



Regional Economic Development Councils

**Implementing
A New Operating Model for NYS Government**



**Implementing
A New Operating Model for NYS Government**
to stimulate

Real Regional Economic Development



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:

Real 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



A large, light-colored silhouette of the Statue of Liberty is positioned on the left side of the page, extending from the top to the bottom.

Table of Contents

Introduction	3
Regional Council Organization.....	6
Leadership.....	6
Membership and Workgroups	7
Code of Conduct.....	8
2011 Competition.....	9
Regional Strategic Planning Process	9
Highlights of the Strategic Plans	11
Competitive Regional Economic Development Resources	16
Regional Councils Priorities in 2012	17
Establish a Framework to Advance Plans.....	17
Implement the Strategies	18
Create a Project Pipeline.....	18
Report on Progress	18
Engaging Stakeholders and the Public in Implementation	19
Consolidated Funding Application.....	20
State Agency Priorities in 2012.....	22
Statewide Chairman’s Committee	23
Suggested Regional Council 2012 Work Plan.....	26
State Agency 2012 Work Plan.....	28
2012 Progress Report and Proposed Priority Projects	32
Sample Implementation Agenda	34
Sample Proposed Priority Project Descriptions	35
Regional Council Code of Conduct.....	39
Regional Council Members	43





Introduction

New York State is home to many distinct regions. From the tip of Long Island, across the five boroughs of New York City, through the historic State Capitol in Albany, west past the breathtaking Niagara Falls and north along the Canadian border to Plattsburgh, each enjoys unique economic strengths and face individual challenges, but all share the same top priority—jobs, jobs, jobs.

No one knows how to create jobs and meet local economic needs better than the people who live and work in each region. That is why Governor Andrew Cuomo created the ten Regional Economic Development Councils.

In the past, Albany imposed a top-down approach to economic development that left New York's regions isolated and without a coordinated mechanism for growth. In July 2011, the Regional Councils began the shift from this old model to a community-based, performance-driven approach which empowered regions to develop their own strategies for job creation and business growth and which aligned State agency resources with the achievement of those regional goals.

Each Regional Council includes members from local business, academia, community and not-for-profit organizations. Together with representatives of key State agencies, this public-private partnership embarked on a strategic planning process to identify projects and priorities that leverage investment, attract business, and create jobs.

By all accounts, the enthusiasm, engagement and participation fostered by the Regional Council process exceeded expectations. In just four short months, on an incredibly tight schedule, the Regional Councils developed strategic plans and identified Priority Projects with input from a broad spectrum of stakeholders, taking into account each region's unique strengths and weaknesses. These strategic plans serve as five-year roadmaps guiding each region toward its economic vision and will evolve and expand over time.



"The Regional Councils have exceeded everybody's expectations, there is an energy that is out there, there is an optimism, there is a hope, there are partnerships..."

*Governor Andrew M. Cuomo
State of the State Address
January 5, 2012*

The regional approach also marks a fundamental shift in the way the State allocates resources. The Consolidated Funding Application (CFA) process replaced multiple applications for economic development projects with a single application for nearly \$1 billion in State economic development resources from numerous State agencies. In the past, applicants seeking funding had to navigate dozens of agencies without any mechanism for coordination. The CFA successfully functioned as the single entry point for over 2,500 applicants in the first round of the Regional Council initiative, streamlined the application process and institutionalized the role of the Regional Councils in identifying priorities for State resources.

In 2012, the Regional Councils will continue to advise the State and will build on the enthusiasm and momentum generated these past months and begin to implement the strategies to stimulate growth in every region and improve the business climate statewide. As drivers for economic development, the Regional Councils will work with private and nonprofit sectors, local governments and State agency teams to implement their strategies, harness local expertise and empower communities to stimulate regional development and create jobs statewide.

"Andrew Cuomo just did, I think, a great thing. Organized New York into ten regions, got the Legislature to set aside some money and the regions are competing with it to get this cash....They're actually talking about what they want to do and how they're going to do it instead of having some idle political debate...."

President Bill Clinton

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



"I got involved because I believed in Governor Cuomo and what I saw in the early part of the administration. He did what he said he was going to do. I think he recognized that for the future of our State and our citizens and to ensure that we have a strong job base here in NY that we were going to have to do things differently. He tipped the model upside-down and said that it was going to be bottom up rather than top down and I think that this is the right strategy for our State."

Dennis J. Murray, PhD., President, Marist College, Co-Chair Mid-Hudson Regional Council

Regional Council Organization

Leadership

Lieutenant Governor Robert Duffy continues to serve as the Chair of each Regional Council and the leader of the statewide Chairman's Committee. The Regional Co-Chairs, one representing the business community and one the academic community, continue to lead their Regional Councils. Co-Chairs will also lead the Regional Council's Executive Committee, created to expedite decision-making.

Regional Council Co-Chairs

Long Island

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

New York City

Kenneth Chenault, Chairman & CEO, American Express
Matthew Goldstein, Ph.D., Chancellor, City University of New York

Mid-Hudson

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

Capital Region

Michael J. Castellana, President & CEO, SEFCU
Shirley Ann Jackson, Ph.D., President, Rensselaer Polytechnic Institute

North Country

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

Mohawk Valley

Lawrence T. Gilroy III, President, Gilroy, Kernan & Gilroy, Inc.
B. Wolf Yeigh, Ph.D., President, SUNY Institute of Technology

Central New York

Nancy Cantor, Ph.D., Chancellor, Syracuse University
Rob M. Simpson, President, CenterState CEO

Southern Tier

David J. Skorton, M.D., President, Cornell University
Tom Tranter, President & CEO, Corning Enterprises

Finger Lakes

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

Western New York

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

"This was a big change. It was a big change in the way we look at ourselves as citizens of a greater community. Doing economic development as a region is novel. Without it, we're just a lot of separate communities."

Danny Wegman, CEO, Wegmans Food Markets, Co-Chair Finger Lakes Regional Council

Membership and Work Groups

Regional Council membership is drawn from a broad spectrum of regional stakeholders representing private business, including small businesses; minority- and women-owned business enterprises (MWBs); non-profit organizations; chambers of commerce and trade organizations; organized labor; higher education; community-based organizations; and the agricultural community. Members each serve two-year terms.

The New York State Assembly Speaker and Senate Majority Leader each appoint one voting member to every Regional Council. All other State legislators serve as non-voting, ex-officio members and are encouraged to participate in the discussions and planning process. County and local officials continue to serve as ex-officio members of the Regional Councils.

County & Local Officials

For the New York City region, members include:

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

For Long Island, members include:

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

For all other regions, members include:

- The chief executive or supervisor of each county or his or her representative
- 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 played an integral role in the development of the strategic plans. Members provided subject matter expertise and allowed for a broader range of input from regional stakeholders across industries, geographies, communities and interest groups. Regional Councils are encouraged to continue to engage existing or new work groups that can assist in the implementation process.

