NEW YORK STATE OF OPPORTUNITY

Regional Economic Development Councils

Building on our Assets 2016

A Division of Empire State 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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Governor Cuomo announces the winners of the Regional Economic Development Council (REDC) & Upstate Revitalization Initiative Awards

Introduction

In 2011, Governor Cuomo replaced the state's top-down approach to economic development with a new bottom-up approach driven by a competition organized around ten Regional Economic Development Councils. This approach redesigned the relationship between state government, businesses, and academia to stimulate regional economic development and create jobs. With Regional Councils in ten regions throughout the state, this strategic and coordinated effort ensures that opportunities for growth and prosperity extend to all corners of the state.

Through targeted programs and investments, the state maximizes its competitive advantages to foster industry growth and vibrant downtown development. To date, the state has awarded nearly $4 billion through five rounds of the Regional Council competition for more than 4,100 projects, and will create and retain more than 200,000 jobs across the state.

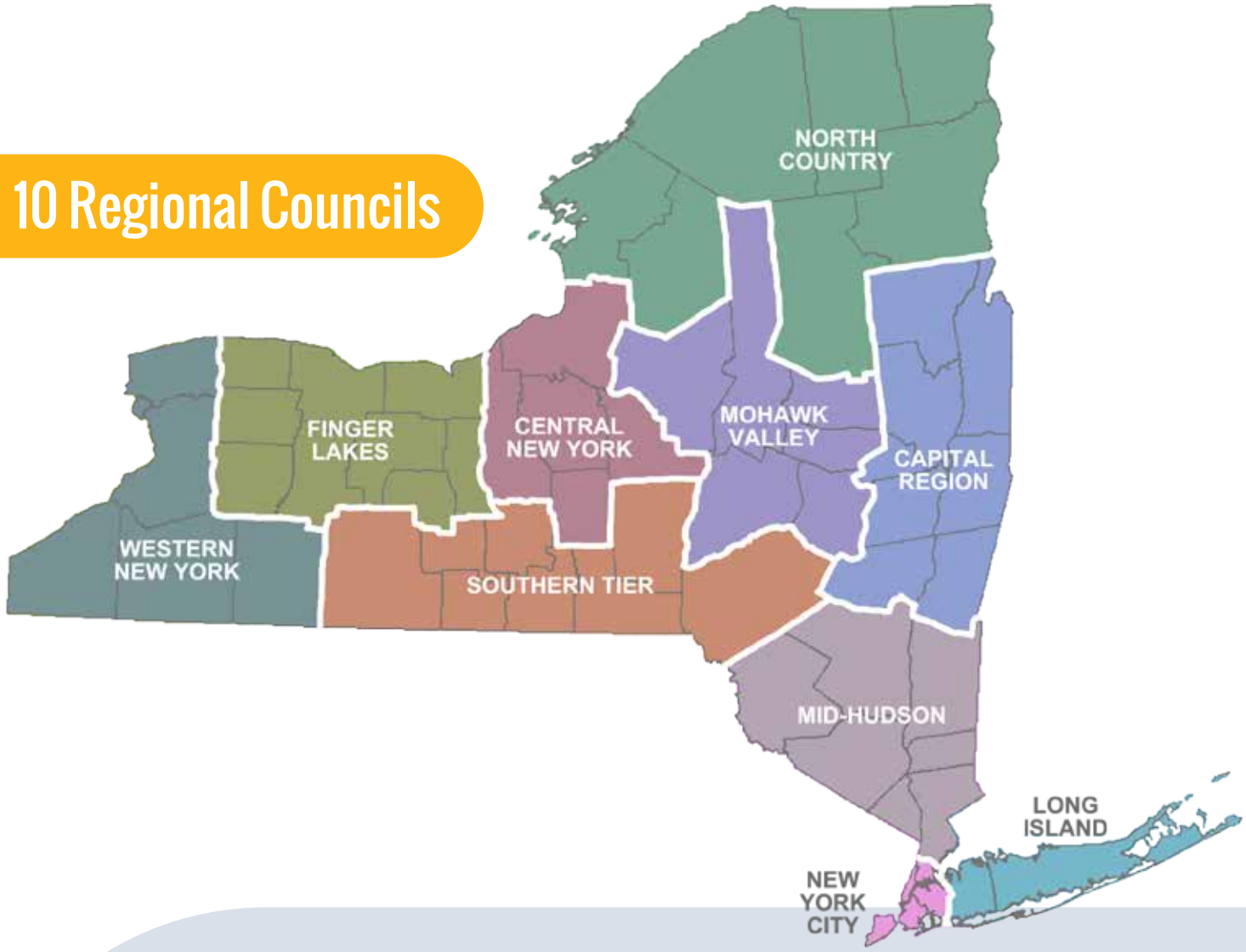
In 2015, Regional Councils were asked to participate in two new initiatives, the Regional Economic Cluster Program and the Upstate Revitalization Initiative (URI). The Regional Economic Cluster Program had each region complete an inventory of their industrial and innovation assets and submit strategic plans to target growth in a single economic cluster. Identified clusters ranged from cyber technology to advanced manufacturing to food and beverage manufacturing.

The URI was a $1.5 billion competition designed to promote regional growth and sustainability by leveraging state funding for private and public investment. Seven upstate regions competed, and three regions – Central New York, the Finger Lakes, and the Southern Tier – received URI awards of $500 million each, over five years, to support projects and strategies that create jobs, strengthen and diversify economies, and generate economic opportunity within the region. These communities are now working with the state to implement their strategic plans and will be identifying projects for funding in 2016.

To build on the success of the REDC program, the Governor proposes continuing this regional economic development approach with a sixth round of the REDC awards with $750 million to fund regional priority projects. He is also introducing a new competition, the $100 million Downtown Revitalization Initiative (DRI).

The Downtown Revitalization Initiative invites communities throughout the state to compete with others in their region to be selected by their Regional Council for $10 million awards. The awards will help transform ten communities ripe for development into vibrant communities where tomorrow's workforce will want to live, work and raise families.

10 Regional Councils



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

Lieutenant Governor Kathy Hochul chairs all ten Regional Councils.

Regional Council Organization

Leadership

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

Regional Council Co-Chairs

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

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

Finger Lakes
Dr. Anne Kress, President, Monroe Community College
Danny Wegman, CEO, Wegmans Food Markets

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

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

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

New York City
Winston Fisher, Partner, Fisher Brothers

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

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

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

Membership

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

Over 200 persons serve on the Regional Councils.

Work Groups

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

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

Code of Conduct

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

2015 Competition

2015 Competition

Regional Strategic Planning Process

Each Regional Council developed a five-year strategic economic development plan in 2011 that emphasized their region's unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development, and create jobs statewide. Each year since, the plans have been updated to identify projects that support each region's vision of its economic future.

