Regional Economic Development Councils

Regional Partners, Global Success

2014

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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"There's going to be no stopping us. And there shouldn't be any stopping us. Because this is the greatest state in the United States of America."

Governor Andrew M. Cuomo

Introduction

The Regional Economic Development Councils (REDC) are at the core of Governor Cuomo's jobs agenda. The ten Regional Councils, which successfully blend a bottom-up approach with regional collaborations, were established in 2011 to replace a traditional top-down approach to economic development that failed to recognize the unique resources and strengths of each of New York's regions. Community, business, and academic leaders and members of the public in every corner of the state have been empowered to develop strategic economic development plans specifically tailored to use their region's strengths and resources to spur job creation and foster economic growth.

In 2011, each region developed five-year strategic plans which have served as roadmaps that have guided them toward their economic vision. While at their core the strategic economic development plans remain intact, the plans have evolved to add or adapt strategies that reflect changing circumstances and new opportunities.

Resources from State agencies have been realigned to better enable the REDCs to implement their strategies, and State Agency Resource Teams (SARTs) have been formed to assist each Council to advance priority projects. State agencies have developed a unified funding application, the Consolidated Funding Application (CFA), which has made State economic development resources from numerous state agencies accessible through a single application. The selection of applications for awards reflects both State goals and Regional Council priorities. In 2013, $715.9 million in resources were awarded to more than 800 projects across the state to implement regional strategic plans, advance job-creating priority projects, and to support major economic development projects.

In 2014, economic development objectives established by the REDCs will continue to guide State funding decisions and will stimulate local investment in regional priorities.

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

Regional Council Organization

Leadership

Lieutenant Governor Robert Duffy serves as the Chair of each Regional Council. Regional Co-Chairs, one representing the business community and one 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

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, SUNY Institute for 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
Howard A. Zemsky, Managing Partner at Larkin Development Group

Membership

Membership is 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. Each Regional Council also includes a voting member appointed by the New York State Assembly Speaker and one appointed by the Senate Majority Leader.

Ex-officio Members

County and local officials, as well as all other state legislators, serve as non-voting, ex-officio members and are strongly encouraged to participate.

County and local officials from the New York City region who serve as ex-officio members include:

- The president of each borough, or his or her representative; and
- One representative appointed by the Mayor of the City of New York.

For Long Island, ex-officio members include:

- The chief executive of each county, or his or her representative; and
- The chief executive of the two largest towns within each county, or his or her representative.

For all other regions, ex-officio members include:

- The chief executive or chair of the board of supervisors of each county or his or her representative; and
- The chief executive or supervisor of the three municipalities with the largest population, or his or her representative (limit one municipal representative per county).

Work Groups

Work groups play an integral role in the implementation of strategies and the update of strategic plans. Members take on leadership roles implementing certain strategies or coordinating the actions of others that are necessary to achieve an objective. 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 which will lead to the creation or retention of jobs. New groups are formed as needed, such as work groups that helped form each region's Opportunity Agenda.

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 appears at the end of this document.

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 Department of Taxation and Finance

Christyne Nicholas, Chair, New York State Tourism Advisory Council

Gil Quiniones, President and CEO, New York Power Authority

2013 Competition

Regional Strategic Planning Process

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, a competition was created among the Regional Councils for up to $150 million in capital funds and $70 million in Excelsior Tax Credits for projects identified by the Regional Councils.

All ten regions were evaluated based on the competition and Regional Council priorities as described in the 2013 REDC Guidebook. Three areas were examined by the Strategic Implementation Assessment Team (SIAT):

1) Progress the Regional Councils made implementing their strategic plans, including how the regions addressed the following 2013 priorities:
   - Keeping the project pipeline flowing;
   - Selecting "Innovation Hot Spots" to facilitate tech transfer;
   - Developing an Opportunity Agenda to revitalize distressed communities and address barriers to entry into the workforce for people living in areas of concentrated poverty;
   - Assuring the workforce is being trained for today and tomorrow;
   - Engaging local government officials in reshaping the regional business climate;
   - Creating interregional collaborations around shared resources and opportunities;
   - Advancing regional Cleaner, Greener Communities sustainability plans; and
   - Measuring the performance of their plans.
2) Performance in encouraging economic growth through job creation and investment; and
3) Identification of transformative projects that support interregional collaboration.

To assess the progress of the Regional Councils, the SIAT reviewed written progress reports, listened to oral presentations, and toured the regions to view Regional Council progress first hand.

"All of these projects, in concert, create a synergy that would not be possible without a relentless adherence to a strategic plan that targets the life sciences, advanced manufacturing and tourism sectors. Today's awards will help us build on our core strengths, resulting in the types of industry and jobs that will provide WNY with a solid economic future."

Howard Zemsky, Co-Chair, Western New York Regional Economic Development Council, Niagara Frontier Publications, 12/16/13

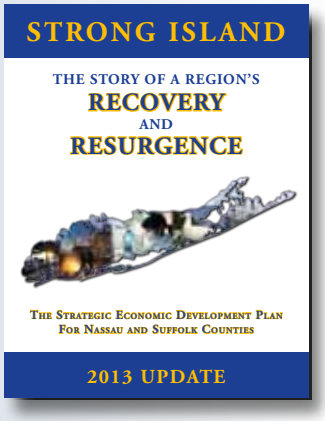
The SIAT found the Regional Councils shared several attributes:

- Regions are continuing to build upon their strengths, focusing on key industries as they seek new businesses and support incubators that can generate marketable ideas for the next generation of products.
- Workforce development is a strong concern. Regions are devising ways to use academic institutions, internship programs, and on-the-job training to develop a workforce that meets the needs of current or incoming employers.
- Regions have embraced the concept that no one should be left behind, and have developed Opportunity Agendas that will lay the groundwork for future inclusion in the workforce of people from the most disadvantaged of communities.
- Projects funded by the State through the Consolidated Funding Application (CFA) are moving forward, thanks to the combined efforts of the sponsors, regional councils, and state agency staff. Where issues arise, all are working toward quick solutions.
- The Regional Councils added work groups to handle new initiatives, developed new partnerships, and formed stronger bonds with State Agency Resource Team members.
- The REDC process is fostering a collaborative environment where people are not competing against each other for existing business, but are working together to attract new businesses and to strengthen existing economic engines.

2013 Awards

The Strategic Implementation Assessment Team identified five regions as "Top Performers" in 2013: the **Capital Region, Long Island, Mohawk Valley, North Country, and Southern Tier**. This was a difficult task, as all ten regions continue to advance their strategies and build on their previous successes. The top five edged out the others and each received up to $25 million in capital funds and up to $10 million in Excelsior Tax Credits.

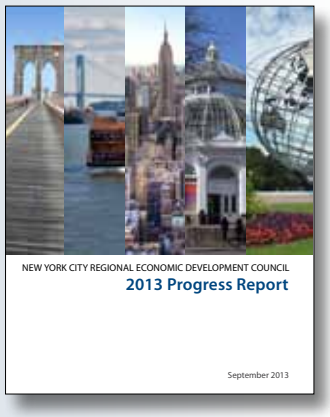
2013 Progress Highlights



Long Island

The **Long Island Regional Economic Development Council** (LIREDC) articulated a clear vision and rationale for its 2013-14 implementation efforts. The Council continued its strong commitment to engaging stakeholders and the public across the region in identifying areas of concern and gaining their support for implementation of the strategies. They have proposed a comprehensive approach to their Opportunity Agenda which focuses on the community of Wyandanch in the Town of Babylon. The LIREDC also demonstrated a commitment to capturing data during the implementation periods of past CFA funded projects to quantitatively measure each project's progress and success.