Code of Conduct

The Regional Councils serve in an advisory capacity to the State, but transparency and accountability remain a top priority. Members all have an interest in the economic development of their region and occasional conflicts may arise between members' interests and their advisory role on the Council. To address these issues, a Code of Conduct has been established to ensure no conflict interferes with any member acting in the best interest of all New Yorkers. In addition, all members are required to participate in ethics training and recuse themselves from deliberations regarding any project or matter in which they have an actual or potential conflict.

The Code of Conduct is included in this Guidebook.

A close-up photograph of a white document with the word "Report" printed in a blue serif font. The document is part of a stack of papers, and a silver pen is resting on it. The background is a soft, out-of-focus grey.

“Regional collaborations and planning are a roadmap to get New Yorkers back to work.... For the first time, we are putting the power of the State Government behind the innovation of our people, giving them the tools to rebuild our economy.”

*Governor Andrew M. Cuomo
December 8, 2011*

2011 Competition

Regional Strategic Planning Process

To support the Regional Council initiative, Governor Cuomo made nearly \$1 billion in State resources available in 2011, including \$200 million in targeted economic development funds to incentivize the strategic planning process and jump-start project activity:

- \$130 million from the Regional Economic Development Projects capital fund
- \$70 million in tax credits from the Excelsior Jobs Program

Regional Councils competed for State resources through the creation of regional strategic plans that were the product of months of intense labor by Regional Council members and input from the public. As part of the Regional Council model’s unprecedented level of public participation, the strategic planning process included public meetings, forums and community workshops across the State, where thousands of New Yorkers had a unique opportunity to make sure their vision for economic growth was reflected in the final strategic plans.

Additionally, dozens of workgroups were formed to engage individuals with subject matter expertise to help craft the strategic plans and identify core industry clusters to drive local economic opportunities. As one of the keys to developing a successful strategic plan, each Regional Council established innovative collaborations to provide a strong foundation to identify and advance regional Priority Projects.

In November 2011, each of the ten Regional Economic Development Councils submitted five-year strategic plans to Governor Cuomo that represent a community-driven, comprehensive, holistic approach to economic development for their regions. These plans were reviewed by a Strategic Plan Review Committee using established criteria.

The membership of the Strategic Plan Review Committee included experts from the private and public sectors as well as academia, each of whom has years of experience working on State and national economic development projects and planning.



"In general the point of the Governor's whole plan, which is a fabulous way to bring people together, is to find areas where NYS has a competitive advantage over other parts of the country and other parts of the world."

*David J. Skorton, M.D., President,
Cornell University, Co-Chair
Southern Tier Regional Council*

Strategic Plan Review Committee Members

Walter D. Broadnax, Professor of Public Administration at the Maxwell School of Syracuse University

Dall W. Forsythe, Senior Fellow at New York University's Wagner School of Public Service, and former Vice President for Finance and Operations at The Atlantic Philanthropies

Bruce J. Katz, Vice President at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program

Joan McDonald, Commissioner of the New York State Department of Transportation

Cesar Perales, New York State Secretary of State

As the Committee members reviewed the results of the collaborative strategic planning process, they made several observations:

- The Regional Council initiative stimulated cooperation and innovation in every part of the State – across sectors, across jurisdictions, and even across historically competitive institutions. Development of the strategic plans reflected the participation of thousands of residents and united regional leaders who were often not accustomed to working together on economic development issues. The plans incorporated input from multiple stakeholders, setting the stage for sustained collective action over time.
- All of the Regional Councils undertook the strategic planning effort with a tremendous sense of urgency and focus. Announced during a time of severe national and global economic challenge, the Regional Council initiative was embraced as New York's bold plan for success.
- Each plan sought to maximize the region's strengths while addressing weaknesses, and each offered a realistic vision for future growth and a blueprint for job creation in the region.

Highlights of the Strategic Plans

Western New York



“A Strategy for Prosperity in Western New York” demonstrates an enthusiastic commitment to inclusiveness in the Region’s economic resurgence. The plan draws a compelling connection among a sound education, targeted training and job opportunities for minority youth. The plan also advances a solid strategy for smart growth investment that will help to revitalize urban cores and attract private investment. The region’s commitment to a holistic approach to downtown revitalization is a central and distinctive element of its plan. In addition, the plan identified eight industry sectors as strategic to the region’s growth: health and life sciences, advanced manufacturing, energy, higher education, professional services, agriculture, bi-national logistics and tourism. As with the North Country, Western New York recognizes and seeks to exploit the linkage between the Canadian economy and its own.

Finger Lakes



The Finger Lakes region provides a plan to accelerate its transformation to a diverse, knowledge-based economy by building on strengths such as its successful history of collaboration between public and private institutions in order to become a national leader in innovation and commercialization of ideas. The region puts forth projects in areas such as renewable energy and technology innovation, sectors which directly connect to its strategic goals. The strategic plan recognizes and builds on the region’s significant natural resources, a talented and educated workforce, and a commitment to innovation and philanthropy. It also highlights the area’s standing as the State’s top agricultural region.



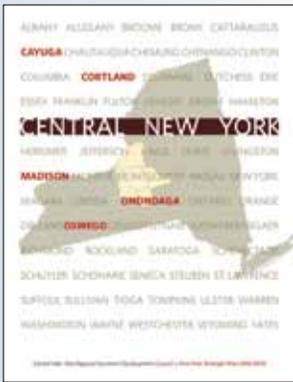
"At the end of the day there is no one-size-fits-all approach to grow jobs and strengthen the economy in the State of New York. So giving us an opportunity to direct State resources into the things that are highest priority for our region is actually a sea change in the way in which the State goes about supporting economic development."

Rob M. Simpson, President, CenterState CEO, Co-Chair, Central NY Regional Council



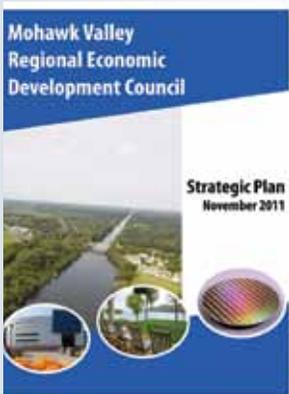
Southern Tier

The Southern Tier's strategic plan presents a clear vision that strikes a balance between a high tech economy, grounded in higher education and larger employers, and the appeals of small-town life. The plan provides a comprehensive review of the region's strengths and weaknesses. It identifies strategies to make the region a leader in renewable energy technology, strengthen its transportation technology and manufacturing sector, integrate health care and higher education, and revitalize its rural farm and forest-based economy.



Central New York

The Central New York plan embraces the region's socio-economic diversity and proposes specific measures to enhance the quality of life and the economic potential of those living, working and learning in the region's urban core. The plan proposes community revitalization by building upon partnerships between anchor institutions and diverse businesses, repurposing existing urban assets through adaptive reuse, and aligning high-demand careers with workforce training. It also places a special focus on improving competitiveness in and connections to the regional, national and global economies by strengthening targeted industry concentrations that leverage the region's unique economic assets, and through strategies to promote entrepreneurship, small business development and workforce training.



