



Regional Economic Development Councils

**Building a New New York
Region by Region**



Building a New New York Region by Region

to stimulate

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:

Regional Economic Development

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



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Introduction



A centerpiece of Governor Andrew Cuomo's strategy to jumpstart the economy and create jobs, ten Regional Economic Development Councils (REDCs) were put in place in 2011 to redesign the state's approach to economic development, replacing a traditional top-down approach to economic development that did not recognize the unique resources and strengths of each of New York's regions. The initiative empowered community, business, and academic leaders and members of the public in each region of the state to develop strategic plans specifically tailored to their region's unique strengths and resources in order to create jobs and support economic growth.

A competition to write the best five-year strategic economic development plans was established to encourage collaboration, inspire creativity, and to focus each region on its unique strengths. The resulting strategic plans serve as five-year roadmaps guiding each region toward its economic vision. The plans evolve and expand over time as economic conditions change.

At the same time the Regional Councils were forming strategic plans, state agencies were developing a unified funding application. The Consolidated Funding Application (CFA) process replaced multiple applications for economic development projects with a single application for state economic development resources from numerous state agencies, and institutionalized the role of the Regional Councils in identifying priorities for state resources. In 2011, \$785 million in grants for job creation and community development were awarded, and \$738 million in state funding and tax incentives were awarded in 2012.

The regional approach marked a fundamental shift in the way the state allocates resources. Statewide, the first two rounds included \$1.5 billion in investments to support more than \$1,400 projects, creating or helping retain an estimated 75,000 jobs.

In 2013, economic development objectives established by the Regional Councils will continue to guide state funding decisions and will stimulate local investment in regional priorities.

10 Regional Councils



Western New York: Allegany, Cattaraugus, Chautauqua, Erie, Niagara

Finger Lakes: Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming, Yates

Southern Tier: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, Tompkins

Central New York: Cayuga, Cortland, Madison, Onondaga, Oswego

Mohawk Valley: Fulton, Herkimer, Montgomery, Oneida, Otsego, Schoharie

North Country: Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence

Capital Region: Albany, Columbia, Greene, Saratoga, Schenectady, Rensselaer, Warren, Washington

Mid-Hudson: Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, Westchester

New York City: Bronx, Kings, New York, Richmond, Queens

Long Island: Nassau, Suffolk

Regional Council Organization



What we see today is not the old top down way of doing business. We have across our state, thanks to the Governor and to the Regional Economic Development Councils, a beautiful mosaic of regional economies.

Lt. Governor Robert Duffy

Leadership

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

Regional Council Co-Chairs

Capital Region

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

Central New York

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

Finger Lakes

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

Long Island

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

Mid-Hudson

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

Mohawk Valley

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

New York City

Matthew Goldstein, Ph.D., Chancellor, City University of New York

North Country

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

Southern Tier

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

Western New York

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

You've got way more collaboration, so if you look at the composition of the council, you've got public sector, private sector, academic, community organizations, foundations. So you've got all the oars in the water rowing in the same direction."

*Howard A. Zemsky, Co-Chair,
Western NY REDC*

Investigative Post, 12/16/2012

Membership

Membership is drawn from a broad spectrum of regional stakeholders representing private business, including small businesses; minority- and women-owned business enterprises (MWBES); non-profit organizations; chambers of commerce and trade organizations; organized labor; higher education; community-based organizations; and the agricultural community. Each Regional Council also includes a voting member appointed by the New York State Assembly Speaker and one appointed by the Senate Majority Leader.

Ex-officio Members

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

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

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

For Long Island, ex-officio members include:

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

For all other regions, ex-officio members include:

- The chief executive or 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

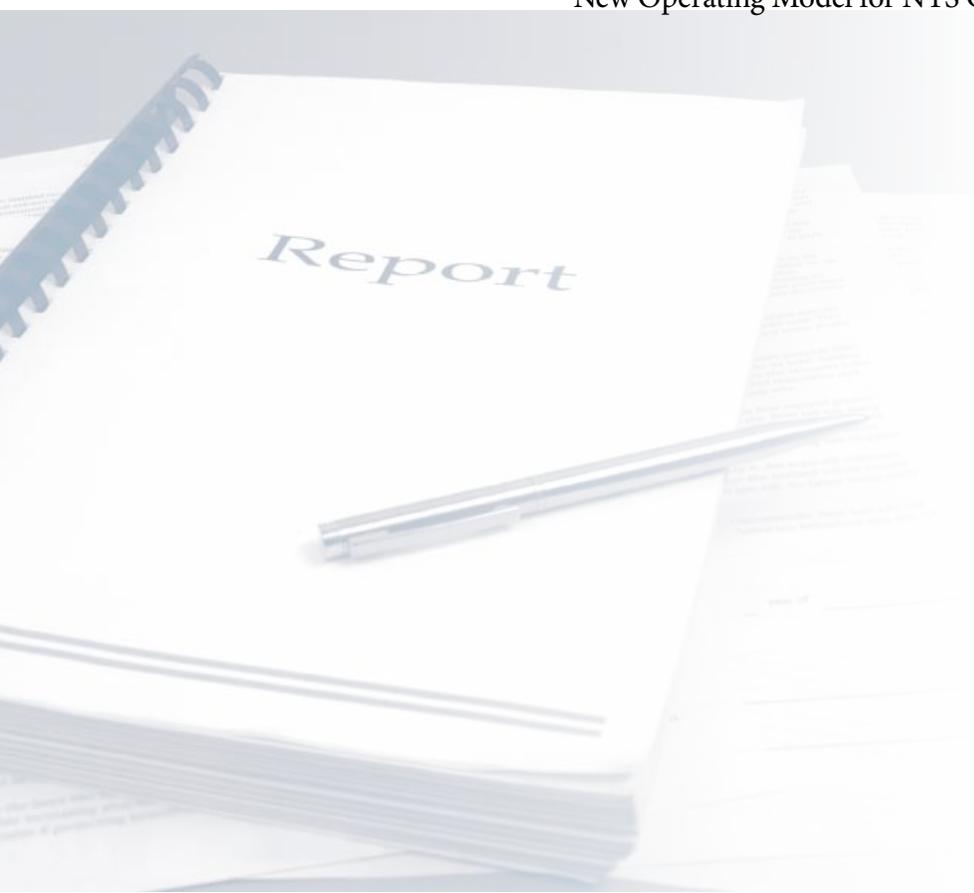
Work groups play an integral role in the implementation of strategies and the update of strategic plans. Members take on leadership roles in implementing certain strategies or coordinating the actions of others that are necessary to achieving an objective. Work groups allow for greater involvement of regional stakeholders from industries, communities and other groups, and provide an additional forum for sharing ideas and information which will lead to the creation or retention of jobs.

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 appeared in the 2012 Guidebook, Implementing a New Operating Model for NYS Government.