> *"We deserve this, and we will use the money to continue to implement our plan for creating jobs."*
>
> *Kevin Law, Co-Chair,* Long Island Regional Economic Development Council, Newsday, 12/11/13

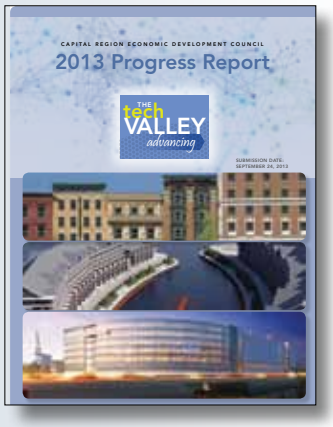


New York City

In the wake of Superstorm Sandy, the **New York City Regional Economic Development Council** (NYCREDC) focused on putting people back to work in good jobs through a five-borough strategy that encourages partnerships among government, business, labor, academia and civic organizations. Projects such as the Steiner Studio Media Campus, Green Manufacturing Center and Macro Sea's New Lab in the Brooklyn Navy Yard; the Applied Sciences Initiative; and the Create@Harlem Green projects are positioned to drive economic development and garner positive transformative elements. In 2013, the Council placed particular attention on improvements to the area around the St. George's Ferry Terminal on Staten Island.

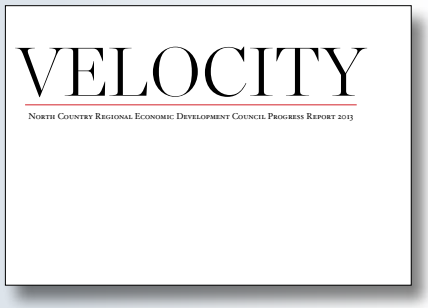
Mid-Hudson

The **Mid-Hudson Regional Economic Development Council** (MHREDC) excelled in recruiting applicants for state funding for projects to meet regional objectives, prompting 386 CFAs. The Council has incorporated a unique requirement for MHREDC endorsement – applicants need to create internship programs. The MHREDC remains committed to its strategy for investing in key industry clusters: biotech, life sciences, biomedical and healthcare; advanced manufacturing; and information technology. The SUNY New Paltz 3D Printing initiative and the Taylor Biomass Energy project that will generate clean energy using a renewable and unlimited feedstock are two examples of how the region is embracing technology as a catalyst for new development.



Capital Region

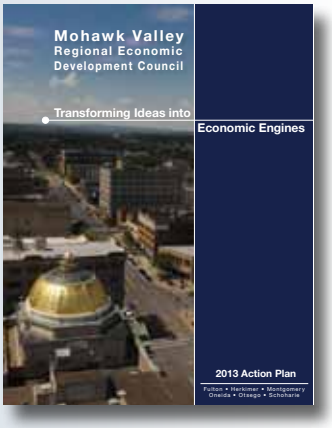
The **Capital Region Regional Economic Development Council** (CRREDC) received a top award for the first time in 2013. The Council continued to strive for strong public participation in the planning and implementation process and markedly expanded input from stakeholders as a means of identifying projects that will best advance regional strategies. The CRREDC built on existing partnerships to implement new strategies and goals in nanotechnology, agriculture marketing, and tourism, such as interregional efforts involving the Mid-Hudson Region that will strengthen a multi-regional food economy.



North Country

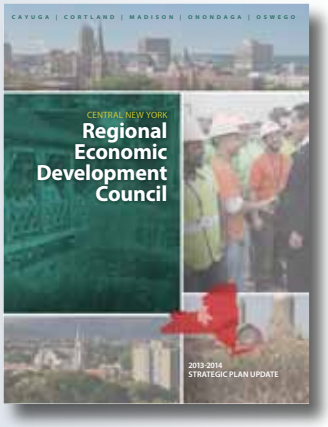
The **North Country Regional Economic Development Council** (NCREDC) continued to bring the region together as one voice for economic development, identifying new strategies and projects to advance the region economically. As a large geographic region with a diverse population and varying levels of need, the NCREDC leverages its natural resources, human capital and geographic location to bolster the entire North Country economy. In 2013, being strategy-driven, the NCREDC prominently featured projects and actions to develop its workforce, expand tourism, move to more renewable energy sources, capitalize on biotechnology resources, market agriculture, and increase manufacturing. The NCREDC sought out opportunities to collaborate with other regions, including its Canadian neighbors. Improvements to the Plattsburgh International Airport will further enhance cross-border activities.

> *"Being the only region to earn top performer status for three years out of three is a great testament to the dedication of dozens of volunteers who work throughout the year on the Council and its committees."*
>
> *Garry Douglas, Co-Chair, North Country Regional Economic Development Council*



Mohawk Valley

The **Mohawk Valley Regional Economic Development Council** (MVREDC), a first time top performer, continued to build on a more focused set of strategies developed in 2012 through a stronger community-driven process. The MVREDC aligned strategies with action steps, sustainability goals, and performance metrics, as well as initiatives outside of the CFA process. The Council's prime strategy, to grow private business, continues to be a focus with an increased emphasis on cross-regional collaboration. The MVREDC provided clear evidence of investment and business partnerships that increased output and expanded job growth. Its approach balances the support for high tech post-secondary education opportunities to meet the needs of the expanding nanotechnology and cyber security sectors with support for strong primary and secondary education efforts to connect the next generation with jobs across all sectors.



Central New York

The **Central New York Regional Economic Development Council** (CNYREDC) continued on its path toward a world-class presence in the biomedical, climate control, and precision engineering fields. Through its project pipeline, the Council attracted priority projects that will help advance its five-year strategic plan. Seeking to include all sectors of the workforce, the CNYREDC supported programs such as Say Yes to Education and the Green Train, and developed an Opportunity Agenda that seeks to link low-income communities to employment opportunities. The imminent launch of Amory Square Ventures, a regional resident venture fund, will focus investments on seed and early-stage companies. Interregional projects in health care, land bank coordination, and coordination of statewide business improvement districts demonstrate the CNYREDC's ability to work across regions.

Regional Economic Development Council of the Southern Tier

STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

"Catalytic, Collaborative, Comprehensive, Competitive"

PROGRESS REPORT: 2013

SEPTEMBER 2013

Southern Tier

The **Southern Tier Regional Economic Development Council** (STREDC) continued to leverage its Rural Initiative and Community Revitalization Program funds, and CFA projects to support job creation. The STREDC engages in a highly collaborative process, engaging key stakeholders in work groups that provide a source of knowledge, ideas, and project impetus to the Council. This process is helping to modernize healthcare and grow international tourism in the region. The Council reported on several interregional activities, and supported several interregional projects as 2013 priority projects, such as the Catskills Interpretive Center that will increase tourism in two other regions as well. Illustrative of both collaboration and inter-regionalism, the region's Innovation Hot Spot proposal involves Cornell University, SUNY Binghamton and Corning Incorporated as anchor nodes, and Alfred University's School of Ceramics (Western NYREDC) and the Geneva Experimental and Testing Station (Finger Lakes REDC) to better leverage existing assets and fill key gaps in services to increase the pace of commercialization.

> *Our plan emulates what Governor Cuomo set out to do through this Regional Economic Development Councils process. It is regionally focused, innovative and will create even more jobs than we already have generated through the REDC program to date.*
>
> *Harvey Stenger, Co-Chair, Southern Tier Regional Economic Development Council, Elmira.com, 12/13/13*

Finger Lakes

The Finger Lakes Regional Economic Development Council (FLREDC) continued to emphasize core concepts of revitalizing the Eastman Business Park; harnessing the scientific discoveries and expertise of the region's research universities and colleges; reinforcing the region's quality of life and job growth in strategic sectors; and supporting investment in workforce development to maintain one of the region's biggest assets – a skilled workforce. Despite the loss of major employers, the FLREDC is on track towards its five year goal of helping to spur the creation of 50,000 new jobs by 2016. The Council's Opportunity Agenda will help one of the region's most disadvantaged neighborhoods, Rochester's El Camino neighborhood, join the pathway to success.

