



WNY REGIONAL COUNCIL MEETING AGENDA

February 7, 2013 9:00 am – 12:00 pm - PUBLIC
University at Buffalo, Center for Tomorrow
124 Center for Tomorrow | Buffalo, NY 14260

- 9:00 – 9:20 am** **Opening Remarks**
Lt. Governor Duffy, Council Co-Chairs Howard Zemsky & Satish Tripathi
- 9:20 – 9:30 am** **State Reform & Chairman’s Council Update**
Lt. Governor Duffy
- 9:30 – 10:00 am** **Work Group Updates**
- Smart Growth- Priority Communities Focus (*Aaron Bartley*)
 - Tourism- Pathways Through History (*Crystal Abers*)
 - Marketing & Communications- REDC Marketing Plan (*Colleen DiPirro*)
- 10:00 – 10:30 am** **Project Tracking & Regional Progress**
Michael Ball & Laura Quebral
- 2011 CFA Schedule of Milestones
 - Proposed System for Tracking Progress of CFA Priority Projects
 - Alignment with Regional Strategic Plans
- 10:30 – 11:00 am** **Consolidated Funding Application Update**
Christina Orsi & Michael Ball
- CFA Project Update Template
 - Available CFA funding – HCR & ESD Reallocation
 - ESD Disbursement Requirements (Incentive Proposal Review)
 - MWBE Requirements & Compliance
- 11:00 – 11:15 am** **Buffalo Billion Update**
- Implementation Councils
- 11:15 – 11:30 am** **Next Steps/Closing Remarks**
Council Co Chairs Howard Zemsky & Satish Tripathi
- 11:30 am** **Press Announcement**
- Release of Final Buffalo Billion Investment Development Plan



Western New York Regional Economic Development Council

Communications Plan

2013 Executive Summary

Goals and Objectives:

To better educate and proactively engage the WNY community and local media regarding the regional strategy formulated by the WNYREDC and Governor Cuomo's Buffalo Billion initiative. To provide regular updates, project statuses, funding timelines and build overall awareness of our activities to all demographics in our geographic service area.

Actions

- Imbed a public relations liaison in each implementation council
- Utilize liaison to develop content for press releases and quotes from implementation council members
 - Keep website/Facebook updated with current information
 - Increase viewership of REDC website/Facebook page
 - Expand distribution list for e-newsletter
- Facilitate guided discussions with targeted groups across our region
- Facilitate broader network, incorporating members from these targeted groups in an effort to engage the community
- Create and submit "Letters to the Editor" on Council activities

Buffalo Billion

- Create a Buffalo Billion logo
- Define and communicate the difference between the Buffalo Billion and the REDC
 - Create a website and Facebook page for the Buffalo Billion
 - Identify and assist council members with blogs
- Develop an electronic communications marketing piece devoted to Buffalo Billion and create a distribution calendar
 - Create and submit "Letters to the Editor" supporting Buffalo Billion and proposed projects
- Build community awareness on the sustainable value of the Buffalo Billion and the merit of the projects selected for funding

For a full report contact mball@esd.ny.gov



Western New York Regional Economic Development Council

Implementation Council Report

IMPLEMENTATION COUNCIL _____

DATE OF MEETING _____

MEETING SUMMARY

250-300 words

PR MESSAGE

200-250 Description of any action item that has value from a public relations standpoint for inclusion in a press release