Plan updates each year also reflect Regional Council plans to address new initiatives at the state level, such as nominating Innovation Hot Spots; developing and advancing regional Opportunity Agendas; implementing NY Rising Community Reconstruction Plans; and increasing veterans' participation in the workforce.

In 2015, Regional Councils were asked to address one major new state priority in their plan updates: the development of strategies and projects that focus on the growth of one regional economic cluster.

In addition to updating their strategic economic development plans, seven upstate regions also prepared a revitalization plan to explain how they would leverage $500 million of state funding to stimulate public and private investment in the region. As part of the Upstate Revitalization Initiative (URI), each region was charged with drafting a data-driven plan that built on evolving Regional Council strategies and looked comprehensively at the regional economy.

Progress reports for each region were submitted in September, and revitalization plans were completed in early October. The Regional Councils presented their plans to the Strategic Implementation Assessment Team (SIAT) at open sessions held in Albany.

2015 Competition Criteria

The Strategic Implementation Assessment Team, led by then-Secretary of State Cesar Perales, evaluated the progress reports and revitalization plans based on two sets of criteria.

Annual REDC Competition

All ten regions were evaluated based on Regional Council priorities described in the 2015 REDC Guidebook. The focus was on four areas:

1. Development of strategies and projects for a Regional Economic Cluster Plan
2. Implementation of regional strategic economic development plans and 2015 priorities
3. Updates on ongoing initiatives
4. Progress and performance in encouraging economic growth

Upstate Revitalization Initiative Competition

Seven upstate regions were evaluated based on their readiness to create and maintain new jobs, attract and retain private sector investment, and contribute to the growth of wealth in the region. In addressing those goals, regions were asked to identify their challenges and weaknesses and incorporate key concepts identified by the state, as well as any additional elements relevant to the region. The focus was on the following:

1. Progress
   - Advancement of the Region's 2014-15 Implementation Agenda
   - Advancement and completion of prior round priority projects
   - Ability to take the next steps in growing the regional economy
2. Planning
   - Quality of the revitalization plan and progress report
   - Development of regional metrics to measure success
   - Identification of regional workforce development needs for key sectors
   - Readiness of the region

3. Projects
    - Solicitation and development of projects for regional economic growth
    - Identification of projects to advance State and regional priorities
    - Building and maintaining a project pipeline for future funding opportunities
    - Identification of transformational projects with large-scale targeted job growth
4. Participation
    - Engagement of the community, public, and other stakeholders in the Regional Council process
    - Collaboration with local government to transform the regional business climate
    - Regional unity and support of the progress report and revitalization plan
    - Engagement of local government leaders
    - Collaboration and regional support for the plan
5. Performance
    - Impact on job creation and retention
    - Business growth and leverage of private sector investments
    - Ability to implement the goals outlined in the Progress Report and Revitalization Plan
    - Increase in the net new wealth within the region
    - Success in job training and engagement of hard-to-place workers

This year's round of awards demonstrates the progress that has been made in changing the trajectory of our economy and continues our commitment to investing in the future of New York State.

Governor Andrew Cuomo

2015 Awards

Seven regions competed for URI awards of up to $500 million each, to be distributed over five years, in addition up to $30 million in agency funds was awarded through the Consolidated Funding Application. The Strategic Implementation Assessment Team designated three regions that deserved the highest awards: **Central NY**, the **Finger Lakes**, and the **Southern Tier**. This was a challenging undertaking, as every region devoted substantial energy to the process and presented impressive plans for transformation. The other regions vying for awards were the **Capital Region**, **Mid-Hudson**, **Mohawk Valley**, and the **North Country.**

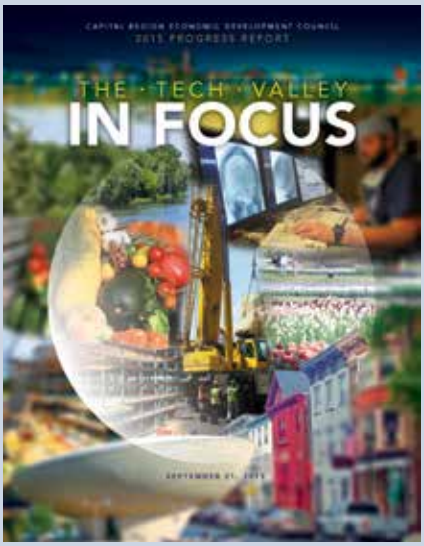
The SIAT identified three regions as Top Performers in the annual REDC competition: the **Capital Region**, **Mohawk Valley**, and **Long Island**. The substantial progress that each region accomplished made this a difficult decision; however, the achievements of these regions merited the designation of Top Performer and awards of up to $105 million. Four regions were awarded up to $90 million to help attract and grow business in their regions: the **Mid-Hudson**, **New York City**, **North Country**, and **Western NY**.

A combined $2.25 billion in grants and other assistance was announced at the December Regional Council and Upstate Revitalization Initiative awards ceremony. Governor Andrew Cuomo, impressed with the exciting projects presented by all URI regions, announced that the four Upstate regions not selected as "URI Best Plan Awardees" would receive an additional $50 million to fund transformative projects and further implement the regions' strategic plans for economic growth.

REGION	PROJECTS	AMOUNT
Capital Region	114	$98.1 million
Central New York	93	$122.4 million
Finger Lakes	134	$120.1 million
Long Island	121	$98.3 million
Mid-Hudson	109	$90.4 million
Mohawk Valley	92	$100.3 million
New York City	92	$84.1 million
North Country	82	$85.1 million
Southern Tier	100	$117 million
Western New York	125	$83.9 million
TOTAL	**1062**	**$999.7 million**

Capital Region

2015 PROGRESS HIGHLIGHTS



The Capital Region Regional Economic Development Council (CRREDC) continued its substantial commitment to the branding and development of the region as the Tech Valley. The CRREDC focused its cluster plan on research, development, and commercialization. The region structured its approach to leverage pioneering academic institutions, a highly educated workforce, and competitive private sector partners. Past investments in research institutions have successfully built investments with interregional benefits and far-reaching impact. The CRREDC refined its Global NY strategies and identified multiple projects that advance the Global NY agenda. The region presented metrics that illuminate challenges for employment among many minorities and reinforce the direction of the region's Opportunity Agenda. Significant efforts are being undertaken to increase access to employment in areas of distress, particularly through the Kindl Workforce Development Building in Schenectady and the Tech Valley Center of Gravity in Troy.

