or his or her family, has any of the above noted interests in a business entity or enterprise which might reasonably be affected by another business or enterprise which is the subject of a proposed course of action before the Council, or when a member has an interest or association which might reasonably be construed as tending to embarrass

the Council or elicit public suspicion that he or she might be engaged in acts in violation of his trust as a member, he or she shall, at the time of formal consideration of such matter by the Council, disclose such interest or association so that the Chair and, if necessary, the Council can then determine whether his or her participation in the discussion of such matter or the vote of the Council would be proper.

(c) Procedure. After a motion is made concerning a recommendation or a proposed course of action and prior to discussion or vote, and at the request of the Chair, the members shall disclose all actual or potential conflicts and, when appropriate, explain the conflicts. When a member does not disclose an actual or potential conflict, the Chair may remind such member of such actual or potential conflict. In the case of conflicts constituting Absolute Disqualification, the members with such conflicts shall immediately leave the meeting and remain absent during the period when the matter in question is under consideration. In the case of conflicts constituting possible disqualification, the Chair shall rule upon such conflicts subject to appeal by motion to the Committee which may override the Chair's decision but the affirmative vote of a majority of those members present, excluding those members who are the subject of the vote. In making such determination, the Chair and the Committee shall consider, among other factors, whether the member appears to have an Impermissible Conflict or instead may receive only an Incidental Benefit as a result of action by the Committee.

(d) Chair Request. Before any discussion or vote on a matter under review, the Chair may, at his or her discretion, request members to disclose any conversation or correspondence they have had with any business entity or enterprises, any Council members, any official of the State of New York regarding the matter in question.

Section 4. Ethics Officer.

The Executive Chamber shall designate an ethics officer for each Council.



**Regional Economic
Development Councils**