2012 Competition

Strategic Implementation Assessment Team

Cesar Perales,
NYS Secretary of State

Darrel Aubertine, Commissioner,
NYS Dept. of Agriculture and
Markets

RoAnn Destito, Commissioner,
NYS Office of General Services

Thomas Mattox, Commissioner,
NYS Dept. of Taxation and
Finance

Matthew Driscoll, President and
CEO, NYS Environmental Facilities
Corporation

Advisors:

Amy Liu, Co-Director, Brookings
Institution Metropolitan Policy
Program

Bruce Katz, Director, Brookings
Institution Metropolitan Policy
Program

Regional Strategic Planning Process

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

The competition placed emphasis on Regional Council performance and action to implement their strategic plan. The REDCs were divided into two groups for evaluation. One group consisted of the four regions identified in 2011 as having the best strategic economic development plans: Central New York, Long Island, North Country, and Western New York. They were evaluated based on the progress the Regional Councils made implementing their strategies and how the Regional Councils evolved their strategic plan.

The remaining six regions made up the second group: Capital Region, Finger Lakes, Mohawk Valley, Mid-Hudson, Southern Tier, and New York City. They were evaluated based on the revision and update of their strategic plans, as well as the progress made implementing their strategies.

The Strategic Implementation Assessment Team examined six elements:

- Strategy and plan updates;
- Implementation of the strategic plan, which includes organizational progress and the implementation agenda for 2012-13;
- Leveraging of state funding, technical assistance, and other resources with resources provided by private, not-for-profit, and other government entities, including both funding and other types of resources;
- Advancement of priority projects;
- Use of performance measures to monitor progress and adjust strategies; and
- Engagement of the public and involvement of stakeholders and state agency resource teams.

To assess the progress of the Regional Councils, the Strategic Implementation Assessment Team reviewed REDC written progress reports and listened to presentations made in each region. In addition, the Strategic Implementation Assessment Team joined with Governor Andrew Cuomo in touring the regions to view their progress first hand.

"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*

Through this process, there were several observations:

- The regions reviewed their strategic plans and updated them to build on the strengths and address the weaknesses identified by the 2011 Strategic Plan Review Committee.
- Council members continued to demonstrate enthusiasm, energy, and commitment as they reoriented toward plan implementation.
- Projects funded by the state through the CFA are moving forward, thanks to the combined efforts of the sponsors, regional councils, and state agency staff. Where issues arise, all are working toward quick solutions.
- And perhaps the most important observation - there is no end to the economic progress New York State can experience if it continues to harness the entrepreneurial spirit and innovative ideas of New Yorkers and their businesses, academic institutions and non-governmental organizations.

2012 Awards

Among the regions identified in 2011 as having the best plans, the Strategic Implementation Assessment Team selected Central New York and the North Country as the two regions which had the most progress with sound projects to further implementation. This was a difficult task, as all four regions in this competition made substantial progress implementing their strategies and addressing weaknesses in their original strategic plans.

Among the six regions in the second group, the Strategic Implementation Assessment Team found the following three regions most effectively revised and updated their strategic plans and made progress implementing their strategies: the Finger Lakes, Mid-Hudson, and Southern Tier regions. The plans in these regions were significantly improved from the ones submitted in 2011, and the Regional Councils organized effectively to implement these updated plans. This too was a difficult selection to make, as all the regions excelled in some areas of the competition.



2012 Progress Highlights

Western New York



The Western New York Regional Economic Development Council (WNYREDC) has begun addressing the region’s needs for: a better match between job seekers and jobs; a more sustainable system of public infrastructure; and stronger links between knowledge, capital and entrepreneurs. To fix the disconnect between training, education, and the job market, WNYREDC is advancing programs in the pre-K through 12 system as well as the community college level. For example, an Urban Academic Skills-Industrial Trade Center is being developed at the site of the former Sattler’s Department Store in Buffalo. Opportunities in materials research and manufacturing will continue to expand and demand a skilled work force. Work at Alfred University’s High Temperature Materials Characterization Laboratory has already provided critical research support to several major New York companies such as Corning, Delphi, Kodak and General Electric.

Finger Lakes

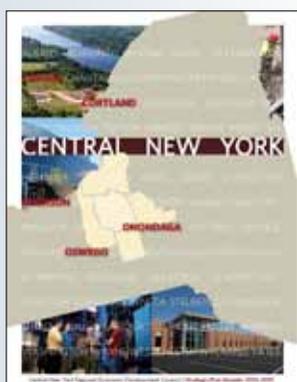


The Finger Lakes Regional Economic Development Council (FLREDC) emphasized core concepts in 2012 including the importance of improving regional connections, achieving greater efficiencies, and lowering costs among Finger Lakes town and village governments; and the need to accelerate job growth and reinforce the region’s quality of life by strengthening key innovation hubs like higher education, agriculture and food processing, advanced manufacturing, life sciences, business services, energy innovation, tourism and the arts. The FLREDC set a 5-year goal of creating 50,000 net new jobs. It has woven its vision, strategies and performance measures from the 2011 plan into a seamless plan that defines its priorities and establishes actions needed to increase jobs in the region.



Southern Tier

The Southern Tier Regional Economic Development Council (STREDC) incorporated flood recovery from Hurricane Irene and Tropical Storm Lee into its broader regional strategy and distributed competitive capital funding from the state through three funding programs it established: the Rural Initiative Fund; Regional Infrastructure Fund for Shovel Ready Sites; and the Community Revitalization Program. Development of a pipeline process for identifying projects and actions that help advance the strategies in the regional plan was a major focus of the council in 2012. Fifty-five CFA Round 1 projects have created 1,385 jobs, retained 1,075 jobs, and leveraged over \$130 million in additional investment.

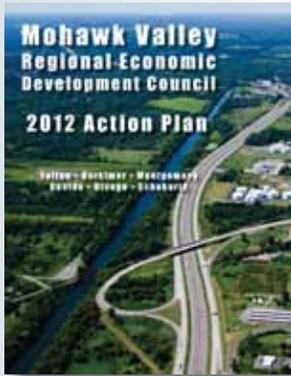


Central New York

The Central New York Regional Economic Development Council (CNYREDC) is investing in human capital through a focus on education and leveraging anchor institutions to train the workforce of tomorrow. CNYREDC is promoting collaborations between the private sector and anchor institutions to drive research and development, innovation, access to new international markets, workforce alignment, and improvements to the urban core. CNYREDC is leveraging more than \$1 billion in private investment against \$104 million in state investment. While projects are underway throughout the region, one striking feature of their implementation efforts is the level of collaboration among businesses, anchor institutions and organizations through eight transformational initiatives that coordinate investments and policies, and empower coalitions to make significant economic change.

It's so ground up, and so much ownership of these projects that you'll see shovels in the ground and cranes in Syracuse that there haven't been in years.

Nancy Cantor, Co-Chair, Central NY REDC



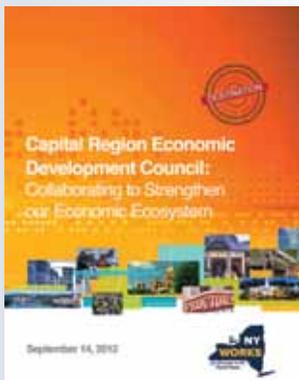
Mohawk Valley

A strong community-driven process led the Mohawk Valley Regional Economic Development Council (MVREDC) to clarify, focus, and re-label its 2011 strategies as: Grow Business, Build Workforce, Create Pathways to Innovation, Revive Infrastructure, and Forge Partnerships. To help identify projects and assist with Consolidated Funding Applications the MVREDC created a County Liaison Committee which includes over 60 individuals from 6 counties who represent business, education, chambers of commerce, economic development, planning and government. MVREDC support of research and technology transfer and a strong focus on workforce needs is very evident, reflected in efforts to align educational programs to provide workers to companies that have the ability and desire to expand.