Mohawk Valley

The Mohawk Valley plan leverages the region's assets and economic heritage to create a cohesive regional network of technological innovation, multi-modal transportation, and community revitalization. The plan is designed to promote the region's businesses, growth potential, employment concentrations, workforce skills, and expand the development of new products, services, and technologies.

North Country

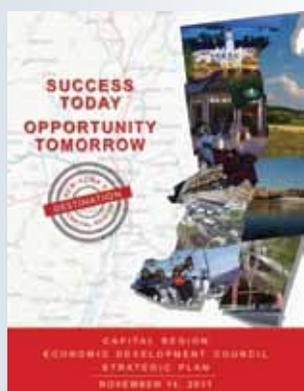


The North Country's plan is the first-ever collaborative regional economic development effort in the largest geographic area in the competition. It includes a sophisticated explication of the integration of the Canadian and North Country economies, and it makes a powerful statement of support for broadband access as a key to growing small business throughout the region. This roadmap will attract private investment, promote and facilitate connectivity among communities, and create a climate that will allow entrepreneurs to flourish while continuing to protect its natural resources. It puts forth ways to achieve its vision by capitalizing on the region's natural assets, talented labor pool, and entrepreneurial population.

"We have never been through this exercise as a region and it was very powerful chance to sit down and say these are our priorities, these are our threats, these are our opportunities, and these are our challenges and how do we knit that all together."

Anthony G. Collins, Ph.D., President, Clarkson University, Co-Chair, North Country Regional Council

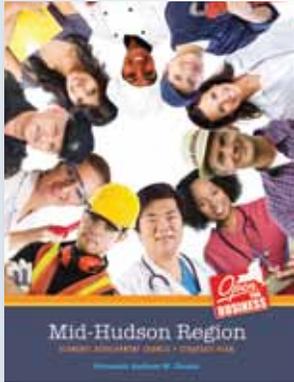
Capital Region



The Capital Region's plan identifies broad goals that leverage the area's robust research capacity and revitalizes urban centers. The plan promotes success by maximizing the region's core strengths in education, research, technology and advanced manufacturing, while highlighting its natural resource assets. It seeks to revitalize urban centers, attract visitors and new residents and businesses by positioning its natural environment, history, and arts and culture heritage as beacons for the region.

"This is going to be an economic plan that's done for the people and by the people."

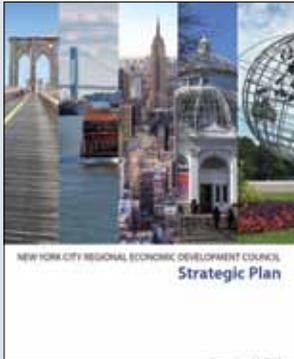
Michael J. Castellana, President & CEO, SEFCU, Co-Chair, Capital Region Regional Council



Mid-Hudson

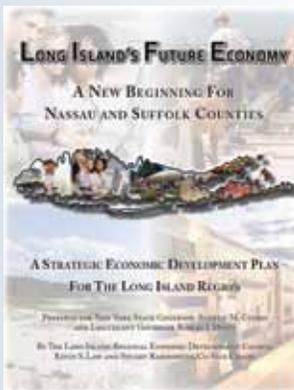
The Mid-Hudson's strategic plan stresses its unique location north of New York City and south and east of New York's upstate counties, and it recognizes the skills of its citizens and high quality of life as assets for future economic development. The plan establishes a cogent strategy for expanding the region's biomedical capacity and seeks to target investments in the region's developing technology-based industries such as high-tech manufacturing and information technology.

New York City



New York City's strategic plan focuses on accelerating economic growth and job creation by building on the city's strengths, while ensuring that lower income communities and populations have greater opportunities to participate in the benefits of growth. The plan supports the prominent industries and large institutions that anchor the city's economy, while expanding collaboration with other regions across the State to build new industry clusters.

Long Island



The Long Island Regional Council's honest appraisal of its condition led to its commitment to transform low-income minority communities. The plan's use of the smart growth principle of transit-oriented development to shift from a sprawling development pattern to one that focuses on downtown revitalization positions the region well for sustainable development. Simultaneously, it offers Long Island's existing downtowns a much-needed facelift that will provide a significant economic stimulus across the region. The primary strategy is to grow the advanced manufacturing base while encouraging innovation in five industry clusters.





"It has worked so well that we want to keep it going; we want to launch a second round of competition ... There's great momentum especially in upstate New York, so let's authorize a second round and grow that momentum even stronger."

*Governor Andrew M. Cuomo
State of the State Address
January 5, 2012*

Competitive Regional Economic Development Resources

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils will compete in 2012 for up to \$150 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils as priorities in their regions.

By incentivizing implementation of the strategic plans, Regional Councils and stakeholder groups like businesses, education institution, local governments, and not-for-profit groups are further motivated to work together to accomplish the regional vision. While project funding will be awarded in all 10 Regional Councils through the second round of the CFA, the competition places emphasis on Regional Council performance and action to implement strategies. Encouraging genuine cooperation among the Regional Councils and representatives of the community is key to achieving economic development success.

Five awards of \$25 million will be made. The competition will be split in two parts:

- First, the four regions with the 2011 Best Plans will compete for two awards of up to \$25 million each in capital funds. Awards will be made based on the progress the Regional Councils have made implementing their strategies and evolution of their strategic plans including any revisions or updates.
- Second, the remaining six regions will compete for three awards of up to \$25 million each in capital funds. Awards will be made based on the regions' revised and updated strategic plans and progress made implementing their strategies.

The balance of the \$25 million in capital funds will be divided among the remaining 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.

"Making the process competitive has energized regions with a sense that they can chart their own course."

*Newsday Editorial
November 11, 2011*

\$150
million

\$70
million

Regional Councils Priorities in 2012

This year, the Regional Councils are being asked to undertake four primary activities:

- *Establish* the framework needed to advance Regional Strategic Plans.
- *Implement the Strategies*, refining and adding detail, as needed, to the existing Implementation Agenda for strategies to be addressed from 2012 through 2013.
- *Create a project pipeline*.
- Provide a *Progress Report* documenting success the Council is achieving in implementing its strategic plan, which includes:
 1. A description of any revisions to their strategies.
 2. An Implementation Agenda that identifies strategies the Regional Council is focusing on in 2012-2013 and an assessment of progress to date.
 3. A description of Priority Projects the Regional Council proposes for funding from 2012 capital funds.

Establish a Framework to Advance Plans

To ensure effective implementation of each strategic plan, the Regional Councils will need to set the strategic plans in motion. Already underway, steps include the formation of an Executive Committee for timely decisionmaking; review and revision of work groups and the membership; review and updating of Priority Project selection criteria ; and creating a Priority Project pipeline.

Other items the Regional Councils can consider include: how best to involve the State Agency Resource Teams with implementation of the strategies, how to raise public awareness of their plans, options for engaging the public in implementation, and ensuring a process is in place to measure performance.

"The point of all of this is job creation and the Governor wants to see proof that what we propose will bring jobs. It has to be specific and concrete," council member Mark Peterson said.

*October 3, 2011 –
Rochester Democrat and Chronicle*

Implement the Strategies

Now that the Regional Councils have committed to strategic plans for economic growth and job creation, the next step is to implement the strategic plans.