Quote _____

From a work group member to be included in press release

Forward to mball@esd.ny.gov

Priority Project	Description	2011 CFA Award	Estimated TPC	Create	Retain	M/WBE Goals	Award Disbursement	Complete 2012		Estimated 2013		Estimated 2014		Estimated 2015		Estimated 2016
								Jan - Jun	Jul - Dec	Jan - Jun	Jul - Dec	Jan - Jun	Jul - Dec	January - June	July - December	Jul - Dec
Buffalo Arts & Technology Center	Planning, construction and renovation for the Buffalo Arts & Technology Center (BATC), including classrooms, labs, work spaces, and meeting room; and purchase and acquisition of furniture, fixtures, machinery and equipment.	\$ 800,000	\$ 1,645,610	N/A	N/A	25%	Funds will be disbursed in lump sum upon project completion		Site Lease Signed with Artspace Hired Executive Director Selected Architect	Hire Builder Approve Build-Out Plans Begin Construction Recruit/Hire Teaching Artists & Adult Educators	Construction Completion & Grand Opening Initial Programming Tested	Adult & Youth Programming Implemented				
Olean East State Street Re-construction	Will repair and revitalize a vital portion of East State Street (NYS Route 477) in Olean. The project will replace badly worn road including curbs and gutters, replace water & sanitary lines and a new storm sewer- urgently needed upgrades to East State Street.	\$ 1,000,000	\$ 3,352,400	N/A	N/A	25%	Funds will be disbursed in lump sum upon project completion	Completed Design	East State Street Construction Phase I & II	Final Construction						
Olean Central Business District	Renovations to former Manufacturers Hanover bank including roof repairs, interior/exterior renovations; demolition of a one-story building necessary to transform the vacant historic structure into commercial, retail and residential space. Also includes the redevelopment of the 100-200 block of North Union Street.	\$ 1,000,000	\$ 8,570,000	N/A	N/A	20%	4 installments based on construction and expenditures	Continued working with SHPO on Hanover Building Component & Streetscape Design	Hired N. Union Streetscape Design Consultant Disposition Agreements executed for sale of properties to preferred developer Continued working with SHPO	Continue working with SHPO on streetscape		North Union Street Completion	Manufacturers Hanover Bank Building Completion			
Buffalo Central Business District	Improvement in 5 downtown Buffalo districts through investment in streetscape & infrastructure development in accordance with the City of Buffalo's "Queen City Hub" Plan, improving streetscapes, infrastructure and connectivity.	\$ 4,000,000	\$ 24,400,000	N/A	N/A	23%	Funds disbursed quarterly; final 10% upon completion		Began design for Genessee Gateway Pearl Street Two Way Conversion & Cars on Main Street 500 Block	Genessee Gateway & Pearl Street Design Completion	Cars on Main Street 500 Block Design Completion Estimated Genessee Gateway & Pearl Street Two Way Construction Completion		Cars on Main Street 500 Block Construction Completion			
Small Business Green Retrofit Initiative	Incentive grants to small business and non-profit organization throughout Erie, Niagara & Chautauqua counties for pre-retrofit building improvements necessary for access to the Green Jobs, Green NY energy efficiency retrofit program.	\$ 800,000	\$ 1,600,000	N/A	N/A	Best Efforts	3 installments based on expenditures		Signed Incentive Proposal Began outreach to program stakeholders Finalized operating plan Launched Program	Outreach to business districts in targeted communities Qualify pool of green retrofit referral contractors	Provide assistance to 10 small businesses & not-for-profits approved for work in the program					Project completion
Roswell Park Cancer Institute Genome Consortium	Renovate a 5,000 sq.ft. lab to perform whole genome sequencing and develop a pilot project that will demonstrate feasibility of execution, develop the infrastructure needed for completion and provide the groundwork for future investment by external funds to help support/develop a Center of Excellence in genomic medicine.	\$ 5,100,000	\$ 6,155,873	32	2,621	Exempt (very limited suppliers)	3 installments based on employment & installation of equipment	Start Genomics Facility Set-Up Began WNY Consent, Biospecimen & Data Capture	Hired first 28 employees Finish Genomics Facility Set-Up	Complete WNY Consent, Biospecimen & Data Capture Complete Whole Genome Sequencing						
Hauptman Woodward Crystallization Laboratory	The project will involve expansion of the high throughput crystallization laboratory biotech services; updating and replacing aging robotic lab equipment.	\$ 500,000	\$ 1,525,303	10	55	20%	3 installments based on employment, expenditures & machinery/equipment installed		Hired Marketing Director	Purchased SONICC equipment National Science Foundation Grant Pending Expand portfolio of lab services beyond	Install SONICC equipment		Project Completion			
Jacobs Institute Center for Innovation in Medicine	Construction of a state-of-the-art medical device prototyping facility located on the Buffalo Niagara Medical Campus, occupying 20,800 sq.ft.	\$ 4,000,000	\$ 12,260,200	25	0	25%	3 installments based on employment, construction & equipment purchases	Established business partnership with Toshiba Hired COO, Communications Director & Project Manager	Moved into facility Hired Executive Director	Purchase Base Lab equipment Procure donated simulators Hire Training Lab Manager, Grants Manager & Fundraiser	Purchase Endovascular Training Equipment					
Alfred University High-Temp Materials Characterization Laboratory	Phase 1: Renovation of existing laboratories and the purchase & installation of laboratory equipment (\$1.7M) Phase 2: Construction of McMahon InFill Laboratory & installation of laboratory equipment (\$8.1M)	\$ 2,800,000	\$ 9,805,000	N/A	N/A	30%	3 installments based on expenditures		Completed design		BID & Award contract	Begin McMahon Infill Laboratory Construction		Complete McMahon Infill Laboratory Construction		
Hospitality & Tourism Center	Development of the Small Business Development Center and business incubator as part of the construction of the Niagara Falls Culinary Institute.	\$ 2,000,000	\$ 26,600,000	30	0	25%	3 installments based on expenditures & employment		Completed Construction Opened doors to 300 culinary students Fall 2012	Small Business Development Center fully staffed						