North Country

The North Country Regional Economic Development Council (NCREDC) is implementing its strategic plan, not through a “big bang” project, but through a series of small projects, or firecrackers, that have ignited across the North Country. As stated in the presentation to the State Implementation Assessment Team, “Sometimes the right kind of small investment can, in fact, have a very big return.” For example, the \$2.5M investment in Bombardier’s rail car manufacturing and test facility has resulted in recent contract awards to Bombardier from the Cities of New York and San Francisco that could total nearly \$1.5B and result in the manufacturing of nearly 1850 subway/ metro rail cars. The NCREDC’s key strategies and projects chosen reflect the broad and diverse nature of the region. They cover components of the North Country’s economy – from the unique geographical aspects of the region that attract tourists, to the abundant resources for agriculture and sources of cleaner energy, to the strong connection with the Canadian economy.



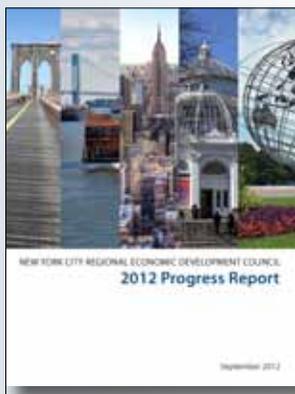
Capital Region

The Capital Region Regional Economic Development Council (CRREDC) is stimulating economic growth through partnerships in the private sector, academia, and government. A Leaders Forum, comprised of over 20 Presidents or CEOs of major companies and institutions, was established by the CRREDC to join in efforts to develop action-oriented projects. The CRREDC has refined its 30 original strategies into 14 more concise strategies that clearly identify priorities and support CFA projects. The 88 projects awarded \$57 million in CFA Round 1 funding created or retained 538 jobs and leveraged \$290 million in additional investments.



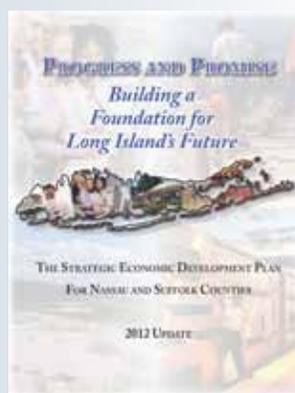
Mid-Hudson

The Mid-Hudson Regional Economic Development Council (MHREDC) streamlined its goals and strategies from 15 in 2011 to 4 core strategies in 2012: Invest in Technology, Attract and Retain Mature Industries, Grow Natural Resource-Related Sectors, and Revitalize the Region's Infrastructure. The MHREDC developed supporting strategies that include a focus on workforce development, entrepreneurship, and public-private partnerships. Demonstrated in part by the New York Medical College and Center for Global Advanced Manufacturing projects, and Hudson Valley Food and Beverage Alliance, each effort has a substantial component of shared services, shared facilities, early stage business support or other mutually beneficial private sector activity that expands business opportunities and reduces costs of entry and operating inefficiencies for both current and future participants.



New York City

Since the completion of the regional economic development strategic plan for New York City, the New York City Regional Economic Development Council (NYCREDC) has become more cohesive and more visible in the City and state, bringing additional transparency and ground-up engagement to local economic development planning and implementation. In 2012, the NYCREDC amplified its commitment to workforce development and training; increased focus on opportunity zones; and refined its implementation program in which Council members are actively engaged in outreach and securing community and project sponsor feedback on progress and challenges. The NYCREDC continues to implement strategies that address needs in each borough, pursue inter-regional collaboration, facilitate collaborative efforts between academia and the public and private sector, and create opportunities and support for small businesses and MWBEs.



Long Island

The Long Island Regional Economic Development Council (LIREDC) progress report details the year-long effort to organize, coordinate, focus and refocus local, state and private resources. The updated strategic economic development plan continues to address challenges of a stressed infrastructure, loss of young workers and the economic disparities, especially in some of the region's lower socio-economic areas. The updated plan and implementation agenda outline what each partner -- local governments, business, not-for-profits and major research institutions -- is expected to bring forward to create jobs for the Long Island work force. The partnerships developed by the Regional Council helped to retain or create over 6,000 jobs through the region's 22 Round 1 CFA projects.

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REGIONAL COUNCIL PRIORITIES IN 2013

Regional Councils will advance projects and other actions identified for implementation in 2013 and identify new strategies, as appropriate, to pursue for 2014. For example, a region may need to adjust its priorities due to damage caused by Hurricane Sandy or to complement new private sector investment.

REDCs should review their implementation agendas to ensure all necessary actions will be taken to implement the strategies. If a proposed project received CFA funding, a region may need to expand its implementation agenda to reflect steps necessary to move that project forward.

Where implementation agendas have been focused primarily on CFA or other state-funded projects, REDCs should consider what other actions can be taken by local or regional entities to advance priority strategies. For example, an implementation agenda could identify actions needed to overcome regulatory barriers, or identify steps needed to further build business alliances.

In addition to the strategies established in their regional strategic economic development plans, each Regional Council is asked to focus on the following priorities, many of which are being addressed by each Regional Council:

- Keep the project pipeline flowing;
- Select “Innovation Hot Spots” to facilitate tech transfer;
- Develop an Opportunity Agenda to revitalize distressed communities and address barriers to entry into the workforce for people living in areas of concentrated poverty;
- Assure the workforce is being trained for today and tomorrow;
- Engage local government officials in reshaping the regional business climate;
- Create interregional collaborations around shared resources and opportunities;
- Advance regional Cleaner, Greener Communities sustainability plans; and
- Measure performance.

Keep the project pipeline flowing

In 2012, over 15,000 applications were received for funding through the Consolidated Funding Application. The number of applications increased significantly in many regions from the first year, due in part to the many workshops held by the state and the efforts of the Regional Councils to provide potential applicants with information about eligible programs and the CFA process.

In addition to providing information and education about Round 2 of the CFA, many regions proactively identified and solicited applications for specific projects in keeping with their regional plan goals. For example, in the North Country a Pipeline Committee was organized to solicit new projects and to bring them to the attention of the Priority Project Committee. County industrial development agencies (IDAs) and the North Country Alliance were organized to serve as a source of Pipeline Projects. Many events, the NCREDC web site, and NCREDC Facebook page were used to solicit ideas for priority projects from the public. Through these efforts, the region developed a database of potential projects that can be implemented; a number of projects that have good future opportunity; and projects that have future challenges before they can be implemented. Similarly, in the Mohawk Valley six county steering committees complete worksheets to help identify priority projects. The MVREDC County Liaison Committee evaluates how these projects align with the five regional strategies and each county evaluates how they align with key strategies. The Capital District Regional Council has a Pipeline to Project work group whose duties include developing a process for identifying projects that advance regional strategies and creating new, collaborative sources of funding to stimulate economic expansion.