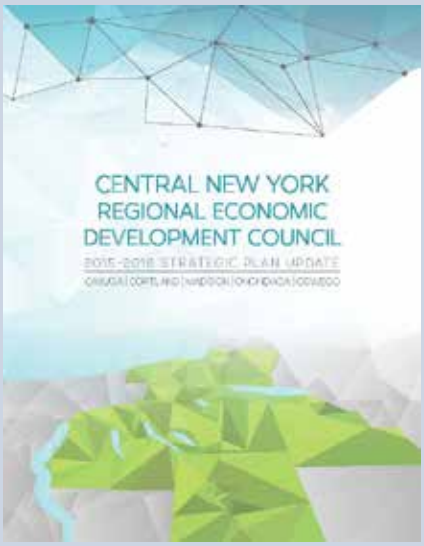
Highlights of projects awarded funding in 2015 include:

- Tower on the Hudson. This project will transform a parking lot in downtown Albany into a mixed-use, multi-story high-rise that includes a parking garage; 100 room Homewood Suites by Hilton; residential units; and a retail component. This project will create new jobs in Albany's core, over 80% of which would be entry-level with training opportunities.
- Port of Albany Big Lift. The Port of Albany will construct a new, 56,000 square-foot maritime heavy lift cargo operations building inside the secure marine terminal. The building will be built with weight capacity to handle the weight and dimension of the new heavy lift cargo that is manufactured in the region, which is expected to grow in in the Capital Region over the coming years.
- NYCAP Research Alliance Investment Fund, Albany Medical College. This project will create a $ 11.25 million capital investment program on behalf of the Alliance's partnering institutions to attract increased federal and industry funding to support collaborative medical research, accelerate the potential for scientific discoveries and innovation in health care, create and retain jobs, and spur economic growth.

The Port of Albany will construct a new, 56,000 square-foot maritime heavy lift cargo operations building.

Central NY

2015 PROGRESS HIGHLIGHTS



The Central New York Regional Economic Development Council (CNYREDC) presented a revitalization plan that focused on investing in key growth drivers, building an economy inclusive of all residents, and developing enablers of prosperity. One major growth driver is designed to establish the region's global competitiveness in precision sensing technologies and data analytics, building on the region's interregional collaborations on unmanned aircraft systems and its Data to Decisions (D2D) industry cluster. To strengthen the region's agribusiness sector, CNYREDC plans to coordinate efforts to extend the shelf life and safety of food products grown in the state. Public engagement included promotion of a "Big Idea Competition" that converted over 200 public submissions into project proposals and long-term priorities for the region. This spirit of inclusiveness was also reflected in the region's tactical approach to building an economy that provides opportunities for workers of different backgrounds, training, and educational levels. Several prosperity enablers were identified that are necessary to sustain the region's growth, including strengthening innovation and providing targeted entrepreneurship opportunities in diverse communities of veterans, women, and minorities. The plan also identified community investment opportunities and collaborative cultural and tourism assets that will contribute to the attractiveness of the region and help retain talented graduates from the region's academic institution.

Highlights of projects awarded funding in 2015 include:

- Inns of Aurora LLC. This expansion is multi-faceted and includes the construction of a 10,000 square-foot high quality spa in a restored mansion in the Village of Aurora, and a new 15,000 square-foot event center to be located on current farmland with a commanding view of Cayuga Lake. This project will create full-time jobs and is critical to the preservation of 135 existing jobs.
- Empire Brewing Company. The company received an award to invest in a new barrel aging program. The project requires the construction and fitting of a 3,200 sq. ft. cellar which will be used for production and storage of the product. Locally sourced barrels, fermentation vessels, and ancillary equipment will be purchased as part of the program. Scientific instrumentation will be purchased for quality control, and will double as educational tools for the brewing science courses.
- Park Avenue Lantern Corporation. The company will redevelop the former R.E. Dietz factory near downtown Syracuse into apartments and commercial space. The project will include 74 residential units on the upper three floors of the four-story building and approximately 36,000 sq. ft. of commercial/office space on the first floor.

A global manufacturing and logistics hub will help move regional goods to global markets.

Finger Lakes

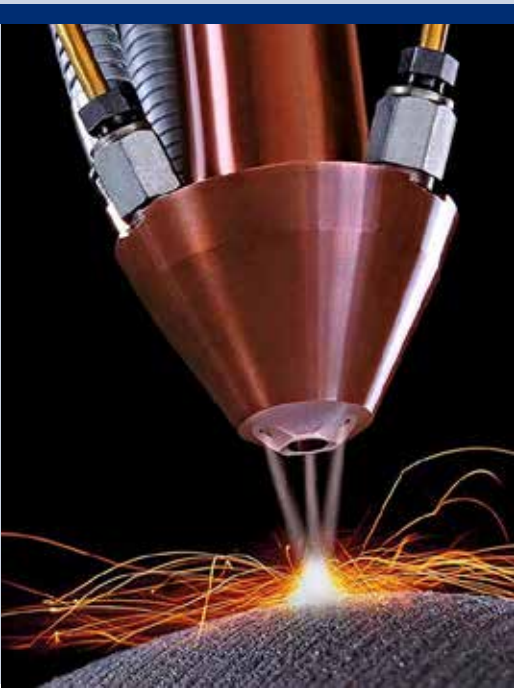
2015 PROGRESS HIGHLIGHTS

The Finger Lakes Regional Economic Development Council (FLREDC) provided a convincing argument that the region is well poised to take advantage of the URI investment. The region focused on three key growth pillars that are essential to its future growth. The first is optics, photonics and imaging (OPI). Innovation in this longstanding regional cluster continues to grow, as seen by the recent award to the American Institute of Manufacturing Integrated Photonics from the Department of Defense. The second growth pillar is agriculture and food production, where the region plans to build a food ecosystem across the region that will maintain the region's status as the leading food producer in the state. The third growth pillar is next generation manufacturing and technology, where the region has taken a comprehensive approach to ensuring the vitality of the Eastman Business Park as well as the Western New York Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County. The FLREDC identified three enablers that are necessary to sustain and stimulate growth: pathways to prosperity, which created strong connections to the Rochester-Monroe Anti-Poverty Initiative (RMAPI); entrepreneurship and development; and higher education and research. Overall, the region is prepared to build on their strengths and take serious steps to address various workforce and community needs.