> *"We always learn by listening. Last year, we modified our plan based on feedback we received from the state, and we will again ask the state review team to detail what can be done in future years to strengthen our plan."*
>
> *Joel Seligman,* Co-Chair, Finger Lakes Regional Economic Development Council, 12/13/13 *Democrat & Chronicle*

Western New York

The **Western New York Regional Economic Development Council** (WNYREDC) continued to bring projects, initiatives, actions and collaborations into operation, which results in targeted education, revitalization of cities and community centers, and job growth in the strategic industry sectors which the region has been dependent upon and will be for the future. The Buffalo-Niagara Medical Campus and revitalization efforts in downtown Niagara Falls will help revitalize two urban centers. The Council remains committed to workforce development, taking creative approaches such as Say Yes to Education, NY Skills Broker, and the Buffalo Workforce Pilot Program. The WNYREDC continues to demonstrate a strong commitment to smart growth with the WNY Smart Growth Coordinating Council developing a smart growth scorecard to drive decision-making on investments to ensure adherence to smart growth principles

> *"Together, we are transforming the region by encouraging the type of development that results in jobs and industries that contribute to an economically vibrant community - now and for generations to come."*
>
> *Satish K. Tripathi, Co-Chair,* Western New York Regional Economic Development Council, Niagara Frontier Publications, 12/16/13

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REGIONAL COUNCIL PRIORITIES IN 2014

Regional Councils will advance projects and other actions identified for implementation and identify new strategies, as appropriate, to pursue in 2014. For example, a region may need to adjust its priorities to take advantage of increased emphasis by State and federal governments in workforce development, to address global marketing and export opportunities, or to support NY Rising resiliency projects.

The Regional Councils are having a positive impact on economic development, helping to bring unemployment levels down. The Councils have gained recognition for their efforts to guide investment to development that boosts the economic climate of their regions. In 2014, the Councils are asked to embrace global partners, and to strengthen their partnerships with local governments. Where implementation agendas have been focused primarily on CFA or other state-funded projects, REDCs should consider what other actions can be taken by local or regional entities to advance priority strategies. For example, an implementation agenda could identify actions needed to overcome regulatory barriers, or identify steps needed to further build business alliances.

In addition to the strategies established in their regional strategic economic development plans, each Regional Council is asked to focus on the following priorities:

- Develop and implement global marketing and export strategies
- Collaborate with local governments to transform the regional business climate
- Support NY Rising Community Reconstruction Plan projects
- Keep the project pipeline flowing
- Address regional workforce development needs for key sectors
- Refine the regional Opportunity Agenda
- Promote Veterans' participation in the workforce

Regional Councils should also continue their involvement in several ongoing programs and activities:

- NYSUNY 2020 Challenge Grants
- Cleaner, Greener Communities Sustainability Plans
- Innovation Hot Spots
- Collaboration with other Regional Councils to advance projects and shared objectives
- Measuring performance to monitor progress

Develop and Implement Global Marketing and Export Strategies

In 2014, Governor Cuomo launched Global NY to accomplish two complementary economic growth objectives - attract international investment and jobs to Upstate New York and provide New York businesses with the tools and assistance they need to export their products to the global marketplace. Global NY also links the Governor's START-UP NY and Regional Economic Development Council initiatives. Through START-UP NY, the State has the opportunity to offer the powerful incentive of operating tax-free to global companies seeking to expand in the United States.

As one component of Global NY, the REDCs are asked to develop and implement global marketing and export strategies, building foreign trade and investment approaches into their strategic planning efforts. Interregional collaborations and other creative structures that support these REDC Global Marketing and Export Strategies are encouraged. Strategies should be supported by assessments of international commerce activity and identification of new export opportunities, placing emphasis on regional economic supply chain strengths, such as advanced manufacturing and high-tech services.

Export markets are regional, and the REDCs are ideally suited to handle this reality. Widening the geographic lens in trade strategy development will allow REDCs to position their markets to better compete globally by assembling and aligning related regional assets, such as key employers, top industries, workforce, higher education institutions and transportation infrastructure.

Some regions are already acting on strategies for international trade and investment. For example

- The Central New York REDC, with the assistance of the Brookings Institution, developed a regional export plan.
- The North Country REDC is leading initiatives to provide attractive and supportive locations for Canadian-based investment, travel and other economic activity. The expansion of Plattsburgh International Airport, a 2013 priority project, will create an international gateway for private and corporate travelers.

Others, like the Western New York REDC have already proposed strategies relating to international trade. For example, WNYREDC has rolled out its International Trade Gateway strategic initiative to coordinate planning for key investments, advocate for public policy, develop a marketing strategy, and build upon existing bi-national stakeholder relationships.

Global marketing and export strategies should be supported by assessments of international commerce activity and new export opportunities. Emphasis should be placed on regional economic supply chain strengths, such as advanced manufacturing and high-tech services. These strategies should also consider involvement from the START-UP NY Global Immigrant Business Support Program, which provides outreach, export assistance, and mentoring services to first-generation American small business owners.

Applicants to Round 4 of the Consolidated Funding Application will be empowered to link project proposals to their region's identified Global Marketing and Export Strategies. Projects in regions with outstanding global marketing and export strategies will receive additional resources, and the REDCs will receive assistance to further develop and execute strategies.

Collaborate with Local Governments to Transform the Regional Business Climate

Regional Councils have been successful in guiding economic development in their regions, and a Council's ability to focus resources to improve the regional economy is gaining recognition. In 2014, Councils are asked to build on this success and increase involvement of local officials to identify actions to make communities more attractive for investment to achieve the region's economic development goals.

Local governments provide the infrastructure needed by business and industry - roads, sewers, water, and sidewalks; the services that contribute to the region's quality of life; the regulations that ensure business and industry can be located - zoning, site plan review, building code enforcement, and business licensing; and often favorable financial arrangements through industrial development agencies and local development corporations.

Regional Councils are asked to step up their efforts to engage local governments in transforming the regional economy. For example, Regional Councils and local governments should consider co-sponsoring regional conversations about shared services, consolidation, and other local actions that may reduce local costs and make the region more attractive for business growth.

Steps taken on Long Island to rebuild after Superstorm Sandy provide an example of how local governments can reshape the business climate. For example, several municipalities reshaped the business climate by implementing expedited processes for approvals and permits; and key industrial development agencies implemented expanded incentive policies to support projects that further Long Island REDC growth strategies. The Town of Brookhaven's *Blight to Light* program encourages developers to invest private dollars in properties that have been long-standing blights on communities by rewarding green sustainable building practices with density bonuses and streamlined approval processes.

Examples from two other regions are illustrative of ongoing efforts to engage local officials:

- The CNYREDC is developing a strategic partnership with local governments in the region to better inform its five-year strategic plan. Although the relationship is in its formative phase, efforts were made to work with local governments to engage the public around the REDC process, the region's progress and to create buy-in for CNYREDC projects.
- The Southern Tier REDC identified four potential local government efficiency projects to help change the business climate through reduced local government costs, unified zoning and building departments, and intermunicipal cooperation. STREDC will also be collaborating with the Southern Tier East Regional Planning Development Council and Southern Tier Central Regional Planning and Development Council to sponsor a region-wide local government program to bring the STREDC to local government and identify options for direct assistance; exchange information about how communities can remove barriers and improve business climates in their communities; and share best practices through case studies of successful projects that have been supported by the STREDC.