Regional Councils should identify the strategies they will pursue in 2012 through 2013 and review the Implementation Agenda submitted with their initial 5-year strategic plans to ensure all necessary actions are being taken to implement the strategies. They will clarify what actions must be taken, the timeline for completing the action, and who will be responsible for making sure the action gets taken and progress is measured.

Create a Project Pipeline

In 2012, Regional Councils should identify priority projects to compete for the capital funds and Excelsior tax credits in the competitive round. Regional Councils should continue to consult with business and community leaders in the targeted industries and economic sectors to identify new project ideas or the next phase of projects and actions.

Report on Progress

In September 2012, each Regional Council will report on progress made implementing its strategic plan. This report should describe the significant accomplishments the Regional Council has made advancing its strategies through the actions it has taken.

By examining and reporting on progress on the Implementation Agenda, a Regional Council 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.

"We held multiple public meetings, we heard from our stakeholders and we incorporated them into our plan. So our plan really reflects capturing the diversity of our region. And the projects – it's not just someone's pet project that got in. It really was that the entire community was behind the crafting of this plan."

B. Wolf Yeigh, Ph.D., President, SUNY Institute of Technology, Co-Chair, Mohawk Valley Regional Council

Engaging Stakeholders and the Public in Implementation

During the development of strategic plans, Regional Councils used various methods to garner public input and to gauge public reactions to draft portions of the plan. They engaged stakeholders in workgroups, sought ideas via their websites and social media tools, and held public forums.

Now that Regional Councils have adopted their plans, they should continue the dialogue with the public, business community, not-for-profits, and local, State and federal agencies. Through this dialogue, Regional Councils should build plan support, solicit feedback and new ideas, promote the project pipeline, and leverage implementation assistance.

Each Regional Council should build upon the public participation strategy it used when developing its initial plan, and continue to find creative ways to truly engage the public. As the work of the Regional Council expands into implementation, there will be opportunities to involve greater numbers of stakeholders, reach new constituencies and engender greater regional ownership. For example, people from labor or academic organizations could join with local workforce investment boards to develop training targeted at specific skills. Main Street business owners can join together to undertake facade improvements as part of the effort to revitalize downtowns.





"Despite the fact that we need the funding, what is more important is now we are ready for it. It's going to have huge transformative impact, and the strategies are sound."

*Lawrence T. Gilroy, III, President,
Gilroy, Kernan & Gilroy, Inc.,
Co-Chair Mohawk Valley
Regional Council*

Consolidated Funding Application

As part of Governor Cuomo's efforts to redesign the way State government supports economic development, the Consolidated Funding Application (CFA) was created in 2011 to give 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 up to \$150 million in capital and \$70 million in Excelsior tax credits available for Regional Council Priority Projects, up to \$530 million will be available through the CFA for direct assistance to businesses, agricultural economic development, sustainable planning efforts, community revitalization, environmental infrastructure, waterfront development, workforce development, and to provide low cost financing.

The CFA will be open to applicants on May 3, 2012 and applications must be submitted by 4:00 PM on July 16, 2012. CFAs will be reviewed by the local Regional Council based on alignment with the strategic plan and regional priorities, and will be reviewed on a technical basis by the relevant State agencies.

To maximize participation in the process and ensure high-quality applications, over 30 public workshops will be held statewide to explain the programs and eligibility standards, as well as improvements to the application process.

Available Resources for Regional Councils in 2012

Approximate resources available through the Consolidated Funding Application process:

Direct Assistance to Businesses up to \$247 million

Empire State Development

- up to \$ 150 million for Regional Council Capital Fund
- up to \$ 70 million for Excelsior Jobs Tax Credits
- up to \$ 20 million for Empire State Economic Development Fund
- up to \$ 4 million for Urban and Community Development Program
- up to \$ 3 million for Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)

Community Development up to \$61.2 million

Homes and Community Renewal

- up to \$ 28 million for Community Development Block Grant (CDBG) Funding
- up to \$ 5.2 million for the New York Main Street Program
- up to \$ 4 million for Urban Initiatives Program
- up to \$ 4 million for Rural Area Revitalization Projects

Office of Parks, Recreation and Historic Preservation

- up to \$ 16 million for Municipal Parks, Historic Preservation, and Heritage Area Projects

Council on the Arts

- up to \$ 4 million for New York State Council on the Arts Grant Program

Agricultural Economic Development up to \$3 million

Agriculture and Markets

- up to \$ 3 million for Agriculture Development Program

Waterfront Revitalization up to \$16 million

Department of State

- up to \$ 15 million for Local Waterfront Revitalization

Canal Corporation

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

Environmental Improvements up to \$3 million+

Environmental Facilities Corporation

- \$ TBD million for Green Innovation Grant Program

Department of Environmental Conservation

- up to \$ 2 million for Clean Water State Revolving Fund Engineering Planning Grant Program

Empire State Development

- up to \$ 1 million for Environmental Investment Fund

Energy Improvements up to \$50 million

Energy Research and Development Authority

- up to \$ 50 million for Energy Efficiency & Renewable Energy Projects & Programs

New York Power Authority

- up to 910 Mega Watts for ReCharge New York

Sustainability up to \$12 million

Energy Research and Development Authority

- up to \$12 million for Regional Economic Development and Greenhouse Gas Reduction Program

Workforce Development up to \$5 million

Department of Labor

- up to \$ 5 million for Workforce Investment Act-related training and workforce development activities

Low-Cost Financing up to \$350 million

- up to \$ 350 million for tax-exempt bonds for private projects with a public purpose

State Agency Priorities in 2012

This year, Regional Councils are being asked to begin implementing their strategic plans. State agencies will be expected to join the Regional Councils in their work to grow New York's economy by undertaking four primary tasks:

- *Align State programs with Regional Council priorities*
- *Eliminate impediments to economic growth*
- *Provide technical assistance*
- *Share information to replicate success*

Align State programs with Regional Council priorities

Following the review of Regional Council strategies, State agencies will identify existing programs that can assist with implementation of regional strategies. Once agencies are assured that their approach aligns with regional priorities, they will offer to undertake the programs.

Eliminate impediments to economic growth

State agencies will work with Regional Councils to identify and address project-related impediments to growth – conducting a review, issuing a permit, or approving a local plan. To the extent allowed by law or regulation, State agencies will expedite regulatory review of Priority Projects identified in strategic plans. Examples of ways to expedite review are to make timely decisions regarding completeness of permit applications, to provide guidance on how to address deficiencies or impermissible aspects of the application, and to coordinate decision-making with other state agencies.

Provide technical assistance

State assistance can be provided in forms other than funding. State agencies will provide technical assistance through staff expertise, guidance documents, and referrals to other State, federal, and not-for-profit programs. State program staff will support projects to maximize leveraging of private and local-state-federal funding, and enhance performance measures.

Share information to replicate success

State agencies will identify successful pilot programs, unique regional efforts, and approaches from other states and provide information on how to replicate those successful efforts in New York State. Agencies will showcase successful projects online and the strategies and tools employed to make them a success.