In 2013, Regional Councils should proactively seek priority projects to compete for the capital funds and Excelsior tax credits in the competitive round, and encourage applicants whose projects would help implement the regions' strategic plans to apply for funding from other state programs. 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 which will help implement their regional strategic economic development plans.

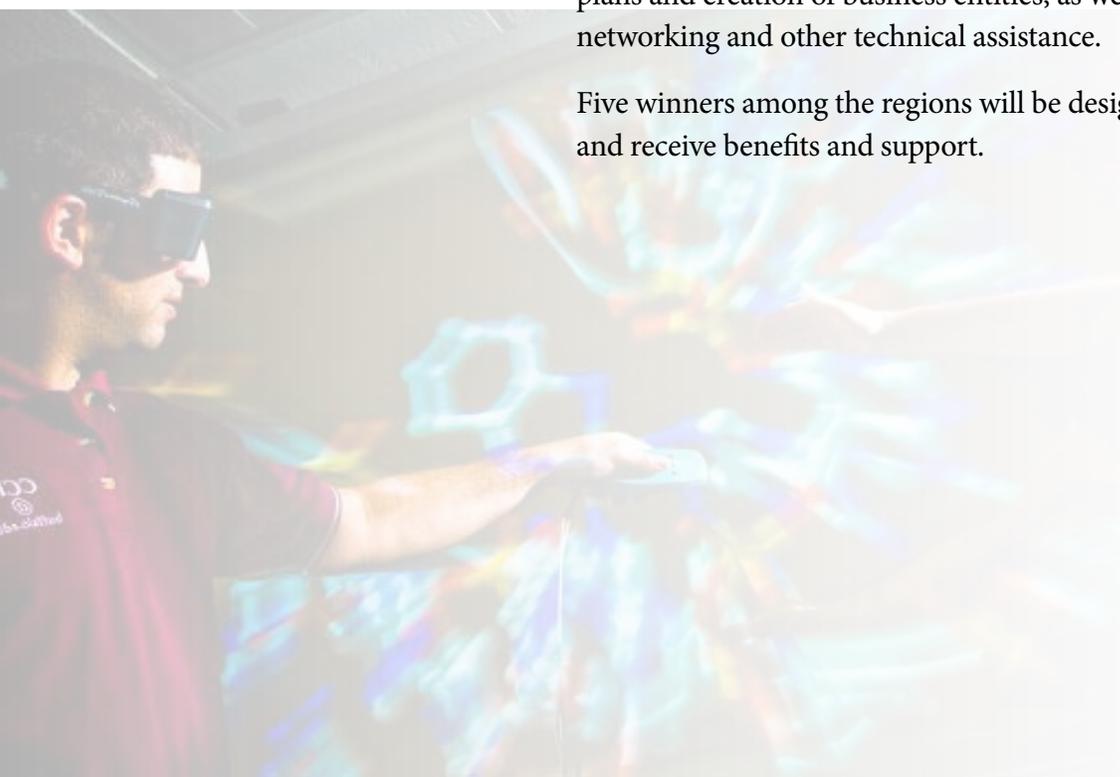
Select Innovation Hot Spots to facilitate tech transfer

The knowledge-based economy and global competition makes it more important than ever that New York State becomes the leader in innovation and new business creation. To accelerate the commercialization of good ideas and the creation of new businesses to take them to market, academic incubators will compete in each region to become “New York State Innovation Hot Spots.”

Each Regional Council will be charged with identifying an “Innovation Hot Spot”, which is a higher education-private sector high-tech innovation incubator for start-up companies. In Innovation Hot Spots, barriers between the laboratory and the marketplace will be removed, better enabling academia and businesses to develop commercially-viable ideas.

Existing incubators will compete to be designated as a “New York State Innovation Hot Spot.” Applicants will be required to demonstrate that their programs and purposes are consistent with regional economic development strategies. These incubators will help to foster innovation by offering inventors and entrepreneurs a low-cost and supportive environment in which to work. Winners of the competition will receive tax benefits, operating grants, technical assistance, aid in marketing, aid in reaching and providing entrepreneurship training opportunities, and other services and resources, such as a low-cost and supportive environment in which to work. Winning Hot Spots will provide start-ups with funding through a one-stop shop for services such as legal and accounting, development of business plans and creation of business entities, as well as provide office space, networking and other technical assistance.

Five winners among the regions will be designated annually for two years and receive benefits and support.



Develop an Opportunity Agenda to address barriers to entry into the workforce and revitalize distress communities

In his 2013 State of the State address, Governor Cuomo announced the Regional Economic Development Council Opportunity Agenda. Regional Councils will use the lessons they have learned and the collaborations they have forged to help poor communities overcome the challenges that prevent them from fully participating in the state's economic revitalization. This year, Regional Councils are asked to add strategies to their Strategic Economic Development Plans that will help people in distressed communities overcome barriers to entry into the workforce.

Each Regional Council may develop region-wide strategies, or may focus its efforts by designating one or more chronically distressed community as an "Opportunity Area."

To assist with development of strategies, the Regional Council should invite stakeholders to be part of an Opportunity Agenda work group. Members of the public should also be given the chance to comment on the Agenda before strategies are finalized.

Before the end of June, each Regional Council is asked to describe its initial strategies and the types of projects it is seeking through the CFA that would advance the strategies. This one page document will provide guidance to potential Consolidated Funding applicants. Competitive funding will be available through the CFA for projects and programs that will help implement Opportunity Agendas.

Opportunity Agenda strategies should be submitted in the fall as part of the region's annual Progress Report. Each strategy should be linked to overcoming a particular challenge to economic participation. For example, if the skills of the workforce do not match the skills needed by employers in the region, the strategy may be to prepare poor people to fill open jobs. Similarly, if the scarcity of reliable childcare makes it difficult for residents to hold a job, one strategy may be to expand the child care resources available to residents.

Once completed, the Opportunity Agenda will guide further state and local actions to move impoverished people into jobs and revitalize distressed communities. Regional Councils are asked to modify their Implementation Agendas to include projects and actions that will help implement their Opportunity Agendas, and to identify performance metrics to measure the effectiveness of its strategies.

Train the workforce for today and tomorrow

To prepare students for high-demand careers, community colleges need real-time information about the positions employers are trying to fill and the skills their workers need. Each Regional Council is asked to participate in a new program called the Next Generation NY Job Linkage Program. This program will facilitate a partnership between community colleges, local employers and the Regional Economic Development Councils to identify the job, define the skill, and provide the training for it.

Regional Councils have already identified key economic growth sectors and can help forge deeper relationships between community colleges and regional employers—so that students can go straight from education into a job.

Community college programs are asked to create advisory committees, made up primarily of employers that actually help to shape curriculum, recruitment, placement and evaluation of vocational and training programs. The advisory committees will ensure these activities are aligned with the Regional Councils and regional strategic plans. Advisory Committee efforts should help keep the programs up-to-date so that they evolve with employers' needs.