Highlights of projects awarded funding in 2015 include:

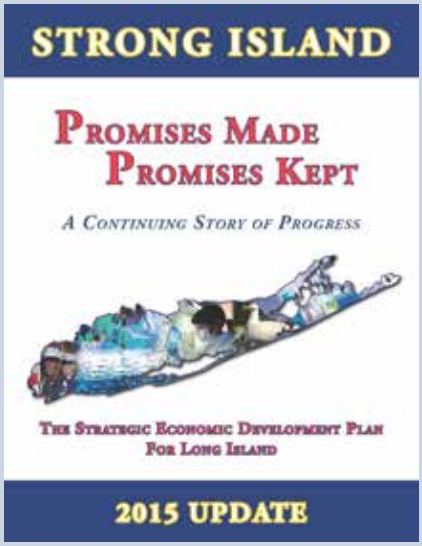
- Sibley Building Phase II. This project represents the second phase portion of a comprehensive, $200 million redevelopment strategy for the 1.1 million square-foot historic Sibley department store building in downtown Rochester, across from the new transit center. Phase II will include the development of 96 market rate and middle-income apartment units, 34,000 square-feet of Class A office space, 10,000 square-feet of retail space, retail pushcarts, an urban farmers market, and 150 underground parking spaces.
- Pinnacle North Waterfront Development. The Pinnacle North project is located on Canandaigua Lake and involves significant site and infrastructure investments to accommodate the new construction of residential, commercial and open space.
- STAMP Water Infrastructure. The installation of new water lines is expected result in a fully installed and functional water system that will provide 100,000 gallons per day to the residents of the Town of Alabama and 200,000 gallons per day to the Science, Technology and Advanced Manufacturing Park (STAMP).

Optics, photonics and imaging is one of three growth pillars in the Finger Lakes region.



Long Island

2015 PROGRESS HIGHLIGHTS



The Long Island Regional Economic Development Council (LIREDC) maintained its focus on key initiatives, most strongly addressing its industry clusters, with a focus on supporting potential sites for biotech space, as well as supporting leading centers of bio-innovation, such as Cold Spring Harbor and Stony Brook. The LIREDC recognized that top talent and an educated workforce will help move the biotech industry forward on Long Island, and identified steps needed to increase the supply of trained employees and foster collaboration between higher education institutions and research companies. Through its Opportunity Agenda, the LIREDC continued to support a variety of initiatives to support the entry of hard-to-place workers into the Long Island economy, including the creation of affordable housing and extension of primary healthcare to high need communities. The region's project pipeline is robust, strengthened by redevelopment opportunities at the Nassau Hub, including a planned cancer treatment and research center.

Highlights of projects awarded funding in 2015 include:

- Winthrop University Hospital Research Center Expansion. This project will increase the success and impact of biomedical research related to the causes and consequences of diabetes and obesity at the newly-built research center. There is a critical need for patients willing to participate in research in order to bring the latest discoveries into clinical use.
- Nassau Hub Site Improvements and Connectivity Enhancements. This funding will support ongoing redevelopment of the Nassau Hub and redevelopment of the Nassau Coliseum property. These improvements will facilitate the planned 188,000 square-feet of development currently under review, and provide a "turnkey" site for future mixed-use development.
- Babylon Brewery Incubator. The Town of Babylon's IDA will acquire a derelict property, demolish an existing 25,000-square-foot building and build a similar sized production facility with individual working space for up to 10 craft brewers. The project will restore a blighted location, transforming it into a new business collaboration with Long Island's microbrewers and local community plans for hiring veterans.

The Nassau Hub is transforming into a center for biotechnology.

Mid-Hudson

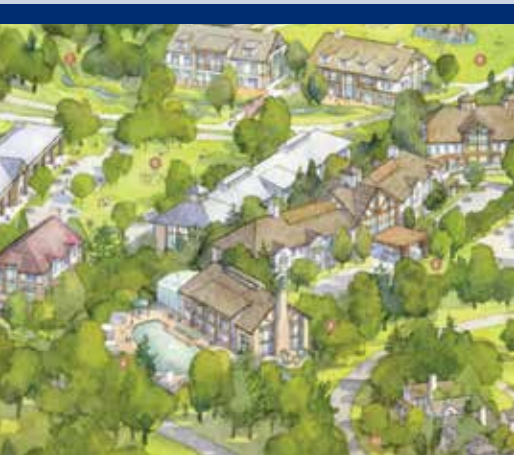
2015 PROGRESS HIGHLIGHTS

The Mid-Hudson Regional Economic Development Council (MHREDC) continued to concentrate on its four core strategies for technology, mature industries, natural resources, and infrastructure. This continuity contributes to the strong brand identity of the region, which was refined this year as a part of the URI and well integrated into the progress report. The selection of the food and beverage manufacturing supply chain as the MHREDC key industry cluster was based on an evaluation of existing regional strengths and an analysis of industry trend data. This cluster is a fast-growing industry in the region and thematically aligned with the region's 2011 five-year strategic economic development plan. In workforce development, the MHREDC engaged local community colleges as part of the Hudson Valley Educational Consortium to host regional job fairs and create a network of information for potential entrepreneurs. Other implementation activities include the formation of an International Trade and Investment Advisory Committee under the region's Global NY agenda.

Highlights of projects awarded funding 2015 include:

- SoYo Mixed-Use TOD Project. This second phase project consists of the construction of 580,000 gross square feet of mixed-use transit-oriented development, representing nearly a full square block at the center of downtown Yonkers and adjacent to Van Der Donck Park which features the "day lighted" Saw Mill River. The site is central to the east-west corridor, connecting the Hudson riverfront area and gateway site, which is the site of the Hollow Urban Renewal Plan. The project will create over 454,000 gross square-feet of residential space (442 units), 509 parking spaces and nearly 40,000 gross square-feet of retail and restaurant space facing Van Der Donck Park.
- Bellefield at Hyde Park Mixed-Use Development Project. This Hyde Park project will create a world class, multi-faceted hospitality and tourism destination. Phase One of the project will consist of two hotels with a total of 250 guest rooms, a 15,000 square foot conference center, one freestanding restaurant, a 15,000-square foot spa, retail establishments and other amenities. The project will also include 48,000 square feet of leased retail space and a 10,000 square foot freestanding restaurant.
- Stewart International Airport Infrastructure Improvement Project. Funding will support a project addressing several water, wastewater, and sewage infrastructure improvements at Stewart International Airport. These improvements will allow for economic expansion, as well as the attraction of new commercial tenants, enabling Stewart to accommodate more personal and commercial aircraft, support more air traffic, add 35,000 square-feet of terminal space and expand cargo space.

Bellefield at Hyde Park will be a world class hospitality and tourism destination.