Statewide Chairman's Committee

The Lieutenant Governor will convene the Statewide Chairman's Committee to advise the Governor on economic issues that affect multiple regions, counsel how statewide assistance programs can be aligned with Regional Councils' strategic plans, and strengthen communications between the State and the Regional Councils. The Chairman's Committee includes statewide stakeholders and the Co-Chairs from each Regional Council.

The Chairman's Committee will emphasize collaboration, communication and conflict resolution across borders to create an environment that fosters transformative economic development. While working toward those ideals, Committee members will examine policies and practices that affect economic growth.

Among other duties, the Chairman's Committee will:

- Identify barriers to economic growth common across regions
- Create partnerships among Regional Councils, statewide organizations and State agencies to collaboratively address pressing economic issues
- Propel ideas and policies that will enable economic opportunity
- Facilitate coordination among regions and between the State and the Regional Councils
- Inform discussions of economic development momentum in the regions





Chairman's Committee Members

Statewide Representatives

Laura Anglin, President, Commission on Independent Colleges and Universities
Nancy Zimpher, Ph.D., Chancellor, State University of New York
Ellis Rubinstein, PhD., President & CEO, NY Academy of Sciences
Julie Suarez, Director of Public Policy, NYS Farm Bureau
Bill Thompson, Chair of MWBE Task Force
Mario Cilento, President, NYS AFL-CIO
Edward Malloy, President, NYS Building & Construction Trades Council
Heather Briccetti, President & CEO, The Business Council
Brian McMahon, Executive Director, NYS Economic Development Council
Brian Sampson, Executive Director, Unshackle Upstate
Michael P. Durant, New York State Director, National Federation of Independent Businesses
Jan Marie Chesterton, President, New York State Hospitality and Tourism Association

Regional Council Co-Chairs

Satish K. Tripathi, Ph.D., President of University at Buffalo
Howard A. Zemsky, Managing Partner at Larkin Development Group
Joel Seligman, Ph.D., President of University of Rochester
Danny Wegman, CEO of Wegman's Food Markets
Nancy Cantor, Ph.D., Chancellor of Syracuse University
Rob M. Simpson, President of CenterState CEO
David Skorton, M.D., President of Cornell University
Tom Tranter, President and CEO of Corning Enterprises
Stuart Rabinowitz, J.D., President, Hofstra University
Kevin Law, President, Long Island Association
Michael J. Castellana, President and CEO, SEFCU
Dr. Shirley Ann Jackson, Ph.D., President, Rensselaer Polytechnic Institute
Anthony G. Collins, Ph.D., President, Clarkson University
Garry Douglas, President, North Country Chamber of Commerce
Bjong Wolf Yeigh, Ph.D., President, SUNY Institute of Technology
Lawrence T. Gilroy III, President, Gilroy, Kernan & Gilroy, Inc.
Kenneth Chenault, Chairman & CEO, American Express
Matthew Goldstein, Ph.D., Chancellor, City University of New York
Dennis Murray, Ph.D., President of Marist College
Leonard S. Schleifer, M.D, Ph.D., President & CEO, Regeneron Pharmaceuticals, Inc.



RECOMMENDED WORK PLANS

Suggested Regional Council 2012 Work Plan



Task 1: Organize for action in 2012.

1. Review the purpose and membership of existing work groups and subcommittees. Create or dissolve work groups and adjust their purpose and membership as appropriate to ensure that they are aligned with the implementation objectives and agenda. Identify additional stakeholders to serve on the work groups, as needed.
2. Create an Executive Committee, if one has not already been established, to review time-sensitive projects for alignment with the strategic plan. The Executive Committee should be composed of the two Co-Chairs and other Regional Council members. Ex-officio members are not eligible for membership.
3. Update the public participation strategy, if necessary, to reflect how the Regional Council will involve stakeholders and the public in 2012 to continue to shape and implement the plan. The Regional Council should continue to seek public input on suggested changes, additions, or amendments to the Strategic Plan.
4. Ensure the systems are in place to monitor progress and measure results of that progress.

Time frame: March - May



Task 2: Add detail to the Implementation Agenda.

1. Identify the strategies and significant actions the Regional Council intends to work on in 2012 through 2013.
2. For each action, determine the individual or organization responsible for the action, the expected timeframe, and the intended results. Ensure that periodic updates are provided to the Regional Council on progress implementing the strategies and significant actions.
3. Collaborate with State agencies on how the agencies can assist the Council with implementing regional strategies.

Time frame: May - June



Task 3: *Develop a project pipeline.*

1. Develop a pipeline process for identifying Priority Projects and actions that help advance the strategies in the regional plan. The Regional Council should publicize this process broadly so that project sponsors know how to bring potential projects to the attention of the Regional Council as early as possible in the project development process. This will provide an opportunity to help shape the project in order to best advance the region's strategies. As appropriate, encourage sponsors of projects that would help implement the strategic plan to apply for funding through the CFA.
2. Continue to work with business and community leaders in the targeted industries and economic sectors to develop new projects and actions based on regional assets and opportunities.

Time frame: May - June



Task 4: *Evaluate projects.*

1. Review and amend, if necessary, the Regional Council's criteria for selecting Priority Projects.
2. Identify Priority Projects to be considered for capital funds and tax credits.
3. Using the CFA endorsement standards, review CFA project applications for alignment with strategic plans and regional priorities.

Time frame: Revise Priority Project selection criteria: June

Complete CFA review: September

List of Priority Projects proposed for funding: September



Task 5: *Report on progress.*

1. Prepare a report for the 2012 competition which describes progress made in 2012 to implement the strategies in the strategic plan. The report should be submitted in the format described in the Report Guidance section of this guidebook. The report should include a list of proposed Priority Projects, identified in Task 4, which would move the strategies forward in 2013.

Time frame: September



State Agency 2012 Work Plan



Task 1: Align State programs with Regional Council priorities.

1. State agencies will jointly review Regional Council strategies and identify state programs which can assist with implementation of those strategies.
2. State agencies will meet with each Regional Council and present both programs available for local action and actions the agencies propose to undertake in order to advance regional strategies. Following this dialogue with each Regional Council, State agencies will modify their approach to reflect regional input.
3. In collaboration with each Regional Council, agencies will help advance regional priorities by undertaking the agreed upon programs.

Product: Description of programs State agencies will advance in each region

Time frame: March - July



Task 2: Eliminate impediments to economic growth.

1. State agencies will consult with Regional Councils and identify specific, project-related impediments to long-term economic growth.
2. State agencies will work with the Regional Council and project sponsors to eliminate specific impediments where possible, and where statewide action may be needed will take the issue to the Chairman's Committee for consideration.
3. To the extent allowed by law or regulation, State agencies will expedite regulatory review of priority projects identified in strategic plans.

Product: Project approvals

Time frame: Ongoing



Task 3: Provide technical assistance to Regional Councils.

1. State agencies will provide technical assistance to Regional Councils to improve strategy implementation, shape projects to maximize leveraging of private and local-state-federal funding, and enhance performance measures.
2. State agencies will identify federal and not-for-profit sources of technical assistance which Regional Councils can use.