Support NY Rising Community Reconstruction Plan Projects

The New York Rising Community Reconstruction (NYRCR) program was established by Governor Cuomo in July 2013 to provide additional rebuilding and revitalization assistance to communities damaged by Superstorm Sandy, Hurricane Irene, Tropical Storm Lee, and severe 2013 summer storms in five upstate counties. This program empowers communities to prepare locally-driven recovery plans to identify innovative reconstruction projects and other needed actions to allow each community not only to survive, but also to thrive in an era when natural risks and disasters are becoming more common.

Across the state, over 102 communities are working together to build back better and stronger. By July 2014, NY Rising Community Reconstruction Plans will have been completed for the 102 communities and plans covering 22 other communities will be underway. Each includes projects that will help communities recover and become more resilient.

Projects contained in NY Rising Plans are the result of thoughtful consideration of community needs, project costs and potential benefits, and their impact on risk to existing assets. Many are needed to help regions continue to recover from storm damage devastating to both physical and economic structures. Some of these projects will be accomplished using federal recovery funds, but many will need to compete for funding from State sources and private investment.

REDCs should request briefings on projects contained in the NY Rising Plans in their region. When updating regional strategic plans, REDCs should reinforce the value of NY Rising projects that advance REDC priorities to ensure both efforts are benefitting from the dollars being spent. Some State agencies will also be adjusting their scoring criteria to reflect the importance of NY Rising project implementation.

NY Rising Communities have proposed over $2.7 billion in resilient community and municipal infrastructure projects. The Governor's Office of Storm Recovery and the Municipal Bond Bank Agency will give municipalities access through the CFA to low-cost financing for resilient community and municipal infrastructure projects from the newly created Resilience Fund. The Resilience Fund will significantly leverage CFA and other funding resources with a pool of low-cost subsidized loans. Municipalities must leverage at least 30 percent of the total project cost

(TPC) with other funding sources (which can include funds provided through the CFA) to have up to 70 percent of the TPC covered by low-cost subsidized loans. While all municipalities will be eligible to apply, New York Rising Community Reconstruction Program Communities will receive special consideration. The Western NY, Southern Tier, Central NY, Mohawk Valley, North Country, Capital Region, Mid-Hudson, New York City and Long Island regions include communities with NY Rising Community Reconstruction Plans.

Keep the Project Pipeline Flowing

In the 2013 Progress Reports, the Regional Councils reported on their efforts to identify projects that would help achieve their regional vision. Most Regional Council efforts included workshops which provided information about the CFA to potential applicants. Other techniques were also used to encourage desired applications.

- In some regions, Council members and Empire State Development staff held one-on-one meetings with municipal leaders and engaged in outreach to local government coalitions to discuss the feasibility of projects and identify potential funding paths.
- In the North Country, regional business activities were tracked to identify projects viable and ready for inclusion in the region's pipeline.
- The Mohawk Valley used a County Liaison workgroup, made up of representatives from business, education, and chambers of commerce, as well as economic development, planning and government organizations, to reach out to economic development leaders in each of the region's counties to identify proposed projects.
- Several regions used work groups established for key strategies to solicit new projects related to those strategies and to ensure that projects were aligned with regional priorities.
- Several regions held public forums to increase awareness of funding opportunities and criteria. Efforts by the Mid-Hudson Regional Council, led by Hudson Valley Pattern for Progress, resulted in 368 new applications (up from 251 in 2012) and 101 priority projects.

In 2014, the Regional Councils should continue to be proactive, encourage applicants whose projects would help implement regional strategies to apply through the CFA, and seek priority projects to compete for the capital funds and Excelsior Tax Credits

Address Regional Workforce Development Needs for Key Sectors

The REDCs identified key industries in their five-year strategic plans and emphasized that having a prepared workforce for those industries is critical to successful implementation of their plans. Among the goals established by the Councils was improved coordination between businesses' demand for skilled labor and the workforce systems supply of workers with the requisite skills. For example:

- The Central NY plan included a strategy to encourage business and higher education collaboration, including forming a council of businesses and higher education professionals to drive workforce and curriculum development efforts for target industry sectors.
- The Finger Lakes plan included a strategy to strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries. The plan also called for fostering closer cooperation between the region's companies and institutions of higher education to accelerate technology transfer and align workforce training programs with the skill sets required by the sector.
- The Western NY plan included a strategy to create transferable skills training programs that address current and future needs of target industry sectors that can be delivered with flexible and alternative delivery methods.

Regional workforce planning based on sector strategies will transform the State's workforce development system to better serve businesses and job seekers, and improve regional and statewide economic competitiveness. For example, a sector strategy might be a business-led partnership for an industry in a regional labor market which focuses on workforce needs and state-level policies and investments that support the partnership. It could involve business, government, education and training, economic development, and labor and community organizations.

The REDCs are asked to determine sectors they deem to be regional priorities. In identifying the sectors, a Regional Council should review the industries/sectors listed as priorities in its original five-year strategic plan.

The Councils are also asked to increase their awareness of business-led workforce partnerships, and identify new opportunities for such partnerships to conduct regional workforce planning. Examples of business-led partnerships include the following:

- Business advisory committees established by community colleges under the Next Generation NY Job Linkage Program help coordinate and leverage the business membership of the advisory committees to shape curriculum, recruitment, placement and evaluation of vocational and training programs.
- Local Workforce Investment Boards (LWIBs) in the region help coordinate and leverage LWIB business membership and the New York State Career Center System to address the region's workforce needs. LWIBs recently completed regional workforce plans that identify priority sectors in a region, describe how business membership supports these sectors, inventories business advisory committees established by community colleges, and describe services of New York State's Career Center System.

Refine the Regional Opportunity Agenda

In 2013, the REDCs developed Opportunity Agendas to ensure the most distressed and disadvantaged communities were being included in the economic revitalization spurred by the activities and the investments recommended by the REDCs. Each Opportunity Agenda seeks to bolster economic productivity by helping these communities overcome barriers to economic success. Examples of strategies to achieve these goals include workforce skills training and job linkage programs; employment opportunities created by REDC priority projects; infrastructure improvements eliminating restrictions to economic growth in Opportunity Areas; social services to address challenges facing the long-term unemployed; and transportation assistance to reach newly created jobs.

Opportunity Agendas ensure that the funds awarded on recommendation of the REDCs reach New Yorkers who need it most by identifying and addressing the needs of specified regions and/or chronically distressed communities across the State. For example, Long Island focused on

Wyandanch, a distressed area in the Town of Babylon identified by the LIREDC and a group of regional stakeholders. Its Opportunity Agenda takes a holistic approach to transforming the selected area, focusing on four priorities:

- Improvements to infrastructure, such as affordable housing and critical infrastructure to improve job access, revitalize downtowns and transit hubs, speed trade and attract and retain dynamic regional businesses and the existing and growing workforce. This led to a 2013 CFA funding award of $6 million for the Wyandanch Rising initiative to return dormant and underutilized properties to productive use and restore existing wetlands, control stormwater runoff through various green techniques, and protect the stream banks and the shoreline of Geiger Lake;

- Expansion and raised awareness of workforce education programs that re-link workers to the current regional economy and REDC priority projects, with a focus on the unemployed and underemployed. This led to a 2013 CFA funding award of $350,000 for the STEM Workforce Innovation which provides science and technology training in underserved Long Island communities;

- New programs to address community context and service needs, such as substance abuse, anti-crime initiatives, and skills training. This led to a 2013 CFA funding award of $90,000 for outreach to Wyandanch business and property owners to advise them of opportunities to improve existing storefronts; and

- Continued community outreach to all groups within the community.