Engage local government officials in reshaping the regional business climate

Local governments are key players in the local and regional economy. They provide the infrastructure needed by business and industry – roads, sewers, water, sidewalks – as well as the services that contribute to the community's quality of life.

In most communities in New York, local governments determine where and how business and industry can be located through comprehensive plans, zoning, site plan review, special use permits, building code enforcement, and business licensing.

Local government officials should be enlisted to help create a business climate that will allow the region to achieve its economic development goals and carry out its strategies.

Local governments may also offer financial arrangements through industrial development agencies and local development corporations. In addition, municipal leaders set taxing policy, which impacts both commercial and residential property.

The political influence of elected leadership is critical to helping communities stay the course toward a vibrant economic future. From the bully pulpit to the design and coordination of public policies, mayors and council members have opportunities every day to effect change and promote a strategic vision of economic growth for their community.

*The National League of Cities,
"The Role of Local Elected Officials
in Economic Development"*

Regional Councils should engage local governments in transforming the regional economic development vision into reality. REDCs should encourage local government officials to:

- Read and gain an understanding of the regional strategic economic development plan.
- Build consensus around the plan and provide community leadership.
- Seek advice from current and potential business and industry leaders as to whether community infrastructure is in place for development anticipated in the next 3 to 5 years, such as access to broadband technology, energy services, healthcare, and environmental amenities.
- Review land use policies and procedures to see if they are supportive of the businesses needed by the community and the region.
- Streamline the approval process for economic development activities, whether they are license approvals or renewals, required inspections, site plan approval, or certificates of occupancy. Such processes should be timely, consistent, and transparent.
- Determine whether the right balance exists between fees that are charged to businesses, the cost to the municipality of providing related services, and the benefits provided by businesses.
- Act cooperatively to reduce costs and make the region more attractive for business growth. Regional Councils and local governments should consider engaging regional conversations about shared services and other actions and joint economic development activities.

Create interregional collaborations

In 2012, Regional Councils began to identify areas of mutual interest and create consortiums to advance shared strategies. For example, six regions are participating in a high performance computing consortium that will help businesses solve production problems, improve products and manufacturing processes, create new businesses, support research into new materials and nanostructures, and attract additional research funding. Other collaborations are taking place in the area of sustainable buildings, fiber optics, distribution of New York grown food, and tourism web portals.

We are learning to think as a region, not as individual communities. It's a different approach but we find we have many similarities that we didn't notice before.

*Danny Wegman, Co-Chair,
Finger Lakes REDC*

YNN, 12/20/2012

In 2013, Regions should expand their efforts to work together to make their regional economic development visions a reality. One way to start those discussions is by regions sharing best practices or lessons learned, which can be replicated or expanded to adjacent regions. Another is to cross-endorse projects that overlap regional boundaries or complement cross-regional objectives.

An example of a transformative collaboration is renovation of Stocking Hall to expand the Cornell Food Processing and Development Laboratory. The renovation will establish a small scale production area that can transform raw materials into packaged products such as yogurt, beverages, and cheese. Cornell University, through its Stocking Hall facility and various partnerships, directly supports business research and workforce training throughout New York State. Partnership examples include PepsiCo/Muller, Chobani, Genesee Community College and the Rochester Institute of Technology.

Advance regional Cleaner, Greener Communities sustainability plans

The Cleaner, Greener Communities program encourages communities to develop regional sustainable growth strategies. The first stage of the CGC program was to develop a comprehensive sustainability plan for each of the ten REDC regions. As plans are completed, Regional Councils are asked to endorse the plans and to assume ownership of the plan for the purpose of moving the plan forward. The Regional Councils are asked to form work groups that include members of the CGC development team. The Council work groups will help align priority projects with the sustainability plan.

The Implementation Grant stage begins with Round 3 of the CFA where funding will be provided on a competitive basis for implementation of specific projects that provide the greatest opportunities for achieving carbon reductions, energy efficiency savings, and renewable energy deployment consistent with a region's sustainability and REDC strategic plans.



Measure performance

Each regional strategic economic development plan identified metrics for Regional Councils to use to monitor their progress towards implementing plan recommendations and completing priority projects. Many priority projects also have metrics that allow Regional Councils to see if the projects are effective in creating job growth, both short-term and long-term.

Like guiding a ship, little adjustments and sometimes large course corrections may be needed to keep a plan on track. Monitoring helps keep a plan alive, and emphasizes that creating the plan was not just an academic exercise to be tucked away on a shelf. It demonstrates that a region is serious about the plan they created and will seek to implement it. Measuring progress also reveals successes that can be celebrated to build momentum and reward perseverance.

Progress can be measured several ways. For example, the Central NY REDC has overall performance measures for the region, including such information as job numbers, unemployment, the metro poverty rate, educational attainment, and median wage. They also track project-based performance of those programs funded through the CFA (largely performed by the regional Empire State Development office) and process-based performance related to strategies. By tracking how well various actions are accomplishing overall goals and strategies, the region can make adjustments if actions are not getting the desired results.

Each REDC should review its current performance measures to determine if they are useful in identifying progress on the strategic plan, weaknesses that need to be addressed, and whether specific strategies are being implemented.



Regional Council 2013 Checklist



- ✓ **Adjust Regional Council committee structure, if necessary**
 - Opportunity Agenda work group
 - Cleaner, Greener Communities work group
- ✓ **Maintain a project pipeline**
 - Solicit ideas for priority projects to advance key strategies
 - Work with potential applicants and sponsor CFA workshops
- ✓ **Select an incubator for nomination as an Innovation Hot Spot**
 - Review Hot Spot applications in Round 3 of the CFA
- ✓ **Identify Opportunity Agenda strategies**
 - Prepare initial Opportunity Agenda description in June
 - Engage stakeholders and the public
 - Prepare strategies and implementation items
- ✓ **Participate in a Next Generation NY Job Linkage Program**
 - Identify REDC members or work group members to participate in advisory committees established by community colleges
 - Facilitate discussions between advisory committees and potential key employers in the region
- ✓ **Engage local government officials**
 - Identify strategies that local actions can help implement
 - Develop an outreach plan for local officials
 - Host regional conversations about improving efficiencies of local governments to enhance business climate
- ✓ **Create interregional collaborations**
 - Identify best practices to be shared with other regions and respond to requests for more information
 - Identify potential interregional partners to help implement strategies through project support and local actions
- ✓ **Measure performance and revise performance measures if needed**
 - Identify changes in strategies or actions that may be indicated by performance measures
- ✓ **Prepare 2013 Progress Report and Plans for 2014**
 - Report on progress
 - Describe implementation plans for 2014
 - Rank proposed priority projects and other CFA applications

State Agency Priorities In 2013

In this second year of implementation, state agencies will increase efforts to join the Regional Councils in their work to grow New York's economy by aligning State programs with Regional Council priorities; eliminating impediments to economic growth; providing technical assistance; and sharing information to replicate success.

Collaborate to advance regional strategies

As Regional Councils develop more geographically specific plans, state agencies should collaborate with the Regional Councils to identify ways agencies can help advance regional plans through State programs and through staff expertise. Agencies should also collaborate with each other to identify ways to fill Regional Council gaps in expertise, programming, or funding.