Product: Agency Technical Assistance

Time frame: Ongoing



Task 4: Review CFAs.

1. State agencies will identify programs for inclusion in the 2012 economic development consolidated funding application (CFA).
2. State agencies will review and update (if necessary) technical criteria for each program included in the CFA.
3. Regional workshops will be held by state agencies to explain the CFA process, available programs, and program eligibility to potential project sponsors.
4. State agencies will review CFAs and submit scores.

Product: CFA Available Resources document

Time frame: CFA Available Resources document – May



Task 5: Share information to replicate success.

1. State agencies will identify successful pilot programs, unique regional efforts, and approaches from other states and prepare guidance on how to replicate those successful efforts in New York State.
2. State agencies will showcase successful projects and make Regional Councils and State agencies aware of the guidance documents through presentations, the NYWorks Open for Business website, and direct outreach.

Product: Assorted “how to” guides and showcase articles

Time frame: July - December





PROGRESS REPORT

2012 Progress Report and Proposed Priority Projects

Regional Councils are asked to prepare a report which describes the progress made in 2012 to implement the strategies and a list of the Priority Projects proposed to move the strategies forward in 2013. The report should provide information valuable to the public and necessary to evaluate progress.

Regional Councils vary in how they label the implementation items in their strategic plans. Where one region may refer to a “strategy” another referred to a “goal” or “tactic.” Likewise, where one referred to “actions” others referred to “steps.” To allow for consistent assessment across regions, assistance will be provided to each Regional Council to identify what aspects of their strategic plans should be considered strategies and actions for purposes of submitting the 2012 report.

The report should contain the following information:

Part One: Overview

- **Strategy Overview.** A general description of the strategies the Regional Council chose to address in 2012 and 2013 and the reasons why those strategies were chosen. Details about the strategies should be provided in Part Two.
- **New Strategies.** A description of new and/or revised strategies the Regional Council will be focusing on in 2012 through 2013. Identify why these strategies were changed or added.
- **Progress Overview.** A general description of significant progress that has been made to implement the strategies on which the Regional Council is focused, and any obstacles or unexpected events that may have impeded progress. Details about the progress on each strategy should be provided in Part Two.
- **Public Engagement.** A description of how the Regional Council is engaging the public and stakeholders in the implementation of the strategies and the identification of new strategies, as well as promoting awareness of the plan.
- **Performance Measures.** Describe the process the Regional Council has established for collecting and analyzing performance data and using that analysis to modify strategies as needed.

Part Two: Implementation Agenda

The Implementation Agenda should include each strategy that the Regional Council decided to pursue in 2012 through 2013. An example of one way a Regional Council might provide the information below is by using the “Sample Implementation Agenda” on page 34.

- **Strategy.** Identify and briefly describe the strategy.
- **Progress on Actions.** Identify the significant actions that are needed to implement the strategy from 2012 through 2013 and the progress on those actions. Examples of actions that could be reported include actions amending zoning and streamlining permitting for Priority Projects, securing funding, instituting new workforce training, launching websites, and establishing partnerships with private, not-for-profit, and other government entities. Progress on actions may be reported as “complete”, “on schedule”, “behind schedule” or “no progress.”
- **Timeline.** Indicate both the month and year which the Regional Council anticipates the action will begin and be completed, and the month and year in which the action actually began and was completed.

Part Three: List of Proposed 2012 Priority Projects

For each project, the Regional Council has identified as a priority for capital or tax credits in the 2012 CFA process, provide the name used in the CFA application and a description of the proposed project. An example of how a Regional Council might provide this information is on page 35.

- **Explanation.** Explain how this proposed Priority Project would advance the strategy.
- **Priority Project Funding.** Identify the anticipated sources of funding for the proposed Priority Project, including the degree of commitment, and the total project cost. Funding categories include public sources (NYS capital funds, NYS tax credits, other State funds, and other public funds), private sources (private funds and funds from not-for-profits), and funds yet to be secured for the Priority Project.

SAMPLE IMPLEMENTATION AGENDA

Strategy # ____ (State the strategy and provide a description of that strategy.)		
Action	Progress	Timeline
For the period starting 1/1/12 and through 12/31/13, briefly describe each significant action needed to implement the strategy.	Indicate progress as of the submission date of this report on implementing the actions.	Indicate both the scheduled and actual starting and ending date (month/year) for each action.
ACTION:		SCHEDULED:
		ACTUAL:
ACTION:		SCHEDULED:
		ACTUAL:
ACTION:		SCHEDULED:
		ACTUAL:
ACTION:		SCHEDULED:
		ACTUAL:

SAMPLE PROPOSED 2012 PRIORITY PROJECT DESCRIPTIONS

Name (Provide the name used in the project's consolidated funding application.)	CFA Number
Description (Provide a description of the proposed Priority Project.)	
Explanation (Explain how this proposed Priority Project would advance one or more regional strategies.)	
PRIORITY PROJECT FUNDING	
Sources of Funds (Produce separate tables as appropriate for each phase of the project.)	Uses of Funds (List how funds will be used and amount to be used for that purpose.)
Public Sources of Funds	Use
NYS Capital Funds \$	1. \$
NYS Tax Credits \$	2. \$
Other State Funds \$	3. \$
Other Public Funds \$	4. \$
Total Public Funds \$	5. \$
Private Sources of Funds	6. \$
Private \$	7. \$
Not-for-Profit \$	8. \$
Total Private Funds \$	Total Cost \$
Budget Narrative (Provide detail on each source of funds, including information on degree of commitment.)	





REGIONAL COUNCIL CODE OF CONDUCT



Regional Council Code of Conduct

SECTION 1. CODE OF ETHICS.

Members of each Regional Economic Development 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 Council 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 Council 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 Council 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 Council.

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

Section 4. Ethics Officer.

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



REGIONAL COUNCIL MEMBERS



Regional Council Members

Capital Region

Regional Co-Chairs

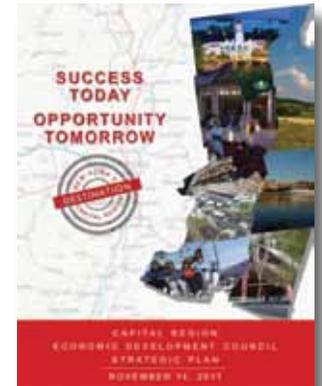
Michael J. Castellana, President & CEO, SEFCU
Dr. Shirley Ann Jackson, President, Rensselaer Polytechnic Institute