2011 Priority Project Key Milestones

2011 CFA Project Dashboard

96 Projects Received \$100.3 Million in State Awards

Project Status:	Description:	#	%
Green	Project moving forward on schedule	83	85%
Yellow	Project progressing more slowly than anticipated	4	7%
Red	Concerns with project	1	1%
Black	Project inactive	8	6%

Yellow Projects:	Reason for Delay:	County:
Ascion Excelsior	Financing	Chautauqua
Sentient Excelsior	Administrative- Clarifying final terms & conditions of lease space in the UB Center of Excellence space	Niagara
Rubberform Recycled Products - EIP Capital	Financing	Niagara
Niagara Wine Trail Capital	State legislation	Niagara

Red Projects:	Reason for Concern:	County:
St. John Fruit Belt Capital	Project put on hold pending review by ECC of workforce development needs and facility plans.	Erie

Black Projects:	Reason for Inactivity:	County:
Main Line Track Rehabilitation, Carrollton to Salamanca	Funds have been reallocated.	Cattaraugus
Dunkirk Meadows Workforce Housing	Applicant withdrew grant.	Chautauqua
Computer Task Group Excelsior	Applicant declined grant	Erie
Buffalo Blends, Inc. On-the-Job Training	Applicant declined grant	Erie
Ford Motor Company Storm Water Reuse	Applicant declined grant	Erie
People Inc. Unemployed Worker Training	Applicant declined grant	Erie
International Imaging Materials, Inc. Worker Skills Upgrading	Applicant declined grant	Erie
Watt Fuel Cell Excelsior	Project moved out of region.	Nassau

YELLOW

CFA #	Agency	Project Name	Project Description	2011 CFA Award	Total Project Costs	Reason for Delay	County
4547	ESD	Sentient Excelsior	This project seeks to commercialize a technology developed by the co-owners which creates precise forecasts of when vital maintenance needs to be done to various mechanical devices. A device which measure physical factors to aid in the creation of these forecasts will also come about as a result of this project. The initial focus of this product has been in for maintenanc fo military helicopters and wind mills.	\$ 811,534	\$ 10,505,000	Administrative- Clarifying final terms & conditions of lease space in the UB Center of Excellence space	Niagara
6997	ESD	Ascion Excelsior	Expansion of current facility by constructing a new 87,000 sq. ft. building to accommodate additional manufacturing, warehouse space and serve as national customer care call center operations for Tempur-Pedic adjustable beds.	\$ 800,000	\$ 7,234,500	Financing	Chautauqua
6579	ESD	Rubberform Recycled Products - EIP Capital	Rubberform, Inc. will use this financing to expand its Lockport, NY manufacturing operations, using recycled tire rubber to make compression molded products such as stop sign bases, parking lot stops, and other traffic control devices.	\$ 250,000	\$ 500,000	Financing	Niagara
4319	ESD	Niagara Wine Trail Capital	Manufacture and installation of wayfinding signs along the Niagara Wine Trail and the Niagara Escarpment Wine Trail designated routes.	\$ 30,000	\$ 37,820	State legislation	Niagara