Mohawk Valley

2015 PROGRESS HIGHLIGHTS

The Mohawk Valley Regional Economic Development Council (MVREDC) excelled in its pursuit of high-impact STEM intensive industries. The region selected cybersecurity as its regional cluster, identified key public institutions and private businesses that are active in this industry, and described actions needed to maximize the potential for new relationships among these stakeholders. The progress report laid out a cradle-to-career action plan to fill the need for more STEM-trained workers in this growing field as well as the infrastructure improvements necessary to guarantee the region's competitive advantage. Detailed performance metrics were introduced that provided context for strategies and supports the direction of ongoing initiatives, including the region's Opportunity Agenda. The progress report aptly conveyed the renewed excitement in the region, especially with the realization of past ambitions and investments in the Marcy Nanocenter and Quad-C. Although the MV500 regional strategy team was created to help draft the URI plan, it also served to enhance the region's active engagement of the public and private sectors, government, and educational stakeholders.

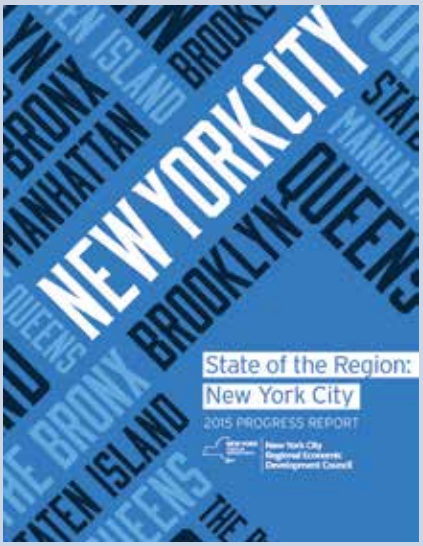
Highlights of projects awarded funding in 2015 include:

- Innovation Network for Technology Convergence Facility and Workforce Innovation Center. This project will construct a 100,000 square-foot nano-cyber Innovation Accelerator Center adjacent to SUNY Polytechnic Institute in Marcy to extend SUNY Poly's advanced manufacturing ecosystem by creating an integrated research, development, prototyping, and educational training center. The training center will be the Workforce Innovation Center for advanced manufacturing in semiconductor, PV, MEMS, mixed signal, IT, and power electronics.
- The Global Village at Fulton Montgomery Community College. The Global Village will create a "college town" that will include student housing at Fulton Montgomery Community College, housing for young professionals and independent senior living. It will offer retail space along with venues for social interaction including coffee shops, restaurants with varied cuisine, and space to plan small concerts and events – creating a college town atmosphere on campus.
- Griffiss UAS Technology Center. This project completes phase 2 of the Griffiss Research Center for Unmanned Autonomous Systems in Rome. A new X-Band radar system and renovation of Nose Dock 785 will be completed at Griffiss International Airport. The project will assist the facility in meeting FAA UAS Test site requirements and enhance research being conducted by the Northeast UAS Airspace Integration Research Alliance (NUAIR).

Unmanned Autonomous Vehicle

New York City

2015 PROGRESS HIGHLIGHTS



The New York City Regional Economic Development Council (NYCREDC) turned its focus this year to the development of a "Smart Cities" industry cluster, which includes technology to help manage and deliver government services and public infrastructure. NYCREDC has already taken multiple steps to implement the Smart Cities cluster, such as securing a commitment of resources from NYC, and identifying future infrastructure initiatives to promote and expedite. Multiple priority projects are proposed within the advanced manufacturing, biomedical, tourism, food processing, media, and IT industries. Workforce development continues to be a top priority for the NYCREDC. To address this gap, its strategy is to build extensive partnerships; to target funding that leads to gainful employment and the upward mobility of residents; and to build a workforce development system that is focused on demand-driven strategies. The expansion of successful employer-partnership workforce training models will help bridge pervasive skill gaps and address workforce readiness issues.

Highlights of projects awarded funding in 2015 include:

- BioLabs New York. Cambridge BioLabs has led development of the country's strongest life sciences cluster in the Boston-Cambridge region and is now expanding to New York. It will create co-working spaces for life science startups in a new facility called BioLabs New York (BioLabs-NY), providing top-of-the-line research equipment and business support to help companies reach their milestones faster. BioLabs-NY will house 158 scientists and 27 companies and projects that over 5 years it will help 60 companies and create 1000 jobs.
- Steiner Studios. This film and television production facility, located at the Brooklyn Navy Yard will undertake Phase IV of their master plan. This project includes a $70 million capital investment to two historic buildings which will house office and production support space and construct a structured parking lot.
- Empire Outlets. Construction is underway on BFC Partners' Empire Outlets. This project will transform the St. George area of Staten Island into a new center of tourism and economic activity. Empire Outlets will include a 350,000 square foot retail complex, accommodating up to 75 designer outlet retailers and a variety of restaurants and cafes. The project includes a 190-room, 130,000-square-foot hotel, a banquet facility, and a structured parking garage. It will feature expansive open corridors to the water, a sustainable green roof, and a strong resiliency system to insulate the area against rising sea levels.

North Country

2015 PROGRESS HIGHLIGHTS

Expanding its agricultural base with advanced technology is part of the North Country's economic vision.

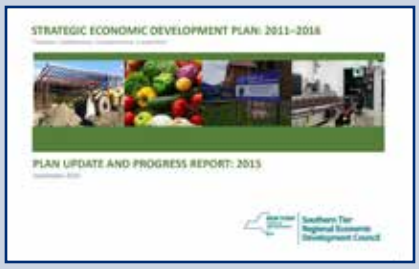
The North Country Regional Economic Development Council (NCREDC) focused on the transportation equipment and materials industry cluster, where the region has seen a dramatic rise in employment with higher than average regional wages. This cluster merges the manufacturing of transportation equipment with the need to develop and manufacture advanced materials that companies can use in next-generation transit systems. Significant implementation activities include the strengthening of the NCREDC's Opportunity Agenda with the development of new economic development strategies and the refinement of strategies under the Global NY agenda. Progress in prior investments has been encouraging, with projects around Fort Drum helping to prevent large-scale layoffs and the Wild Walk at the Wild Center in Tupper Lake breaking attendance records this summer. The NCREDC informed its approach to new investments through outreach activities that included events with local farmers and presentations at local government conferences.

Highlights of projects awarded funding in 2015 include:

- Adirondack Medical Center will construct a new approximately 41,000 sf. medical facility to house its sports medicine services. The new Center will include space for strength training, aerobic enhancement, exercise performance, exercise science and an aquatic warm-water pool. This space will help Lake Placid maintain its prominence as a world-class training destination for athletes.
- Ogdensburg Bridge and Port Authority (OBPA) will invest over $4.4 million, to expand the current terminal by 3,600 square feet and provide upgraded amenities for travelers. This public infrastructure project is part of a larger $25 million airport renovation, which included expanding the runway.
- Agbotic, Inc. Agbotic will work with individual farm owners and economic developers to build and operate commercial-scale robotic greenhouses for year round food production. Sites will consist of 15 to 50 acres of organized vegetable production each and will extend the season in engineered environments. Currently greenhouse sites are planned in Jefferson, St. Lawrence and Lewis counties. The project will create 35 new jobs.