Eliminate impediments to economic growth

State agencies will continue to 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.

Provide technical assistance

State assistance can be provided in forms other than funding. State agencies will provide technical assistance to Regional Councils through staff expertise, guidance documents, and referrals to other State, federal, and not-for-profit programs. State program staff will also provide technical assistance to Local Governments taking actions to implement region strategies.

Share information to replicate success

State agencies will identify unique regional efforts, successful inter-regional collaborations, and approaches from other states and provide information on how to replicate those successful efforts in New York State.

State Agency 2013 Checklist



- ✓ Collaborate to advance regional strategies
 - Collaborate with Regional Councils to implement strategies related to specific geographic areas or specific topics of focus
 - Collaborate with other agencies to fill REDC gaps in expertise, programming, or funding
- ✓ Eliminate impediments to economic growth
 - Consult with Regional Councils and identify specific, project-related impediments to long-term economic growth
 - Work with REDCs and project sponsors to eliminate specific impediments to implementing the project
 - Expedite regulatory review of priority projects to the extent allowed by law or regulation
- ✓ Provide technical assistance
 - Respond to requests for information and assistance from the REDCs
 - Provide assistance where needed to local governments taking actions that will help implement regional strategies
 - Identify potential assistance available from federal and not-for-profit sources
- ✓ Enhance Consolidated Funding Application Opportunities
 - Identify and modify programs for inclusion in the CFA
 - Provide regional training about available CFA programs
 - Review CFAs and submit scores
- ✓ Share information to replicate success
 - Identify unique regional efforts, successful interregional collaborations, and approaches from other states and provide information on how to replicate those successful efforts in New York State.
 - Using activities already underway in New York State, develop best practices descriptions of local or regional programs

2013 Competition

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 2013 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, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision. While project funding will be awarded in all ten Regional Councils through the 2013 CFA, the competition places emphasis on Regional Council performance and action to implement strategies.

The focus of the competition will be on:

- 1) Implementation of regional strategic economic development strategic plans
- 2) Performance in encouraging economic growth through job creation and investment; and
- 3) Identification of transformative projects that support interregional collaboration.

All ten regions will compete against each other. Five regions identified as "top performers" will receive \$25 million each and the remaining regions will compete for the balance of \$25 million. Each region will also be eligible for up to \$10 million in Excelsior Tax Credits to help attract and grow business in the region.

\$150
million

\$70
million

Consolidated Funding Application

*We aren't just funding projects;
we're funding our region's future.*

*Harvey Stenger, Co-Chair of the
Southern Tier REDC*

A third round of the Consolidated Funding Application (CFA) will be offered in 2013. The CFA, 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. The State was recognized in 2012 with a Special Award for Excellence in Business and Economic Development for development of the Consolidated Funding Application. The Best of New York awards recognize top technology leaders and teams from state agencies and local governments, as determined by the Center for Digital Government, a national research and advisory institute associated with Government Technology Magazine.

In addition to the capital funding and Excelsior tax credits available for Regional Council Priority Projects, up to \$536 million will be available through the CFA for direct assistance to businesses and other organizations, community development, environmental improvements, energy improvements, sustainable planning and implementation, education and workforce development, and to provide low cost financing.

The CFA will be open to applicants on June 17, 2013 at 8:00 AM and applications must be submitted by 4:00 PM on August 12, 2013.

Statewide Endorsement Standards

For each CFA the Regional Council reviewer will determine the degree to which the application implements the regional strategic plan and assign the corresponding number of points as a score.

IMPLEMENTATION OF THE PLAN	DEGREE	POINTS
The proposal is identified as a priority project by the Regional Council.	Priority	20
The proposal is identified in the plan and has regional benefits.	Very Strong	15
The proposal advances the plan and has local benefits.	Strong	10
The proposal is consistent with the plan and has project level benefits.	Moderate	5
The proposal has limited relationship to the plan.	Weak	0

Each Regional Council will utilize statewide endorsement standards when reviewing CFAs submitted to their region. Regional Councils will take into account the degree to which the application helps implement the regional strategic plan and aligns with regional priorities. Regional Councils should assign each project a single score of 20, 15, 10, 5, or 0 (no fractions) based on merit, as opposed to assigning the full 20 points to all projects. Regional Council scores will be due on September 24, 2013.

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

Available Resources for Regional Councils in 2013

Approximate resources available through the Consolidated Funding Application process:

Direct Assistance to Businesses and Other Organizations up to \$235.25 million

Empire State Development

- up to \$70 million for Excelsior Jobs Program
- up to \$152 million for ESD Grant Funds
- up to \$10 million for Market New York
- up to \$1.25 million for Business Incubators and Innovation Hot Spots
- up to \$1 million for ESD Technical Assistance and Training Grants-Opportunity Agenda Projects
- up to \$1 million for Strategic Planning and Feasibility

Community Development up to \$52.7 million

Homes and Community Renewal

- up to \$25 million for NYS Community Development Block Grant (CDBG) Program
- up to \$2.2 million for the New York Main Street Program
- up to \$200,000 for New York Main Street Technical Assistance Program
- up to \$2 million for Urban Initiatives Program
- up to \$1.5 million for Rural Area Revitalization Projects

Office of Parks, Recreation and Historic Preservation

- up to \$15 million for Municipal Parks, Historic Preservation, and Heritage Area Projects
- up to \$2.8 million for Recreational Trails Federal Grants

Council on the Arts

- up to \$4 million for Arts, Culture and Heritage Projects

Waterfront Revitalization up to \$13 million

Department of State

- up to \$12 million for Local Waterfront Revitalization

Canal Corporation

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

Environmental Improvements \$13 million+

Environmental Facilities Corporation

- TBD for Green Innovation Grant Program

Department of Environmental Conservation

- up to \$2 million for planning for NYS DEC/EFC Wastewater Infrastructure Engineering Planning Grant

Empire State Development

- up to \$1 million for Environmental Investment Program

Energy Improvements up to \$50 million

Energy Research and Development Authority

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

Available Resources for Regional Councils in 2013 -- continued

New York State Power Authority

- 910 MW for ReCharge New York

Sustainability Planning and Implementation up to \$34 million

Energy Research and Development Authority

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

Department of State

- up to \$ 4 million for Local Government Efficiency Grants

Education/Workforce Development up to \$10.45 million

Higher Education Services Corporation

- up to \$200,000 for College Access Challenge Grants

Office of National and Community Service

- up to \$1.5 million for New York State AmeriCorps Programs

Department of Labor

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

Office of Temporary and Disability Assistance

- up to \$ 3 million for job preparation and retention services for recipients of Supplemental Nutrition Assistance Program benefits

Department of State

- up to \$750,000 for Community Services Block Grant Workforce Development Grants

Low-Cost Financing up to \$350 million

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

PROGRESS REPORT

Report on Progress and Plans for 2014

Each Regional Council is asked to submit a report by the close of business on September 24, 2013 which describes the progress made implementing its strategic plan and sets forth an implementation agenda for the remainder of 2013 and 2014. The report will be used to evaluate the region as part of the competition for 2013 capital funds and Excelsior Tax Credits. In addition, each 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.