General Members

Victor R. Abate, Vice President, Renewable Energy, General Electric
Karen L. Astorga, Founder & President, Plumb Engineering P.C.
James J. Barba, President & CEO, Albany Medical Center
Karen Bilowith, President & CEO, The Community Foundation for the Greater Capital Region
Dennis Brobston, President, Saratoga Economic Development Corporation
Ronald Canestrari, Assemblyman
Joseph F. Raccuia, President & CEO, Finch Paper LLC
Gary Dake, President, Stewart's Shops
Linda Davis Pedlar, Owner, LDP Consulting Group, Inc.
Christine Edgerly, President, Adirondack Mechanical Services LLC
Todd Erling, Executive Director, Hudson Valley Agribusiness Development Corporation
Donald E. Gibson, President, CEO & Director, The Bank of Greene County
Bill Hart, Controller, Irving Tissue Inc.
Linda Hillman, President, Rensselaer County Regional Chamber of Commerce
Roy McDonald, Senator
Ann C. Moynihan, President, Documentation Strategies Inc.
Peg A. Murphy, Corporate Secretary/Director of Human Resources, Espey Manufacturing & Electronics Corporation
George M. Philip, President, SUNY at Albany
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

Elected Officials

Albany County Executive Daniel McCoy
Rensselaer County Executive Kathleen M. Jimino
Chairman Columbia County Board of Supervisors Patrick M. Gratton
Chair of Schenectady County Legislature Judith D'Agostino
Chairman Washington County Board of Supervisors John A. Rymph
Chairman of Greene County Legislature Wayne Speenburgh
Chairman Warren County Board of Supervisors Dan Stec
Chairman Saratoga County Board of Supervisors Thomas N. Wood
Mayor of Albany Gerald D. Jennings
Mayor of Schenectady Gary McCarthy
Mayor of Troy Lou Rosamilia





Central New York

Regional Co-Chairs

Nancy Cantor, Chancellor, Syracuse University

Rob M. Simpson, President, CenterState CEO

General Members

Tony Baird, President, Tony Baird Electronics

Jim Carrick, Chairman, GIS Information Systems d/b/a Polaris Library Systems

Dr. Rueben Cowart, President & CEO, Syracuse Community Health Center

John DeFrancisco, Senator

Heather Erickson, President, MedTech

Andrew Fish, Executive Director, Cayuga County Chamber of Commerce

Michael Johnson, General Manager, Johnson Brothers Lumber Company

Kevin LaMontagne, CFO, Fulton Companies

Greg Liorini, Vice President, Lockheed Martin

William Magnarelli, Assemblyman

Margaret Morin, President, 4-M Precision

Cornelius B. Murphy, Jr., President, SUNY College of Environmental Science and Forestry

Rita Paniagua, Executive Director, Spanish Action League

Fred Pestello, President, Le Moyne College

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

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

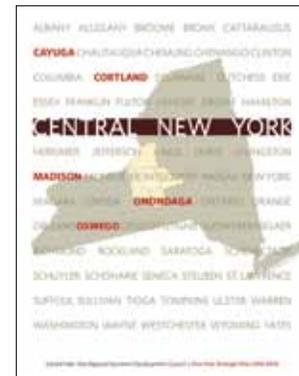
L. Michael Treadwell, Area Industrial Director, Operation Oswego County, Inc.

Garry VanGorder, Executive Director, Cortland County Business Development Corporation

Jack H. Webb, Chairman & CEO, Alliance 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

Onondaga County Executive Joanie Mahoney

Chairman of Madison County Board of Supervisors John Becker

Chairman of Oswego County Legislature Fred Beardsley

Chairman of Cayuga County Legislature Steven E. Cuddeback

Chairman of Cortland County Legislature Michael Park

Mayor of Cortland Brian Tobin

Mayor of Syracuse Stephanie Miner

Mayor of Auburn Michael Quill

Finger Lakes

Regional Co-Chairs

Joel Seligman, President, University of Rochester

Danny Wegman, CEO, Wegmans Food Markets

General Members

Charles Cook, President & CEO, Liberty Pumps Inc.

William W. Destler, President, Rochester Institute of Technology

Hilda Rosario Escher, President & CEO, Ibero American Action League

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

Bradley MacDonald, Vice President, Brunner International Corporation

G. Thomas Macinski, President, Standing Stone Winery

Theresa B. Mazzullo, CEO, Excell Partners, Inc.

Augustin Melendez, Vice President & Chief Diversity Officer, Eastman Kodak Company

Joseph Morrelle, Assemblyman

John Noble, President & Owner, Synergy, LLC

Cynthia Oswald, President, Livingston County Chamber of Commerce

Sandra A. Parker, President & CEO, Rochester Business Alliance

Mark S. Peterson, President & CEO, Greater Rochester Enterprise

Tyrone Reaves, President, TruForm Manufacturing Corporation

Joseph Robach, Senator

Robert S. Sands, CEO, Constellation Brands, Inc.

Kirsten Werner, President & Co-Owner, Diamond Packaging Co. Inc.

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

David Young, Rochester Building and Construction Trades Council

Elected Officials

Monroe County Executive Maggie Brooks

Chairman of Wyoming County Board of Supervisors A. D. Berwanger

Chairman of Orleans County Legislature David Callard

Chairman of Ontario County Board of Supervisors Theodore M. Fafinski

Chairman of Yates County Legislature H. Taylor Fitch

Chair of Genesee County Legislature Mary Pat Hancock

Chairman of Wayne County Board of Supervisors James Hoffman

Chairman of Seneca County Board of Supervisors Robert W. Hayssen

Chairman of Livingston County Board of Supervisors James C. Merrick

Batavia City Council President Tim Buckley

Arcadia Supervisor Richard Colacino

Mayor of Rochester Thomas S. Richards



Long Island

Regional Co-Chairs

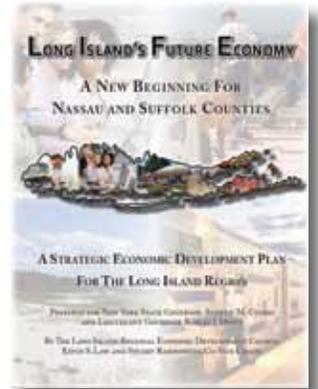
Kevin Law, President, Long Island Association
Stuart Rabinowitz, President, Hofstra University

General Members

Samuel Aronson, Director, Brookhaven National Laboratory
Dr. Calvin Butts, President, SUNY Old Westbury
Joseph Cabral, Senior Vice President and Chief Human Resources Officer,
North Shore-Long Island Jewish Health System
Noreen Carro, Owner, 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, Vice President of Operations, Verizon Communications
Mark Fasciano, Partner, Canrock Ventures
Marianne Garvin, CEO, Community Development Corporation of Long Island
Elaine Gross, President & CEO, ERASE Racism
Rupert Hopkins, President & CEO, XSB, Inc.
Harvey Kamil, Vice Chairman, NBTY, Inc.
Patricia McMahon, Sector Vice President and General Manager of Battle Management
Engagement Systems, Northrop Grumman Corporation
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 Mark Lesko
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, 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

Jonathan Drapkin, President and CEO, Hudson Valley Pattern for Progress

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

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

Payal Malhotra, Vice President of Marketing, Café Spice GCT, Inc.