Southern Tier

2015 PROGRESS HIGHLIGHTS

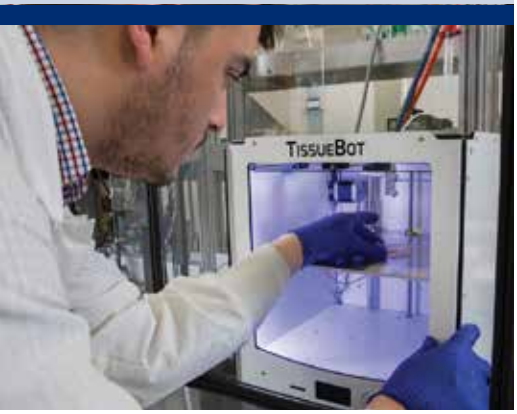


The Southern Tier Regional Economic Development Council (STREDC) revitalization plan focused on growing the advanced economy through the development of the Greater Binghamton Innovation Ecosystem; strategic investments in advanced manufacturing; transformation of the food and agriculture industry; and promotion of the Southern Tier's innovative culture. Transportation Products, Components, and System Controls was selected as the region's key industry cluster to take advantage of its strength in manufacturing and strong location quotient. Proposed innovation districts in Binghamton, Endicott, and Johnson City will benefit from local higher education institutions and innovation cultivators, such as the Southern Tier Startup Alliance Innovation Hot Spot. The STREDC identified underlying actions needed to support its growth, including the enhancement of regional supply chains for existing advanced manufacturers and the attraction and training of skilled STEM workers. To improve agricultural output, the region proposes leveraging its longstanding partnerships with Cornell University and Corning Inc. to test and eventually apply new agricultural and clean energy technologies. These technologies will extend growing seasons and expand controlled environment agriculture (CEA), bringing the region to the forefront of CEA. With the understanding that industry growth must be complemented by community development in order to attract talent, the STREDC prioritized investments that will improve community assets and attract young talent.

Highlights of projects awarded funding in 2015 include:

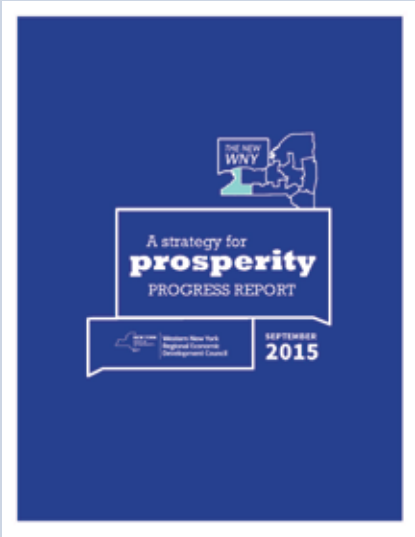
- Corning Health Education Complex. The Community Health and Education Complex will include an 85-unit market rate residential development to help attract a vibrant workforce to support innovation within the City of Corning's urban core. The $18.2 million project will also provide a 21,000 square-foot workforce development complex operated by Corning Community College, with nursing and health care occupation training.
- 7 Hawley Street Redevelopment. A mixed-use parking, residential, retail and commercial facility, 7 Hawley is the first phase in one of Binghamton's downtown revitalization initiatives that includes the redevelopment of the Collier garage into Collier Street Commons, a 300,000 square-foot anchor facility that will provide additional parking, market-rate apartments and ground-level retail and commercial units.
- 48 Corliss Avenue. The Binghamton University Foundation is acquiring 48 Corliss Avenue, located in the Village of Johnson City's urban core -- a designated Brownfield Opportunity Area – and plans to renovate an existing 100-year-old historic, 93,000 square-foot building to be the central anchor of the new Southern Tier Health Sciences and Technology Innovation Park.

Innovation will drive a new advanced economy in the Southern Tier.



Western NY

2015 PROGRESS HIGHLIGHTS



The Western NY Regional Economic Development Council (WNYREDC) continues to embrace its three core strategies of workforce enhancement, entrepreneurship, and smart growth to provide a regional foundation by which its seven strategic industries can grow and prosper. In 2015 it focused on materials processing and machinery manufacturing for its cluster industry action plan and identified detailed actions to support the cluster, such as advancing the American Apprenticeship Initiative of WNY. Successful implementation of workforce initiatives and other actions in the region is bearing fruit through increased employment in advanced manufacturing and a rise in the young adult population by 5.4% over four years. The region's commitment to meeting the educational and workforce needs of area veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers – is evidenced in its support for expanding the coverage area of the Veterans One-Stop Center of Western New York.

Highlights of projects awarded funding in 2015 include:

- Bethlehem Steel Redevelopment. This project entails the acquisition of approximately 100 acres along NYS Route 5 to coincide with site remediation, site grading, access roads, pedestrian pathways, utilities and associated infrastructure in preparation for converting 100 acres of brownfield land into shovel ready property. The total project cost is approximately $10.2 million.
- National Comedy Center Connector. The National Comedy Center, partnering with Hologram USA, will build the world's first Hologram Comedy Club to be housed in a former public utility building. Professional analyses project approximately 114,000 visitors per year, resulting in $17 million in goods and services, $6 million in wages and 184 jobs in a tri-county area. Additionally, one-time construction costs will generate $55 million in goods and services, $24 million in wages and 451 jobs.
- Highland Avenue Business Park Phase 1. The City of Niagara Falls will transform a New York State designated Brownfield Opportunity Area (BOA) into a prosperous, economically diverse location capable of attracting new investment and employment opportunities by stabilizing and upgrading existing buildings, remediating land, and acquiring strategic properties. The site is a priority brownfield in the Highland Avenue corridor.

A rendering of the National Comedy Center

Regional Council

PRIORITIES IN 2016

The Regional Council Initiative is an economic development planning and implementation program that addresses both regional and state challenges and opportunities. In 2011, Regional Councils adopted five-year regional strategic economic development plans, which continue today with annual updates to address emerging state and regional challenges and opportunities. Each region has a unique set of strategies to achieve greater economic prosperity. These include strategies to focus on developing certain industry clusters; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; global marketing and export strategies; strategies to promote veterans' participation in the workforce; and regional sustainable growth strategies. In many of the regions, strategies have been further refined in response to the Upstate Revitalization Initiative and Western NY's Buffalo Billion Plan.

Each year of the program, the ten Regional Councils are also asked to address statewide priorities in a way that is uniquely tailored to the region and which complements the regional vision. Each is asked to develop strategies to address those priorities, and to identify and encourage applicants to apply for funding through the Consolidated Funding Application (CFA) to implement those strategies.