This example from Long Island illustrates the power of collaboration between the public and private sectors to address the needs of poor communities. This year, the CFA will ask applicants to describe the manner in which their projects or initiatives advance their region's Opportunity Agenda. Each Regional Council is asked to review and refine its Opportunity Agenda, making adjustments as needed based on new information, availability of funds, and lessons learned since it was adopted. To that end, 2014 Opportunity Agendas should offer a more robust and targeted strategy for eliminating barriers to access in the job market and for economic growth in poor communities across New York State.

"When we invest in our Veterans and military families, it pays dividends.."

Governor Andrew Cuomo

Promote Veterans' Participation in the Workforce

New York State is home to more than 900,000 veterans, 72 percent of whom served in combat. Approximately 88,000 New Yorkers served in Afghanistan or Iraq. It is also home to approximately 30,000 active duty military personnel as well as 30,000 National Guard and Reserve personnel. Even though New York has the fourth-highest number of veteran-owned small businesses—behind only California, Texas and Florida—returning veterans have lagged in their reintegration into the economy. Nationwide, post-9/11 veterans have an unemployment rate of 10 percent, and it is higher for those under the age of 25.

During his first New York Veterans and Military Families Summit, Governor Cuomo reminded New Yorkers that we "owe our Veterans and military families a huge debt of gratitude – and action. And when we invest in our Veterans and military families, it pays dividends. We need their skills and leadership as we continue rebuilding the Empire State."

This year, REDCs are asked to create a Veterans Work Group to promote participation by Veterans in the CFA, and develop strategies to encourage other potential CFA applicants to include workforce goals related to Veteran's employment.

The Veterans Work Group should also promote programs to regional employers like "Experience Counts" which translates veterans' military skills and experiences into opportunities for employment; the $74 million tax credit encouraging employers to hire New York's post-9/11 veterans who are currently unemployed; and, Governor Cuomo's recent establishment of a 6 percent goal in the awarding of State contracts to service-disabled veteran-owned small businesses.

This is part of a comprehensive approach to improving services to veterans and military families in New York, especially in the areas of affordable housing, employment, education, benefits, and mental health.

Ongoing Programs

The success of the bottom-up approach to economic development led by the REDCs is reflected in the expanding desire to get Council feedback on a number of economic development activities. Below are ongoing programs which rely on REDC involvement:

- **NYSUNY 2020 Challenge Grant Program**

In 2011, Governor Cuomo launched the NYSUNY 2020 program, a joint effort between the Governor and SUNY to leverage State capital funding to incentivize bottom-up long-term economic development plans on campuses and the surrounding communities. Development of the plans required consultation with the REDCs.

Successful plans demonstrate the cooperation of the community and stakeholders to spur local economic development and contribute to regional revitalization. They feature strategic partnerships to increase academic and economic benefits, receive endorsements from local governments, harness multiple funding sources, and include expansion of capital facilities as well as faculty hires.

Each REDC should designate a work group to assist the SUNY campuses with their planning efforts.

- **Cleaner, Greener Communities Sustainability Plan**

Each REDC embraced its region's Cleaner, Greener Communities Sustainability Plan in 2013. Funding will be provided by NYSERDA for the implementation of innovative, community-based projects that reduce current greenhouse-gas emissions, create more resilient, sustainable communities, and position New York State for a cleaner, brighter future. Each REDC should continue to encourage projects that will help implement the Cleaner, Greener Communities Program.

- **Innovation Hot Spots**

In 2013, Innovation Hot Spots were designated in five regions. Hot Spots will foster innovation by offering start-ups valuable business support services to help commercialize academic research and promote further collaboration between business and academia. In 2014, the Western New York, Finger Lakes, Southern Tier, Central New York and North Country regions will have the opportunity to establish inaugural Innovation Hot Spots. Each REDC in those regions may reconsider previous recommendations before making a final recommendation of the preferred Hot Spot proposal.

- **Next Generation NY Job Linkage Program**

The Next Generation NY Job Linkage Program was established in 2013 to facilitate a partnership between community colleges, local employers and the REDCs to identify the job, define the skill, and provide training for it. Community colleges were asked to create advisory committees to help shape curricula, recruitment, placement and evaluation of vocational and training programs. Each REDC should assist community colleges, in the context of new workforce development efforts, to align their activities with regional strategic plans and priority projects.

- **Collaborative Efforts Among Regional Councils**

REDCs reported on interregional activity by CFA applicants and by regional organizations taking place in 2013. For example:

  - The Capital Region supported a Catskills Interpretive Center which will increase tourism in two other regions as well (Mid-Hudson and Southern Tier).
  - The Mohawk Valley supports Mohawk Valley Community College's efforts to get funding for NUAIR (a regional alliance of private industry, academic institutions and military assets and operations) to develop a curriculum in Unmanned Aircraft Systems (UAS). The project connects nearly every region in New York State.
  - The Brookhaven National Laboratory Solar Array expansion, a priority project for Long Island, will further collaboration among several New York-based organizations in solar energy-related research and development, such as the Photovoltaic Manufacturing Consortium in the Capital Region.

In 2014, the REDCs should expand their efforts to work together to make their regional economic development visions a reality. One way to start those discussions is by sharing best practices or lessons learned which can be replicated or expanded in adjacent regions. Another is to cross-endorse projects that overlap regional boundaries or complement cross-regional objectives.

- **Measuring Performance**

The Regional Councils should continue to apply and refine, as needed, performance measures that gauge the effectiveness of the strategic plans and implementation actions. 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.

Regional Council 2014 Checklist

Priorities

✓ **Adjust Regional Council committee structure if necessary**

- Global Marketing and Export Strategy work group
- Integrated Workforce Development Planning work group
- Veterans work group
- NYSUNY 2020 planning work group for challenge grants

✓ **Develop global marketing and export strategies**

- Assess international commerce activity and new export opportunities in the region
- Involve the START-UP NY Global Immigrant Business Support Program

✓ **Collaborate with local governments to transform the regional business climate**

- Engage local government officials
- With local governments, co-sponsor regional conversations about shared services and other cost-reduction actions

✓ **Support NY Rising Community Reconstruction Plan projects**

- Request briefing on NY Rising Plans in the region
- Consider making NY Rising projects priorities in the REDC plan

✓ **Maintain a project pipeline**

- Solicit ideas for priority projects to advance key strategies
- Sponsor public forums and CFA workshops

✓ **Address regional workforce development needs for key sectors**

- Review key sectors
- Build on existing business-led workforce development partnerships and explore new partnerships

✓ **Refine the region's Opportunity Agenda**

- Refine strategies and implementation items
- Involve the Next Generation NY Job Linkage Program

Ongoing Programs

✓ **NYSUNY 2020 Challenge Grant Program**

- Assist local SUNY campuses to ensure campus planning efforts effectively address long-term economic development

✓ **Cleaner, Greener Communities Sustainability Plan**

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

✓ **Innovation Hot Spots**

- Five eligible regions should review Hot Spot applications and recommend an incubator for nomination as an Innovation Hot Spot

✓ **Expand collaborative efforts with other Regional Councils**

- Encourage potential CFA applicants to link with businesses in other regions
- Identify potential interregional partners to help implement strategies through project support and local actions

✓ **Measure performance and revise performance measures if needed**

- Review current performance measures for effectiveness
- Change or add measures as needed to reflect new strategies or projects

✓ **Prepare 2014 Progress Report and Plan for 2015**

- Report on progress
- Describe implementation plans for 2015
- Rank proposed priority projects and other CFA applications

State Agency Priorities In 2014

State agencies, through the State Agency Resource Teams (SARTs), have developed a valuable working relationship with the REDCs and will work to strengthen those relationships in 2014. These teams, led by the Department of State, help the REDCs address their strategies and advance priority projects.