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

Terri Ward, President & CEO, Sullivan County Chamber of Commerce

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

Elected Officials

Westchester County Executive Robert P. Astorino

Orange County Executive Edward A. Diana

Putnam County Executive MaryEllen Odell

Ulster County Executive Mike Hein

Dutchess County Executive Marcus Molinaro

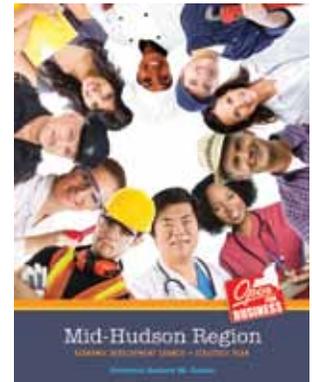
Rockland County Executive C. Scott Vanderhoef

Chairman of Sullivan County Legislature Scott Samuelson

Mayor of Yonkers Philip A. Amicone

Town of Monroe Supervisor Sandy Leonard

Town of Ramapo Supervisor Christopher P. St.Lawrence



Mohawk Valley

Regional Co-Chairs

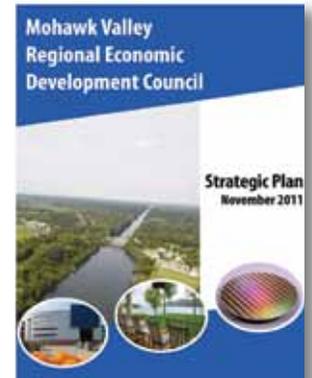
Lawrence T. Gilroy III, President, Gilroy, Kernan & Gilroy, Inc.
Bjong Wolf Yeigh, President, SUNY Institute of Technology

General Members

Ladan Alomar, Executive Director of Centro Civico of Amsterdam
Richard Ball, Owner, Schoharie Valley Farms/Carrot Barn
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, President & CEO, Fulton County Chamber of Commerce
William L. Keller III, President & CEO, Keymark Corp.
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.
Richard C. Smith, President & CEO, Robison & Smith
Randall VanWagoner, President, Mohawk Valley 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
Chairman of Montgomery County Board of Supervisors Shayne T. Walters
Chairman of Herkimer County Legislature Vincent Bono
Chairman of Schoharie County Legislature Harold Vroman
Mayor of Gloversville Dayton King
Mayor of Utica Robert Palmieri
Mayor of Amsterdam Ann M. Thane



New York City

Regional Co-Chairs

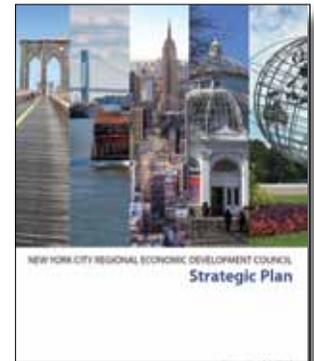
Kenneth Chenault, Chairman & CEO, American Express
Matthew Goldstein, Chancellor, City University of New York

General Members

Stuart Applebaum, 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, President, Queens Chamber of Commerce
Mike Fishman, President, 32BJ 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, New York City Building and Construction Trades Council
Nick Lugo, President, New York City Hispanic Chamber of Commerce
Ashok Nigalaye, President & CEO, Epic Pharma LLC
Kevin Ryan, Founder & CEO, 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, Hotel & Motel Trades Council
Kathryn Wylde, President & CEO, Partnership for New York City
Sheena Wright, President & CEO, Abyssinian Development Corporation

Elected Officials

Deputy Mayor of New York City Robert Steel
Bronx Borough President Ruben Diaz, Jr.
Brooklyn Borough President Marty Markowitz
Queens Borough President Helen M. Marshall
Staten Island Borough President James P. Molinaro
Manhattan Borough President Scott M. Stringer





North Country

Regional Co-Chairs

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



General Members

Cali Brooks, Executive Director, Adirondack Community Trust (ACT)
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
Jon Greenwood, Dairy Farmer/Former Vice President of NYS Farm Bureau
Bridget Hart, President, Kinney Drug
Hugh Hill, Executive Director, Malone Chamber of Commerce
Adoré Flynn Kurtz, President & CEO, Development Corporation of Clinton County
Elizabeth Little, Senator
John Martin, Operations Director, Alcoa Inc.
James McKenna, President & CEO, Lake Placid Convention and Visitors Bureau/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
Addie Russell, Assemblymember
David Tomberlin, Founder and Owner, The Well Dressed Food Company
Mark E. Tryniski, President & CEO, Community Bank
Donna Wadsworth, Communications Director, International Paper Company - Ticonderoga Mill
Lisa Weber, CEO, Timeless Frames and Timeless Decor
Daniel Wilt, President, Wilt Industries
James W. Wright, Executive Director, Development Authority of the North Country

Elected Officials

Chair of St. Lawrence County Legislature Sallie Brothers
Chairman of Lewis County Board of Supervisors Jack Bush
Chairman of Essex County Board of Supervisors Randall Douglas
Chairman of Hamilton County Board of Supervisors William Farber
Chair of Jefferson County Legislature Carolyn Fitzpatrick
Chairman of Clinton County Legislature James Langley, Jr.
Chairman of Franklin County Legislature Gordon Crossman
Mayor of Watertown Jeffrey Graham
Mayor of Plattsburgh Donald Kasprzak
Town of Potsdam Supervisor Marie Regan

Southern Tier

Regional Co-Chairs

David Skorton, President, Cornell 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.

Ernest Hartman, Business Manager, IBEW Local 139

Diane Lantz, Executive Director, REDEC Relending Corporation

Thomas Libous, Senator

Barbara Lifton, Assemblymember

Dr. C. Peter Magrath, President, Binghamton University

George Miner, President, Southern Tier Economic Growth, Inc.

James McNamara, President & CEO, Endicott Interconnect Technologies

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 M. 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

A. Scott Welliver, Chairman & CEO, Welliver McGuire Inc.

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 Martha Robertson

Chairman of Tioga County Legislature Dale Weston

Town of Union Supervisor John Bernardo

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

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

Jeff Belt, CEO, SolEpoxy

Robert T. Brady, Chairman & CEO, Moog

Deanna Alterio Brennen, President & CEO, Niagara USA Chamber

Paul Brown, President, Buffalo Building & Construction Trades

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

Dr. Charles Edmondson, President, Alfred University

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 & CEO, First Niagara Financial Group, Inc.

Thomas A. Kucharski, President & CEO, Buffalo Niagara Enterprise

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

Jennifer J. Parker, CEO, Jackson Parker Communications, LLC

David Porter, Plant Manager, Cummins, Inc.

Michael Ranzenhofer, Senator

Duncan Ross, President, Arrowhead Spring Vineyards

Andrew J. Rudnick, President & CEO, Buffalo Niagara Partnership

Robin Schimminger, Assemblyman

Connie Vari, Executive Vice President & COO, Kaleida Health

Dr. Raul Vazquez, Founder & CEO, Urban Family Practice, P.C.

Elected Officials

Erie County Executive Mark Poloncarz

Chair of Allegany County Legislature Curtis W. Crandall

Chautauqua County Executive Gregory J. Edwards

Chair of Cattaraugus County Legislature Norman Marsh

Chair of Niagara County Legislature William L. Ross

Mayor of Buffalo Byron Brown

Mayor of Niagara Falls Paul Dyster

Mayor of Jamestown Samuel Teresi