Regional Council priorities in 2016 should include:

- Supporting the Downtown Revitalization Plan and beginning to identify projects to implement it;
- Implementing strategies through the project pipeline.
- Training the workforce for today and tomorrow; and
- Measuring the performance and progress of the strategic plan and CFA projects.

Regional Councils should continue to advance the following state priorities, and identify projects that implement related strategies:

- Regional economic cluster plans;
- The region's global marketing and export plan;
- The Regional Opportunity Agenda;
- Regional Hot Spots and business incubators;
- SUNY, CUNY, and community college plans;
- Veterans' participation in the workforce; and
- Local government engagement in the Regional Council process.

Together, we will create downtowns with...

- A strong sense of place
- New businesses, high-paying jobs, and skilled workers
- A diverse population, with residents and workers supported by affordable housing and employment opportunities
- Amenities to support and enhance downtown living and quality of life
- Arts and cultural attractions
- Enhanced local property tax base

Support Downtown Revitalization Plans

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. According to the Brookings Institute, investing in urban centers can improve economic performance, reduce infrastructure costs, and enhance the economic well-being of surrounding areas.

One of the ingredients needed for successful downtown revitalization is a clear vision and a neighborhood revitalization plan. Another key ingredient is an agenda for action with catalytic projects to implement the revitalization plan. The $100 million Downtown Revitalization Initiative (DRI) will invest $10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps.

These investments will help transform ten communities ripe for development into vibrant communities where tomorrow's workforce will want to live, work and raise families. DRI awards will reinforce and secure additional public and private investments within and near downtown neighborhoods, and build upon growth spurred by the Regional Councils.

Each Regional Council will solicit interest in the program from communities in the region; consider how interested communities meet the criteria described below and any other local criteria; and request certification by the state of the one downtown that the Regional Council deems is best positioned to take advantage of the DRI.

The Regional Councils will use a **template** to nominate downtowns by June 30, 2016. The Department of State, in partnership with NYS Homes and Community Renewal, will then launch a Fast Track Planning Initiative in July 2016 to develop strategic investment plans for each certified downtown. Each community whose downtown has been certified by the state will form a local planning committee that will be provided with technical support from private sector and state planning experts to draft a DRI plan. Local assets and opportunities will be examined, and a unique vision for revitalization will be developed for each downtown.

Strategic investment plans will be developed that include identification of economic development, transportation, housing, and community projects that align with the downtown vision and can be leveraged for additional investment. Outlines of the plans will be submitted as a part of the Regional Council progress reports. Local planning committees will submit completed plans to the Regional Councils for its approval.

Downtown Planning Committees may include representatives of the following:

- The Regional Council for the municipality's region
- Local and regional government
- Neighborhood associations, homeowners, and renters
- Property owners, local developers, and real estate professionals
- Chambers of commerce, local business associations, and business owners
- Community foundations and community loan funds
- Local development corporations, housing corporations, industrial development agencies, and business improvement districts
- Cultural institutions, including museums, historic sites, theaters, etc.
- Educational institutions, including administrative and student leadership of area universities and colleges
- Local non-profit and advocacy organizations that address quality of life
- Social and public service organizations
- Faith-based organizations

Regional Councils will, at a minimum, weigh the criteria summarized below when nominating a downtown for the DRI:

1. Downtowns should be compact, with well-defined boundaries. There is no minimum or maximum size for downtowns. Downtowns can range from a corridor or block(s) of a neighborhood to the municipality's traditional central business district. However, core neighborhoods beyond the central business district are also eligible. For example, an arts or entertainment district could be the focus of the DRI, however, it should be shown how these areas complement existing downtowns.
2. The municipality, or the downtown's catchment area, should be of a size sufficient to support a vibrant, year-round downtown. In analyzing this, Regional Councils should consider whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.
3. Downtowns should be selected that are able to capitalize on prior, or catalyze future, private and public investment in the neighborhood and its surrounding areas. When evaluating a downtown for nomination, the Regional Councils should consider:
    - The presence of nearby investments planned or undertaken through the Regional Councils or with other public or private funding;
    - Continuity with the Regional Councils previously articulated vision for the area/region and consistency with recent planning efforts for the area;
    - The existence of developable properties within the downtown, including properties that can be utilized for affordable housing;
    - The growth potential and community involvement of anchor institutions in or near the downtown;
    - The municipality's current investment commitment to the downtown, including through business improvement districts or partnerships with non-profits;
    - The ability of existing infrastructure to support development of the downtown, and the potential to maximize recent infrastructure upgrades;
    - Application of Smart Growth principles; and
    - Investments in arts and cultural institutions and activities.

4. A crucial part of the selection of a downtown is the recent or impending job growth within, or in close proximity to, the downtown. The attraction of professionals to an active life in the downtown will support redevelopment and make growth sustainable in the long-term. In evaluating job growth near the downtown, Regional Councils should consider:
    - The presence of major job-creating projects and initiatives near the downtown;
    - The existence of new and expanding employers;
    - Whether new and existing jobs are accessible from the downtown by foot or via public transit; and
    - The diversity in area job opportunities, with different salaries/ entry levels and potential for mobility between jobs.
5. The downtown must be an attractive and livable community for diverse populations of all ages, including millennials and skilled workers. In evaluating this, Regional Councils should consider whether the downtown contains, or could contain, the following physical properties and characteristics:
    - Developable mixed-use spaces;
    - Housing at different levels of affordability and type;
    - Commercial and retail main street businesses, including healthy and affordable food markets;
    - Multi-modal transit;
    - Walkability and bikeability, within the downtown and connecting the downtown to surrounding open space networks and regional destinations;
    - Accessible recreation amenities, parks and gathering spaces;
    - Access to health care facilities;
    - Cultural and entertainment amenities; and
    - Broadband accessibility.

6. The downtown should already embrace or have the ability to create and implement policies that increase livability and quality of life, including through:
    - Downtown plans;
    - Modern zoning and parking standards;
    - Management structure, such as a Downtown Manager or Downtown Business Improvement District;
    - Complete Streets plans and laws;
    - Transit-oriented development;
    - Land banks;
    - Energy-efficiency;
    - Smart Cities innovation; and
    - An inclusive environment for New Americans.
7. Downtowns must have sufficient local community and public official support in order to develop and implement their strategic investment plan. Local leaders and stakeholders who are committed to working together on a plan and the initial local lead should be identified.