Many State agencies are engaged in reviewing projects identified by NY Rising Communities as priorities that will help the communities recover from Superstorm Sandy, Hurricane Irene, Tropical Storm Lee and the severe summer storms of 2013 and to make them more resilient. For example, agencies will:

- Identify potential funding sources, highlighting funding opportunities of which regional, local, and private applicants are not aware;
- Flag potential state policy or regulatory issues, giving sponsors the ability to reshape their applications to address concerns;
- Provide technical assistance, providing context, identifying potential solutions to problems, answering questions, making referrals to other State, federal, and not-for-profit programs, and walking local governments through review processes; and
- Provide examples of successful approaches to shared dilemmas to allow communities to benefit from the lessons learned by communities who previously used the approaches.

Assistance provided by State agencies to storm-impacted areas is indicative of SART efforts in all ten regions.

Agencies will also continue to:

- Align agency activities to help advance regional strategies;
- Monitor priority projects and provide assistance to slow moving or stalled projects within the bounds of New York State laws and regulations; and
- Identify new funding for economic development and modify current funding requirements to better reflect current investment needs consistent with state objectives.

State Agency 2014 Checklist

✓ Collaborate to advance regional strategies

- Collaborate with Regional Councils to implement strategies related to specific geographic areas or specific topics of focus
- Coordinate with other agencies to fill REDC gaps in expertise, programming, or funding

✓ Eliminate impediments to economic growth

- Work with REDCs and project sponsors to eliminate specific impediments to project implementation
- Expedite regulatory review of priority projects to the extent allowed by law or regulation
- Support efforts to make storm-damaged areas more resilient to future storms, which in turn provides more certainty to private investors

✓ Provide technical assistance

- Respond to requests for information and assistance from the REDCs
- Proactively monitor NY Rising projects and programs to identify assistance needs during the implementation process
- Identify potential assistance available from federal and not-for-profit sources

✓ Enhance Consolidated Funding Application Opportunities

- Identify and modify programs for inclusion in the CFA
- Provide regional training about available CFA programs
- Provide REDCs with lists of NY Rising projects
- Review CFAs and submit scores

✓ Identify and share successful approaches to shared opportunities

- Identify unique regional efforts, successful interregional collaborations, and approaches from other states and provide information on how to replicate those successful efforts in New York State

2014 Competition

To continue to motivate investment opportunities and job creation in 2014, the REDCs will again compete for up to $150 million in capital funds and $70 million in Excelsior Tax Credits for projects and activities identified by the Councils as priorities in their regions.

The competition places an emphasis on Regional Council performance and action to implement strategies. By incentivizing implementation of the strategic plans, REDCs, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are more motivated to work together to accomplish the regional vision.

The competition this year will center on:

1) Implementation of regional strategic economic development plans;

2) Performance in encouraging economic growth through job creation and investment; and

3) Identification of global marketing and export strategies.

The competition will be split in two parts:

- The five regions identified as Top Performers in 2013 will compete for two awards of $25 million each.
- The five regions not identified as Top Performers in 2013 will compete for three awards of $25 million each.

The balance of the $25 million in capital funds will be divided among the remaining five regions. Each region will also be eligible for up to $10 million in Excelsior Tax Credits to help attract and grow business in the region.

$150 million

$70 million

Consolidated Funding Application

A fourth round of the Consolidated Funding Application (CFA) will be offered in 2014. The CFA gives economic development project applicants expedited and streamlined access to a combined pool of grant money and tax credits from dozens of existing programs.

In addition to the capital funding and Excelsior Tax Credits available for REDC Priority Projects, up to $750 million will be available through the CFA for direct assistance to businesses and other organizations; community development; waterfront revitalization; energy improvements; environmental improvements; sustainability planning and implementation; education and workforce development; and to provide low cost financing.

The CFA will be open to applicants on May 1, 2014 at 8:00 AM and applications must be submitted by 4:00 PM on June 16, 2014. Each REDC 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. REDCs should assign each project a single score of 20, 15, 10, 5, or 0 (no fractions) based on merit, as opposed to assigning the full 20 points to all projects; and scores will be due on August 15, 2014.

To maximize participation in the process and ensure high-quality applications, public workshops will be held throughout the state to explain the CFA application, available programs and eligibility standards.

Available Resources for Regional Councils in 2014

Approximate resources available through the Consolidated Funding Application process:

Direct Assistance to Business and Other Organizations: up to $232.25 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 Innovation Hot Spot Program
- Up to $1 million for ESD Grants for Strategic Planning and Feasibility Studies
- Up to $10 million for Market New York

Community Development: up to $49.7 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 $4 million for New York Main Street Program
- Up to $200,000 for New York Main Street Technical Assistance Program

Office of Parks, Recreation and Historic Preservation

- Up to $15.5 million for Environmental Protection Fund Municipal Grants

Waterfront Revitalization: up to $12.75 million

Department of State

- Up to $11.75 million for Local Waterfront Revitalization

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

- Up to 910 MW for Recharge New York

Environmental Improvements: up to $14.6 million

Department of Environmental Conservation

- Up to $2 million for NYS DEC/EFC Wastewater Infrastructure Engineering Planning Grants

Environmental Facilities Corporation

- Up to $12.6 million for the Green Innovation Grant Program

Available Resources for Regional Councils in 2014 -- continued

Sustainability Planning and Implementation: up to $35 million

NYS Energy Research and Development Authority

- Up to $31 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 $6 million

Department of State

- Up to $1 million for Workforce Development Grants

Department of Labor

- Up to $5 million for Workforce Development Programs

Low Cost Financing: Up to $350 million

Empire State Development

- Up to $350 million for Industrial Development Bond (IDB) Cap

Municipal Bond Bank Agency

- Resilience Fund Low-Cost Financing Program

Total 2014 Resources $750 Million

Progress Report

Report on Progress and Plans for 2015

Each Regional Council is asked to submit a report by the close of business on August 15, 2014 which describes the progress made implementing its strategic plan and sets forth an implementation agenda for the remainder of 2014 and 2015. The report will be used to evaluate the region as part of the competition for 2014 capital funds and Excelsior Tax Credits. In addition, each REDC will be able to determine whether its plan is having the desired effect, and whether it needs to modify its strategies to better achieve its vision.

The report should contain the following information:

Part One: Overview of Progress

- **Strategy and Implementation Overview.** A general description of the significant progress that has been made by the REDC to implement its plan, and the strategies the REDC chose to address in 2014.
- **Overview of Job Creation and Investment.** A description of the actions taken by the REDC to encourage job creation and investment. Include a description of how outside investment and support was leveraged, such as partnerships developed between the REDC, local employers, and community colleges to better prepare students for jobs in demand within the region.
- **Status of past priority projects.** A table describing progress that has been made on past priority projects.
- **Public Engagement.** A description of the actions taken by the REDC to engage the public and stakeholders in the implementation of the strategies and the identification of new strategies, as well as promote awareness of the plan. Include a description of the role of the REDC work groups and any organizational changes that may have occurred.
- **Performance Measures.** A description of the performance metrics used by the Regional Council and how the region performed. Describe how the region's performance measures influence the strategies and actions of the Regional Council in 2015.

Part Two: Implementation

This section should describe in more detail the progress the Regional Council made in 2014 and the plans it has for implementing strategies through 2015. The report should include descriptions of the actions taken by the REDC to: advance strategies; engage local government to advance strategies; and work with other regions to advance shared strategies.

- **2014 Regional Priorities.** Describe the strategies the region has adopted to address the regional priorities for 2014 described in this guidebook, and the progress on those strategies.
    - Develop and implement global marketing and export strategies
    - Collaborate with local governments to transform the regional business climate
    - Support NY Rising Community Reconstruction Plan projects
    - Keep the project pipeline flowing
    - Address regional workforce development needs for key sectors
    - Refine the regional Opportunity Agenda
    - Promote veterans' participation in the workforce.