The report should contain the following information:

Part One: Overview of Progress

- **Strategy Overview.** A general description of the strategies the Regional Council chose to address in 2013 and the reasons why those strategies were chosen. Details should be provided in Part Two.
- **Implementation Overview.** A general description of significant progress that has been made to implement the strategies on which the Regional Council is focused. Describe any obstacles or unexpected events that may have impeded progress. Details about the progress on each strategy should be provided in Part Two.
- **Overview of Job Creation and Investment.** A description of how the Regional Council encouraged job creation and investment, including partnerships developed between the Regional Council, local employers, and community colleges to prepare students for jobs in demand within the region.
- **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.** A description of the performance metrics used by the Regional Council and how the region performed. Describe how the region's performance measures will influence the strategies and actions of the Regional Council in 2014.

Part Two: Implementation

This section should describe in more detail the progress the Regional Council made in 2013 and the plans it has for implementing strategies through 2014.

- **Strategy.** Identify and briefly describe the strategy. To complete the picture, indicate why certain strategies were not pursued.
- **Progress on Actions.** Describe the progress that has been made on the strategies identified for action in 2013, including:
 - Whether the REDC had a direct role in advancing the strategies;
 - Local government actions taken to advance a strategy;
 - How the region is working with other regions to advance shared strategies;
 - Whether the strategies have resulted in job creation; and
 - The status of priority projects previously receiving state funding, as well priority projects advanced without state funding.
- **New Strategies.** A description of new and/or revised strategies the Regional Council will be focusing on in the remainder of 2013 through 2014. (Strategies pursued as part of the region's Opportunity Agenda will be identified in Part Three.) Identify why these strategies were added or revised.
- **Proposed Priority Projects.** Describe each proposed priority project, including its anticipated total cost, the strategy it relates to, and how it will help implement the strategy. Provide details on the sources and uses of funds for the project (see "Sample Proposed 2013 Priority Project Descriptions").
- **Implementation Agenda.** Identify the significant actions that are needed to implement strategies for the remainder of 2013 through 2014. The intent is for this information to be presented as a table or spreadsheet that shows the strategy, actions planned, target dates, and responsible parties.

Part Three: Opportunity Agenda

This section should describe the Opportunity Agenda adopted by the region to help people overcome barriers to entry into the workforce

- **Summary.** A brief introductory statement presenting the Regional Council’s vision for moving impoverished individuals into jobs; an overview of the goals of the Opportunity Agenda; and whether the Agenda has a specific geographic focus or will be applicable across the region.
- **Statement of Opportunity.** Describe the challenges that have prevented poor communities from fully participating in economic life, and the reasons why better integrating distressed populations into economic life will facilitate regional growth.
 - If the Agenda has a specific geographic focus, explain why the area was selected, the challenges confronting that area, and why revitalization of the selected area will impact growth beyond its borders.
 - If applicable to the region as a whole, describe the common barriers that have prevented poor people in the region from better integrating into economic life, and how overcoming those barriers will stimulate economic growth region-wide.
- **Opportunity Agenda Strategies.** Present the Regional Council’s strategies for integrating distressed communities into regional economic life, including strategies involving public-private partnerships. Link each strategy to a particular challenge identified in the “Statement of Opportunity.”
- **Implementation Plan.** As an addition to the Implementation Agenda in Part Two, identify the significant actions needed to implement the Opportunity Agenda strategies for the remainder of 2013 through 2014. Please include a continuing stakeholder engagement process.
- **Performance Measures.** Describe additions to the Regional Council’s performance metrics that will measure the effectiveness of strategies in the Opportunity Agenda.

Part Four: List of Proposed 2013 Priority Projects

Each Regional Council is asked to submit its priorities for all CFA funding and tax credits. One list should be submitted which includes the following information:

- A list of Priority Projects endorsed for funding as a part of the competitive award process. Each project should be ranked in the following categories (see image below):
 - Regional priority as an Innovation Hot Spot;
 - Advancement of regional priorities identified in the strategic plan;
 - Support for the Opportunity Agenda;
 - Advancement of interregional collaborations; and
 - Projects endorsed for the competitive Excelsior Tax Credits.

An example of how the lists should be presented is shown below.

2013 PRIORITY PROJECTS

Rank projects in each category (if applicable)

CFA Number	Business Name	Project Name	Total Funding Request (\$)	Innovation Hot Spot	Regional Priority	Opportunity Agenda	Collaborative Projects	Excelsior Tax Credit
100								
101								
102								

SAMPLE PROPOSED 2013 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
MEMBERS

Regional Council Members

Capital Region

Regional Co-Chairs

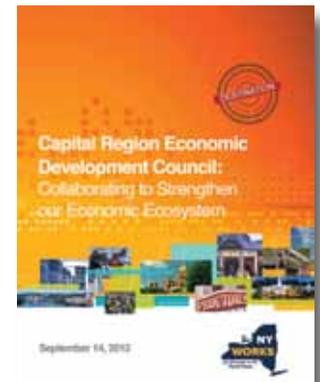
James J. Barba, President & CEO, Albany Medical Center
Dr. Robert J. Jones, President, University at Albany

General Members

Victor R. Abate, Vice President, Renewable Energy, General Electric
Karen L. Astorga, Founder & President, Plumb Engineering P.C.
Karen Bilowith, President & CEO, The Community Foundation for the Greater Capital Region
Bob Blackman, Vice President, Realty USA
Dennis Brobston, President, Saratoga Economic Development Corporation
David Buicko, COO, Galesi Group
Quinton Bullock, President, Schenectady County Community College
Linda Davis-Pedlar, Owner, LDP Consulting
Christine Edgerly, President, Adirondack Mechanical Services LLC
Todd Erling, Executive Director, Hudson Valley Agribusiness Development Corporation
Bill Hart, Controller, Irving Tissue Inc.
Linda Hillman, President, Rensselaer County Regional Chamber of Commerce
Ann C. Moynihan, President, Documentation Strategies Inc.
Peg Murphy, Corporate Secretary/Director of Human Resources, Espey Manufacturing & Electronics Corporation
Joseph F. Raccuia, President & CEO, Finch Paper LLC
Jeff Stark, President, Greater Capital Region Building Trades Council
F. Michael Tucker, President & CEO, Center for Economic Growth
Omar Usmani, Executive Partner, Aeon Nexus Corporation
Joe Wildermuth, Vice President, Peckham Industries

Elected Officials

Albany County Executive Daniel McCoy
Rensselaer County Executive Kathleen M. Jimino
Chairman Columbia County Board of Supervisors Patrick M. Grattan
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

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General Members

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

John DeFrancisco, Senator

Andrew Fish, Executive Director, Cayuga County Chamber of Commerce

Michael Johnson, General Manager, Johnson Brothers Lumber Company

Kevin LaMontagne, CFO, Fulton Companies

Greg Larioni, Vice President, Lockheed Martin

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

Mary Emily Slate, General Manager, Nucor Bar Mill Group of Auburn

Deborah Stanley, President, SUNY Oswego

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

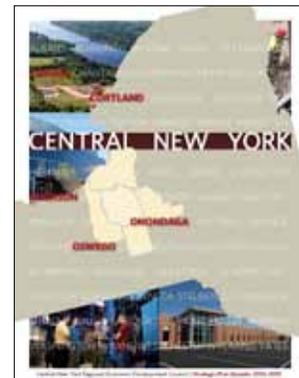
L. Michael Treadwell, Area Industrial Director, Operation Oswego County, Inc.