RED

CFA #	Agency	Project Name	Project Description	2011 CFA Award	Total Project Cost	Reason for Distress	County
3952	ESD	St. John Fruit Belt Capital	Construction of new automotive maintenance training facility in Buffalo to make training more accessible to underrepresented populations.	\$ 2,000,000	\$ 10,332,525	Project put on hold pending review by ECC of workforce development needs and facility plans.	Erie

BLACK

CFA #	Agency	Project Name	Project Description	2011 CFA Award	County	Total Project Costs	Reason for Termination	County
7041	ESD	Computer Task Group Excelsior	CTG intends to create jobs in the fields of computer engineering, computer programming, computer analysis and functional analysis which will conduct scientific research and development activities intended to discover information that would eliminate uncertainty concerning the development or improvement of a product or process	\$ 1,000,000	Erie	\$ 10,740,000	Applicant declined grant.	Erie
5423	DOL	Buffalo Blends, Inc. On-the-Job Training	Will provide on-the-job-training to 12 longterm unemployed workers in the operation of an agglomerator/instantizer required for processing hot cocoa mix.	\$ 14,400	Erie	\$ 14,400	Applicant declined grant.	Erie
3890	EFC	Ford Motor Company Stormwater Reuse	The Ford Motor Company Buffalo Stamping Plant plans to reduce potable water use by collecting and reusing stormwater in a non-contact cooling water system which is used in the Stamping Plant in welding lines and plant-wide air compressors.	\$ 135,000	Erie	\$ 135,000	Applicant declined grant.	Erie
3833	DOL	People Inc. Unemployed Worker Training	Provide Management Training workshops to 50 employees in the skills they need for a supervisory or management position. People, Inc.'s field of disability services is one of consistent growth in the Western NY and needs managers who can navigate services.	\$ 5,950	Erie	\$ 5,950	Applicant declined grant.	Erie
7859	DOL	International Imaging Materials, Inc. Worker Skills Upgrade	This Western NY company will provide training to 70 current employees in its Research and Development and Engineering Departments.	\$ 19,482	Erie	\$ 19,482	Applicant declined grant.	Erie
4931	ESD	Watt Fuel Cell Excelsior	Renovation of an existing building and purchase of M&E in order to develop and manufacture fuel cell products at Watt's Long Island facility.	\$ 951,652	Nassau	\$ 5,250,000	Project moved out of region.	Nassau
5883	DOT	Main Line Track Rehabilitation, Carrollton to Salamanca	The Southern Tier Extension Railroad Authority will replace approximately 3 miles of rail and 7,000 ties in a 7.5 mile span of railroad between Carrollton, NY and Salamanca, NY.	\$ 786,850	Cattaraugus	\$ 1,576,450	Funds have been reallocated.	Cattaraugus

2011 CFA Project Tracking

BLACK

CFA #	Agency	Project Name	Project Description	2011 CFA Award	County	Total Project Costs	Reason for Termination	County
2238	HCR	Dunkirk Meadows Workforce Housing	New construction of 64 affordable rental housing for individuals and families in the Town of Dunkirk (Chautauqua County). This project will be complemented by a job training program through a partnership with the Jamestown Community College Training Center. Upon completion, the project will provide seven units for persons with mobility impairments and three units for persons with hearing and/or vision impairments.	\$ 1,143,491	Chautauqua	\$ 13,332,082	Awardee decided not to enter into project	Chautauqua