In the description of global marketing and export strategies, include descriptions of the implementation plan and the appropriate performance measures. In the description of workforce development, include a description of the role of business-led workforce partnerships

- **Other New Priorities.** Describe the strategies the region has adopted to address new priorities specific to the region, and the progress on those strategies.

- **Ongoing State Programs.** Describe the strategies the region has adopted and the activities undertaken or planned in 2014 related to the following ongoing State programs.
    - NYSUNY 2020 Challenge Grants
    - Cleaner, Greener Communities Sustainability Plans
    - Innovation Hot Spots (if applicable)
    - Collaboration with other Regional Councils to advance projects and shared objectives

- **Existing Regional Strategies.** Identify and briefly describe the remaining regional strategies identified for action in 2014-2015. Confirm the priority industries/sectors for the region.

- **Proposed Priority Projects.** Describe each proposed priority project, including its anticipated total cost, the strategy it relates to, and how it will help implement the strategy. Provide details on the sources and uses of funds for the project. Indicate which proposed priority projects are also being recommended by other REDCs. Indicate which additional projects or initiatives do not require State CFA funding, if included in the report. Describe also how projects are selected for recommendation.

- **Implementation Agenda.** Identify the significant actions that are needed to implement strategies for the remainder of 2014 through 2015. This information can be presented as a table or spreadsheet that shows the strategy, actions planned, target dates, and responsible parties.

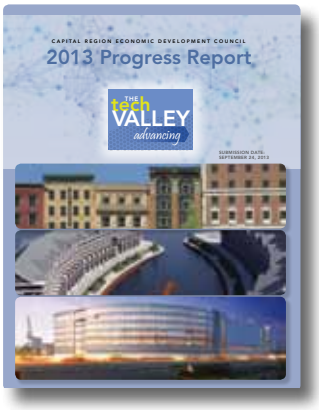
Part Three: Proposed 2014 Priority Projects

The REDC is asked to submit its priorities for all CFA funding and tax credits. One list of priority projects endorsed for funding as a part of the competitive award process should be submitted. Each project should be ranked in the following categories:

- Advancement of regional priorities identified in the strategic plan;
- Support for the region's Global Marketing and Export Strategies;
- Support for NY Rising Community Reconstruction projects;
- Advancement of workforce development strategies;
- Support for the Opportunity Agenda;
- Advancement of interregional collaborations;
- Projects endorsed for the competitive Excelsior Tax Credits; and
- Regional priority as an Innovation Hot Spot (applicable regions only).

Regional Council Members

Regional Council Members



Capital Region

Regional Co-Chairs

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

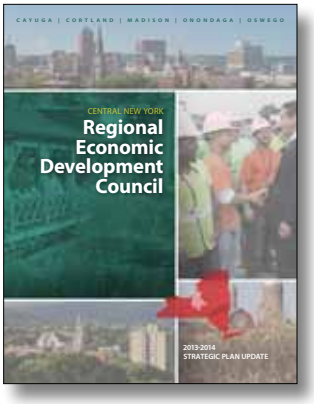
General Members

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 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
Ann C. Moynihan, President, Documentation Strategies Inc.
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

Elected Officials

Daniel McCoy, Albany County Executive
Kathleen M. Jimino, Rensselaer County Executive
Patrick M. Grattan, Chairman Columbia County Board of Supervisors
Anthony Jasenski, Chair of Schenectady County Legislature
James Lindsay, Chairman Washington County Board of Supervisors
Wayne Speenburgh, Chairman of Greene County Legislature
Kevin Geraghty, Chairman Warren County Board of Supervisors
Paul Sausville, Chairman Saratoga County Board of Supervisors
Kathy Sheehan, Mayor of Albany
Gary McCarthy, Mayor of Schenectady
Lou Rosamilia, Mayor of Troy

Central New York



Regional Co-Chairs

Rob M. Simpson, President, CenterState CEO

General Members

Tony Baird, President, Tony Baird Electronics
Ruben P. Cowart, DDS, President & CEO, Syracuse Community Health Center
Andrew Fish, Executive Director, Cayuga County Chamber of Commerce
Michael Johnson, General Manager, Johnson Brothers Lumber Company
Kevin LaMontagne, CFO, Fulton Companies
Greg Larioni, Vice President, Lockheed Martin Corporation
Cornelius B. Murphy, Jr., Ph.D., SUNY College of Environmental Science & Forestry
Rita Paniagua, Executive Director, Spanish Action League
Fred P. Pestello, Ph.D., President, Le Moyne College
Kathryn H. Ruscitto, President & CEO, St. Joseph's Hospital
Mary Emily Slate, Vice President &General Manager, Nucor Steel – Auburn
Deborah F. Stanley, President, SUNY Oswego
Kent Syverud, Chancellor, Syracuse University
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 in Mexico, NY
Randall Wolken, President, Manufacturers Association of Central New York

Elected Officials

Fred Beardsley, Chairman of Oswego County Legislature
John Becker, Chairman of Madison County Board of Supervisors
Michael Chapman, Chairman of Cayuga County Legislature
John DeFrancisco, New York State Senator
William Magnarelli, New York State Assemblyman
Joanie Mahoney, Onondaga County Executive
Stephanie Miner, Mayor of Syracuse
Susan Briggs, Chairman of Cortland County Legislature
Michael Quill, Mayor of Auburn
Brian Tobin, Mayor of Cortland

Finger Lakes

Regional Co-Chairs

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

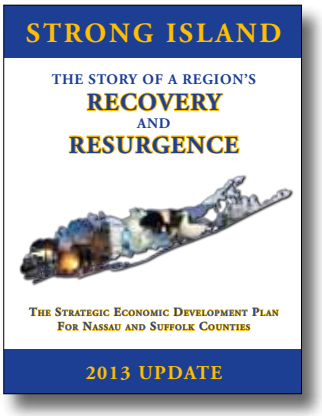
General Members

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
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
Joseph Morelle, NYS Assembly Majority Leader
John Noble, President & Owner, Synergy, LLC
Sandra A. Parker, President & CEO, Rochester Business Alliance
Mark S. Peterson, President & CEO, Greater Rochester Enterprise
Joseph Robach, NYS Senate
Hilda Rosario Escher, President & CEO, Ibero American Action League
Robert S. Sands, CEO, Constellation Brands, Inc.
Christine Whitman, Chairman, CEO & President, Complemar, Inc.
Dave Young, President, Rochester Building and Construction Trades Council

Elected Officials

Genesee County Legislature Chair Raymond Cianfrini
Livingston County Board of Supervisors Chair Eric Gott
Monroe County Executive Maggie Brooks
Ontario County Board of Supervisors Chair Jack Marren
Orleans County Legislature Chair David Callard
Seneca County Board of Supervisors Chair Robert W. Hayssen
Wayne County Board of Supervisors Chair James Hoffman
Wyoming County Board Chair of Supervisors A. D. Berwanger
Yates County Legislature Chair Timothy Dennis
Arcadia Supervisor Richard Colacino
Batavia City Council President Brooks Hawley
Rochester Mayor Lovely Warren

Long Island



Regional Co-Chairs

Kevin Law, President, Long Island Association
Stuart Rabinowitz, President, Hofstra University

General Members

Joseph Cabral, Senior VP and Chief Human Resources Officer,
North Shore-Long Island Jewish Health System
Noreen Carro, Vice President – New York Division, LMN Printing Co., Inc.
James D'Addario, President & CEO, D'Addario and Company Inc.
John R. Durso, President, Long Island Federation of Labor
Lutricia Edwards, Vice President for Community Development Long Island, Citigroup
Tracey Edwards, Region President NY North/West, Verizon Communications
Mark Fasciano, Partner, Canrock Ventures
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.
Dr. Hubert Keen, President, Farmingdale State College
Jack Martins, Senator
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
Robert Sweeney, Assemblyman
Bill Wahlig, Executive Director, Long Island Forum for Technology

Elected Officials

Suffolk County Executive Steve Bellone
Nassau County Executive Ed Mangano
Town of Brookhaven Supervisor Edward Romaine
Town of Hempstead Supervisor Kate Murray
Town of Islip Supervisor Tom Croci
Town of Oyster Bay Supervisor John Venditto

Mid-Hudson

Regional Co-Chairs

Dennis Murray, Ph. D., President, Marist College

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

General Members

James Bernardo, President & CEO, Candela Systems Corporation

John Bonacic, Senator

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

Tom Endres, 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

J. Gary Pretlow, Assemblyman

Mary Rodrigues, Owner, A.J. Rodrigues Group Inc.