Garry VanGorder, Executive Director, Cortland County Business Development 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

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Danny Wegman, CEO, Wegmans Food Markets

General Members

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Charles Cook, President & CEO, Liberty Pumps Inc.
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Steve Griffin, CEO, Finger Lakes Economic Development Center
Pamela P. Heald, President & CEO, Reliant Community Federal Credit Union
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Joseph Morelle, NYS Assembly Majority Leader
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Mark S. Peterson, President & CEO, Greater Rochester Enterprise
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Joseph Robach, Senator
Hilda Rosario Escher, President and CEO, Ibero American Action League
Robert S. Sands, CEO, Constellation Brands, Inc.
Christine Whitman, Chairman, CEO & President, Complemar, Inc.
Dave Young, President, Rochester Building and Construction Trades Council

Elected Officials

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Chairman of Wyoming County Board of Supervisors A. D. Berwanger
Chairman of Orleans County Legislature David Callard
Chairman of Ontario County Board of Supervisors Jack Marren
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

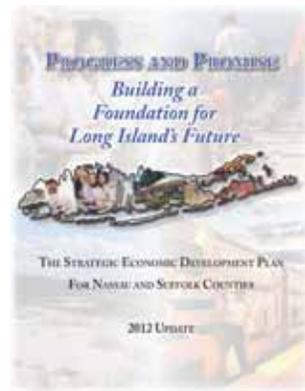
Kevin Law, President, Long Island Association
 Stuart Rabinowitz, President, Hofstra University

General Members

Joseph Cabral, Senior VP and Chief Human Resources Officer,
 North Shore-Long Island Jewish Health System
 Noreen Carro, Vice President – New York Division, LMN Printing Co., Inc.
 James D’Addario, President & CEO, D’Addario and Company Inc.
 John R. Durso, President, Long Island Federation of Labor
 Lutricia Edwards, Vice President for Community Development Long Island, Citigroup
 Tracey Edwards, Region President NY North/West, Verizon Communications
 Mark Fasciano, Partner, Canrock Ventures
 Marianne Garvin, CEO, Community Development Corporation of Long Island
 Doon Gibbs, Interim Director, Brookhaven National Laboratory
 Elaine Gross, President & CEO, ERASE Racism
 Rupert Hopkins, President & CEO, XSB, Inc.
 Harvey Kamil, Vice Chairman, NBTY, Inc.
 Dr. Hubert Keen, President, Farmingdale State College
 Patricia McMahon, Sector VP 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

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 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

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

General Members

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John Bonacic, Senator

Vincent Cozzolino, President & CEO, The Solar Energy Consortium

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

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

Tom Endres, President & COO, Continental Organics

Carol Fitzgerald, President & CEO, Life Medical Technologies Inc.

Aleida Frederico, Senior Vice President, TD Bank

Marsha Gordon, President & CEO, Westchester Business Council

Maureen Halahan, President & CEO, Orange County Partnership

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

Ken Kleinpeter, Director of Farm and Facilities, Glynwood Farm

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

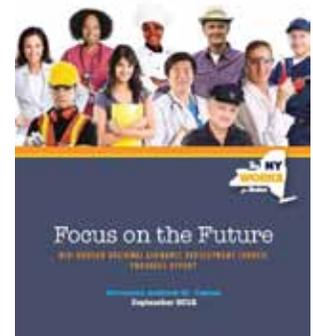
Rockland County Executive C. Scott Vanderhoef

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

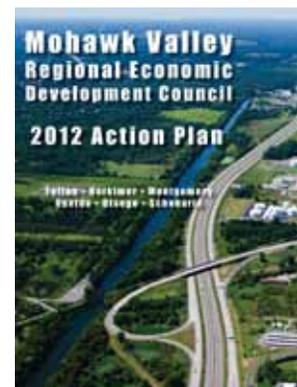
Lawrence T. Gilroy III, President, Gilroy, Kernan & Gilroy, Inc.
 B. Wolf Yeigh, Ph.D., President, SUNY Institute for Technology

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
 Renée 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

Matthew Goldstein, Ph.D., 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

Sheena Wright, President & CEO, Abyssinian Development Corporation

Kathryn Wylde, President & CEO, Partnership for New York City

Elected Officials

Deputy Mayor of New York City Robert Steel

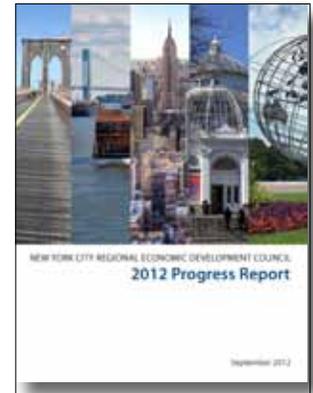
Bronx Borough President Ruben Diaz, Jr.

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
Paul Grasso, President, The Development Corporation
Bridget Hart, President, Kinney Drugs
Hugh Hill, Executive Director, Malone Chamber of Commerce
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 Décor
Daniel Wilt, President, Wilt Industries
James W. Wright, Executive Director, Development Authority of the North Country

Elected Officials

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

Southern Tier

Regional Co-Chairs

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

General Members

Keith Baumann, Director of Finance, Howell Packaging
Dr. Kathryn Boor, Dean of College of Agricultural and Life Sciences, Cornell University
Patricia A. Cummings, Partner, Leonard & Cummings, LLC
Martin A. Dietrich, President & CEO, NBT Bank
Peg Ellsworth, Executive Director, MARK Project Inc.
Ernest Hartman, Business Manager, IBEW Local 139
Diane Lantz, Executive Director, REDEC Relending Corporation
Thomas Libous, Senator
Barbara Lifton, Assemblymember
George Miner, President, Southern Tier Economic Growth, Inc.
Mary Opperman, Vice President of Human Resources, Cornell University
David J. Patak, President & CEO, Lourdes Hospital
Uttara Prasad, President & CEO, Lin Industries, Inc.
Lou Santoni, President & CEO, Greater Binghamton Chamber of Commerce
Barbara J. Schindler, President & COO, Golden Artists Colors, Inc.
Linda 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

Deanna Alterio-Brennen, President & CEO, Niagara USA Chamber

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

Jeff Belt, CEO, SolEpoxy

Robert T. Brady, Chairman & CEO, Moog

Paul Brown, President, Buffalo Building & Construction Trades

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

Dr. Charles Edmondson, President, Alfred University

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, US Director of Human Resources, Cummins, Inc.

Michael Ranzenhofer, Senator

Duncan Ross, President, Arrowhead Spring Vineyards

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

Robin Schimminger, Assemblyman

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