MULTI REGION

CFA #	Agency	Project Name	Project Description	2011 CFA Award	Total Project Costs	Project Status	Latest Project Comment	Regions	County
14143	HCR	Sheen Housing Home Repair Program	Home improvement of 112 single family homes on scattered sites in multiple regions across New York State	\$ 600,000	\$ 1,600,000	Green	Project 66% disbursed	Central New York,Finger Lakes,Southern Tier,Western New York	Allegany
14066	HCR	WESTERN NEW YORK HEALTHY HOMES PROJECT	Rehabilitate 8 homes owned by low-income households in Allegany, Cattaraugus, Chautauqua, Genesee, Livingston, and Wyoming Counties.	\$ 400,000	\$ 400,000	Green	N/A	Finger Lakes,Western New York	Allegany
14142	HCR	HFH-NYS 2011	Multi-regional project involving the new construction of 25 single-family homes on scattered sites across New York State	\$ 900,000	\$ 3,815,433	Green	72% disbursed	Capital District,Central New York,Finger Lakes,Mohawk Valley,North Country,Southern Tier,Western New York	Cortland

May 1, 2012

Ms. Blythe Merrill
Senior Program Officer
The John R. Oishei Foundation
One HSBC Center, Suite 3650
Buffalo, NY 14203-2805

Dear Ms. Merrill:

On behalf of New York State and Empire State Development, please let me express my enthusiasm for working with you and The John R. Oishei Foundation in the establishment of the Buffalo Arts and Technology Center (BATC) in New York State.

As we understand the project, The John R. Oishei Foundation will implement two co-located programs: industry-determined training for unemployed and underemployed adults, as well as special adult populations, which will lead to employment, and an after-school arts and technology program that will provide at-risk teens the tools needed to succeed and graduate from high school.

To encourage you to proceed with this project, we are offering The John R. Oishei Foundation an incentive valued at **\$800,000**.

Please review the attached Incentive Proposal to see how New York State and Empire State Development are prepared to assist The John R. Oishei Foundation in the development of its BATC in the Western Region of New York State. If you choose to accept our offer, please acknowledge your decision by endorsing the last page of the attached proposal and returning one copy to me and one copy to Susan Shaffer, Vice President of Empire State Development's Loans and Grants Department, by June 1, 2012.

Should you have any questions or wish to discuss the offer further, please do not hesitate to call Ray Witzleben, your Project Manager, at (716) 846-8245.

Very truly yours,

Christina P. Orsi
Regional Director

cc: Sam Hoyt
Susan Shaffer
Ray Witzleben

Attachment: ESD Incentive Proposal

The John R. Oishei Foundation

May 1, 2012

This **Incentive Proposal** outlines the general terms and conditions of the incentive package being offered by Empire State Development (“ESD”) to The John R. Oishei Foundation to assist with its project in Buffalo, Erie County. This offer is subject to the availability of funds, completion of any applicable 1) non-discrimination and contractor diversity, (2) environmental and historic and (3) smart growth review requirements, approval by the ESD Directors, applicable statutes, and compliance with program requirements.

I. GENERAL INFORMATION

- a) **Recipient Name:** The John R. Oishei Foundation (the “Recipient”)
- b) **Contact Information:** Ms. Blythe Merrill
Senior Program Officer
One HSBC Center, Suite 3650
Buffalo, NY 14203-2805
Phone: (716) 856-9490
Fax: (716) 856-9493
- c) **Project Location(s):** 1219 Main Street, Buffalo, NY 14209
Erie County
- New York State Empire Zone:** N/A
- d) **Type of Business:** Private Foundation

II. PROJECT SPECIFICS

- a) **Project Description:** Planning, construction and renovation of the Buffalo Arts and Technology Center (BATC), including classrooms, labs, work spaces, and meeting room; and purchase and acquisition of furniture, fixtures, machinery and equipment.
- b) **Estimated Schedule:** Begin: May 2011
Complete: June 2013
Estimated ESD Directors’ Approval: August 2013

III. PROJECT BUDGET

You have informed us that the following costs will be incurred in the first year to complete the planning and capital build-out of this project. It is understood that these costs are estimates, based on the best information available to date. If these figures change, please inform your ESD contact as soon as possible.