Paul Ryan, President, Westchester/Putnam Central Labor Body

Al Samuels, President & CEO, Rockland Business Association

Ned Sullivan, President, Scenic Hudson, Inc.

James Taylor, III, CEO, Taylor BioMass, LLC

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

Elected Officials

Westchester County Executive Robert P. Astorino

Orange County Executive Steven M. Neuhaus

Putnam County Executive MaryEllen Odell

Ulster County Executive Michael P. Hein

Dutchess County Executive Marcus J. Molinaro

Rockland County Executive Edwin J. Day

Chairman of Sullivan County Legislature Scott B. Samuelson

Mayor of Yonkers Mike Spano

Town of Monroe Supervisor Harley E. Doles III

Town of Ramapo Supervisor Christopher P. St. Lawrence

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

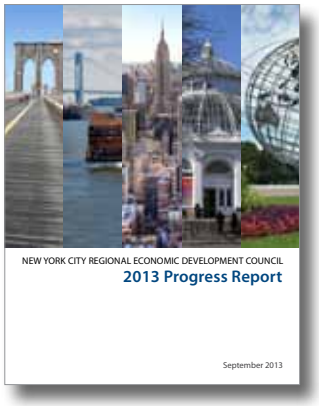
General Members

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.
Joseph Griffo, Senator
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
William Magee, Assemblyman
Nicholas O. Matt, President, Matt Brewing Company
Mary Morse, Owner, Kwik-Kut Manufacturing
Nancy Pattarini, President & CEO, The Paige Group
Michael J. Reese, President & CEO, Fulton County Economic Development Corporation
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

Elected Officials

Oneida County Executive Anthony J. Picente, Jr.
Chairman of Otsego County Board of Supervisors Kathleen Clark
Chairman of Fulton County Board of Supervisors Michael Gendron
Montgomery County Executive Matthew Ossenfort
Chairman of Herkimer County Legislature Vincent Bono
Chairman of Schoharie County Board of Supervisors Anthony Van Glad
Mayor of Gloversville Dayton King
Mayor of Utica Robert Palmieri
Mayor of Amsterdam Ann M. Thane

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
Martin Golden, Senator
Monique Greenwood, CEO of Akwaabe Bed & Breakfast Inns
Gail Grimmett, 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
Sheldon Silver, Speaker of the Assembly
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

Elected Officials

Bronx Borough President Ruben Diaz, Jr.
Brooklyn Borough President Eric Adams
Queens Borough President Melinda Katz
Staten Island Borough President James Oddo
Manhattan Borough President Gale A. Brewer

North Country

VELOCITY

North Country Regional Economic Development Council Progress Report 2013

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. John Ettling, President, SUNY Plattsburgh

Kate Fish, Executive Director, Adirondack North Country Association

Paul Grasso, President, The Development Corporation

Bridget Hart, President, Kinney Drugs

Hugh Hill, Executive Director, Malone Chamber of Commerce

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

Elected Officials

Chairman of Clinton County Legislature Samuel Dyer

Chairman of Essex County Board of Supervisors Randall Douglas

Chairman of Franklin County Legislature D. Billy Jones

Chairman of Hamilton County Board of Supervisors William Farber

Chair of Jefferson County Legislature Carolyn Fitzpatrick

Chairman of Lewis County Board of Supervisors Michael Talbolt

Chair of St. Lawrence County Legislature Jonathan Putney

Mayor of Plattsburgh James Calnon

Town of Potsdam Supervisor Marie Regan

Mayor of Watertown Jeffrey Graham

Southern Tier

Regional Economic Development Council of the Southern Tier

STRATEGIC ECONOMIC DEVELOPMENT PLAN: 2011–2016

"Catalytic, Collaborative, Comprehensive, Competitive"

PROGRESS REPORT: 2013

SEPTEMBER 2013

Regional Co-Chairs

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

General Members

Keith Baumann, Director of Finance, Howell Packaging
Dr. Kathryn Boor, Dean of College of Agricultural and Life Sciences, Cornell University
Patricia A. Cummings, Partner, Leonard & Cummings, LLC
Martin A. Dietrich, President & CEO, NBT Bank
Peg Ellsworth, Executive Director, MARK Project Inc.
Ernie Hartman, Business Manager, IBEW Local 139
Diane Lantz, Executive Director, REDEC Relending Corporation
Thomas Libous, Senator
Barbara Lifton, Assemblymember
George Miner, President, Southern Tier Economic Growth, Inc.
Mary Opperman, Vice President of Human Resources, Cornell University
David J. Patak, President & CEO, Lourdes Hospital
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.
Kevin McLaughlin, Executive Director, Broome County IDA
Mike Field, President of Operations and Engineering, Raymond Corporation

Elected Officials

Broome County Executive Debra Preston
Chemung County Executive Thomas Santulli
Chairman of Chenango County Legislature Lawrence N. Wilcox
Chairman of Delaware County Legislature James Eisel
Chairman of Schuyler County Legislature Dennis Fagan
Chairman of Steuben County Legislature Joseph Hauryski
Chair of Tompkins County Legislature Mike Lane
Chairman of Tioga County Legislature Martha Sauerbrey
Town of Union Supervisor Rose Sotak
Mayor of Ithaca Svante Myrick
Mayor of Elmira Sue Skidmore

Western New York

Regional Co-Chairs

Satish K. Tripathi, President, SUNY at Buffalo
Howard A. Zemsky, Managing Partner, Larkin Development Group

General Members

Deanna Alterio-Brennen, President & CEO, Niagara USA Chamber
Aaron Bartley, Executive Director, PUSH (People United for Sustainable Housing) Buffalo
Jeff Belt, CEO, SolEpoxy
Robert T. Brady, Chairman & CEO, Moog
Paul Brown, President, Buffalo Building & Construction Trades
Colleen C. DiPirro, President & CEO, Amherst Chamber of Commerce
Dr. Charles Edmondson, President, Alfred University
Matthew Enstice, President & CEO, Buffalo Niagara Medical Campus, Inc.
Dottie Gallagher-Cohen, President & CEO, Buffalo Niagara Partnership
Robert Gioia, President, Oishei Foundation
Dr. Rosa Gonzalez, Owner, RGonzalez Consulting and Assistant Professor & Chair, Erie Community College Emergency Management Program
Pamela R. Henderson, Managing Partner, Henderson-Woods, LLC
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
Dr. Raul Vazquez, Founder & CEO, Urban Family Practice, P.C.

Elected Officials

Crystal Abers, Cattaraugus County Director of Economic Development, Planning & Tourism
Erie County Executive Mark Poloncarz
Chair of Allegany County Legislature Curtis W. Crandall
Chautauqua County Executive Vince Horrigan
Chair of Niagara County Legislature William L. Ross
Mayor of Buffalo Byron Brown
Mayor of Niagara Falls Paul Dyster
Mayor of Jamestown Samuel Teresi

Regional 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.

(RCDC-GB 4/28/14)