Architects/Project Management:	\$137,500
Construction/Renovation	550,000
Equipment:	600,610
Furniture & Fixtures:	<u>357,500</u>
Total Estimated Cost:	\$1,645,610

IV. ESD INCENTIVES

Regional Council Capital Fund – Capital Grant – Project #X691

- a) **Amount:** \$800,000
- b) **Use of Funds:** Reimbursement for a portion of construction, renovation, furniture, fixtures, and equipment costs.
- c) **Requirements:** Funds will be disbursed in lump sum upon project completion, as described in Sections II and III above and as evidenced by attainment of a certificate of occupancy and/or other documentation verifying project completion as ESD may require, and documentation verifying project expenditures of approximately \$1.6 million.

In addition, the Recipient will report to ESD every year for five years the following performance measures:

1. The number of at-risk high school students enrolled and number of adults enrolled in training program.
2. The number of students and adults that graduated from the program or gained certificates and the percentage of those enrolled in adult and high school programs who have completed the training.
3. The number and percentage of high school seniors in the program who have earned high school diplomas with a goal of 75% graduation.
4. Each year the Recipient will report the employment placement rate (with a goal of 80% placement within six months of completing the training) for adults who have completed the training.
5. The percentage of students and adults who have completed the program who are determined to be at-risk, from underserved

populations, or are unemployed or underemployed.

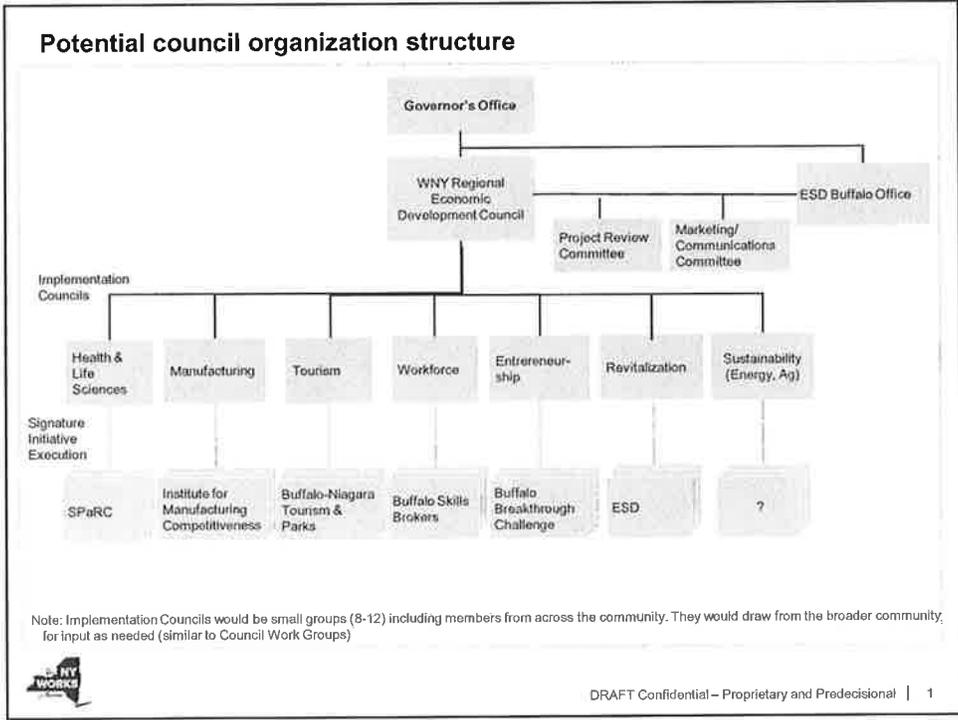
- d) Financial Disclosure:** Financial disclosure, consisting of three years of audited financials or three years of tax returns plus interim financials if the most recent financial report is older than three months on Recipient.
- e) Reporting:** Recipient will provide reports, on an annual basis, for the five years following disbursement of the funds as to how many clients (unemployed adults, underemployed adults, or at-risk teenagers) have completed the training program, and secured employment.
- f) Recapture:** Grant funds will be subject to *pro rata* recapture if Grantee fails to submit annual reporting.

General Requirements

- **Equity:**
The Recipient will be required to contribute a minimum of 10% of the total project cost in the form of equity contributed after the Recipient's written acceptance of ESD's Incentive Proposal. Equity is defined as cash injected into the project by the Recipient or by investors and should be auditable through Recipient financial statements or Recipient accounts, if so requested by ESD. Equity cannot be borrowed money secured by the assets in the project.
- **Fees:**
The Recipient will provide a \$250 fee, due at the time of acceptance of this Incentive Proposal, and a 1% commitment fee (\$8,000), due when the Recipient executes documents required for processing the grant. In addition, the Recipient will reimburse ESD for any direct expenses incurred in connection with this project, including costs related to holding a public hearing, attorney fees, appraisals, surveys, title insurance, credit searches, filing fees, and other requirements deemed appropriate by ESD.
- **Non-discrimination and Contractor Diversity:**
ESD's Non-discrimination and Contractor Diversity policy will apply to the Project. The Recipient shall be required to use good faith efforts to achieve an overall Minority and Women Business Enterprise ("MWBE") Participation goal of 25%, Minority Business Enterprise ("MBE") Participation goal of 18% and a Women Business Enterprise ("WBE") Participation goal of 7% related to the total value of ESD's funding and to solicit and utilize MWBEs for any contractual opportunities generated in connection with the Project. A further explanation of the MWBE requirements is attached hereto.
- **Environmental, Historic and Smart Growth Review:**
Please note in particular the Environmental, Historic and Smart Growth Review requirements at the end of the attached document, which, if applicable, must be satisfied prior to ESD Board approval of funding. The ESD Planning & Environmental Review office may contact your office for further information regarding status of the environmental, historic and smart growth review for your project.
- **Environmental Sustainability:**
ESD encourages the environmentally sustainable practice of recycling construction and demolition debris rather than disposition in a landfill.
- **Modification:**
ESD reserves the right to review and reconsider project and property selections in the event of material changes in the project plans or circumstances.

EXECUTIVE COMMITTEE APPROVALS | 2013

Project Type	Grant Amt	Excelsior Amount	Total Project Cost	Jobs Retained	Jobs Created	Total Jobs	County
MANUFACTURING	\$ -	\$ 460,222	\$ 2,020,000	45	40	85	Niagara
MANUFACTURING	\$ -	\$ 874,270	\$ 5,101,000	125	25	150	Erie
MANUFACTURING		\$ 640,000	\$ 26,150,000	350	0	350	Erie
MANUFACTURING	\$ -	\$ 203,106	\$ 3,632,000	0	25	25	Chautauqua
TOTALS	\$ -	\$ 2,177,598	\$ 36,903,000	520	90	610	



Implementation Councils– detail charter		PRELIMINARY
Implementation Councils		
Purpose • <i>What is it?</i>	<ul style="list-style-type: none"> Assist and guide the implementation of Signature Initiatives within a given strategy Generate ideas for subsequent Signature Initiative designs for proposal to ESD & Council Assist in attraction and retention activities including identification and engagement 	
Approach • <i>What does it do?</i>	<ul style="list-style-type: none"> Meet once to twice monthly – initially – to go through the progress on each Signature Initiative in the strategy to review progress; after 6 months, frequency will be re-evaluated Resolve barriers to on-time implementation 	
Rationale • <i>Why does it work?</i>	<ul style="list-style-type: none"> Each strategy needs specialized expertise and champions in the community Granting authority to key stakeholders ensures accountability, quality input and buy-in Regular meetings keep delivery pressure in the system high, and ensure that small problems are escalated quickly and big problems are anticipated and avoided 	
Authority • <i>How to ensure impact?</i>	<ul style="list-style-type: none"> The sub-committee can escalate challenges to the Council Additional authority is held by members of the sub-committee who can help implement initiatives 	
Composition • <i>Who is in it?</i>	<ul style="list-style-type: none"> Varies with Signature Initiative but should include: <ul style="list-style-type: none"> ESD representative Relevant government/business/academic leaders with expertise Reflect diversity of Region 	
Time Commitment	<ul style="list-style-type: none"> ~5-10 hours per month 	

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