While strategic investment plans will be individualized to ensure sustainable growth in each unique downtown, fundamental goals include:

- Creation of an active, desirable downtown with a strong sense of place;
- Attraction of new businesses (including “Main Street” businesses), high-paying jobs, and skilled workers;
- Fostering of arts and cultural attractions;
- Attraction of a diverse population, with residents and workers supported by complementary housing and employment opportunities;
- Enhancement of the local property tax base; and
- Addition of amenities to support and enhance downtown living and quality of life.

Strategic investment plans will also consider, as appropriate for each community, the municipality's ability to create or improve the following elements of the selected downtown, through policies as well as specific projects:

- Proximity and accessibility to daily destinations, particularly jobs and different housing types;
- Density in the downtown;
- Diversity in land uses and a zoning code enabling a mix of uses;
- Transit-oriented development with access to reliable public transit (within ½ mile of the downtown);
- Walkability/bikeability;
- Sustainable, energy-efficient development that aligns with the goals of the State Energy Plan;
- Smart Cities innovations that lower local government costs while improving municipal service delivery;
- Presence of and collaboration with anchor institutions in or near the downtown;
- Existence of healthy and affordable food markets;
- Accessible parks, public gathering spaces, and entertainment amenities;
- Inclusiveness of New Americans; and
- Support from key stakeholders and local capacity for implementation.

Additional details about the **Downtown Revitalization Initiative** may be found on the Department of State website.

Implement Strategies through the Project Pipeline

The implementation of many regional strategies will be accomplished through projects proposed by local governments, businesses, and nonprofit organizations. Regional Councils have been very successful over the past five years in soliciting applications for specific projects in keeping with regional plan goals. They are encouraged to describe their process of connecting with potential applicants in their progress report in order to inform future applicants and share best practices with other Regional Councils.

Regional Councils demonstrate support for those applications through the CFA scoring process. When scoring applications, they consider the degree to which each application helps implement the regional strategic plan and use statewide endorsement standards to assign up to 20 percent of an application's score.

Regional Councils that developed Upstate Revitalization Plans in 2015 should work towards implementing those plans by identifying projects tied to strategies within their revitalization plans. All Regional Councils may want to consider repurposing their work groups to best align with the vision and strategy for the region. Regional Councils should continue to consult with business and community leaders to identify new project ideas and the next phase of projects and actions which will help implement their regional strategies and the goals of their economic development plans.

STATEWIDE CFA ENDORSEMENT STANDARDS		
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

Train the Workforce for Today and Tomorrow

Sector-based partnerships and strategies are effective means to address workforce needs. This approach relies on partnerships among business intermediaries, government, educational institutions, training providers, economic developers, and labor and community organizations to identify and solve the workforce needs of businesses in key industries in the region. The Mid-Hudson Regional Council provides an example of partnership in action. In order to align resources and goals, its Workforce Development Taskforce includes all of the region's **Local Workforce Development Board** (LWDB) directors as well as community colleges, NYS Career Centers, and the not-for-profit planning and advocacy organization called Pattern for Progress. In addition, the Hudson Valley Educational Consortium conducted a gap analysis to measure how well each of its educational institutions align with the regional labor market and meet the demand of industry sectors.

The work of the Regional Councils is supported by the State Workforce Investment Board (SWIB), which has developed a **State Workforce Plan** pursuant to the federal Workforce Innovation and Opportunity Act (WIOA). The plan presents a strategy for a regionally-coordinated workforce system, approaches to address barriers that prevent individuals from succeeding in the labor market, and it aligns federal WIOA funds with workforce planning by the Regional Councils.

Regional Councils are asked to continue to partner with other organizations - such as universities, community colleges, and businesses - to address workforce needs in their regions by identifying sector-based workforce strategies. Assistance for this task will be provided by LWBDs who will review the goals and strategies laid out by their respective Regional Councils, and collaborate on a regional work plan that identifies resources, partnerships, and initiatives that address one or more of their Regional Council's specific goals and strategies.

Regional Councils are also asked to identify and endorse projects that address the region's workforce needs. Examples of projects awarded funding in 2015 include:

- The Central Avenue Business Improvement District, in collaboration with Hudson Valley Community College, SUNY at Albany, the Albany Police Department and the Capital District Transportation Authority will redevelop a vacant building. This innovative space will house entrepreneurs, technology professionals, students and arts organizations in a hybrid facility. This collaboration will bring science, technology, engineering, arts and math (STEAM) education and career pathways to an underserved neighborhood. This project was supported by the Capital Region Regional Council.

- Foodlink will expand its commercial kitchen into a regional food production, processing and culinary workforce development center. The center will provide hard-to-place-workers with comprehensive job training in the areas of culinary and serve as a pipeline for middle-skills jobs in the Finger Lakes region's growing food production industry.
- SUNY Buffalo will train unemployed workers as manufacturing production technicians. The training addresses two key components of the Western NY Regional Council's opportunity agenda: transferable skill training and developing a career talent pipeline. The training will boost the career potential for economically disadvantaged, unemployed trainees and also advance the local manufacturing talent pipeline.

Measure Performance and Progress

Performance monitoring helps keep a plan alive. It demonstrates that the Regional Council is serious about the plan they created and is seeking to implement it. For the first time last year, Regional Councils were asked to report on a list of general economic and quality of life indicators that would provide a snapshot of the region's economic health; and were encouraged to continue identifying regional indicators, such as those related to key economic clusters.

Examples of regional indicators that were identified and measured in 2015 include:

- The Western NY progress report contains several indicators related to its core strategies, and describes benchmarks that represent progress. For example, under the core strategy "Implement Smart Growth," vacancies in residential and commercial addresses are measured, and progress is defined as a decrease in the number of vacant housing and commercial units. The core strategy of fostering entrepreneurship includes metrics for the number of new businesses and amount of academic research and development expenditures. The WNYREDC also provides key regional indicators for seven sectors, such as the percent change in total wages for advanced manufacturing or the percent change in yearly earnings in the health and life sciences sector
- The Capital Region expanded upon specific metrics they were required to report on. For example, to enhance information on commuting, the progress report includes information showing a rough alignment of the region's population and job centers, and maps the concentration of young populations in the major urban areas of

the region. With technology such a big part of the regional strategies, the progress report also included information on the number of students in institutions of higher education, and the number of those students enrolled in STEM majors.

This year, Regional Councils are asked to continue reporting on the general economic and quality of life indicators, and to identify additional regional indicators that may more closely demonstrate the success of specific regional strategies. The many key regional indicators that represent a snapshot in time will become more valuable if subsequent progress reports report those same indicators.

While Regional Councils do not have a formal role in advancing projects once awards are made, they may monitor project progress and seek state assistance in clearing road blocks related to the contracting process or the issuance of state permits. Regional progress reports should continue to include the status of all past priority projects, which are projects that received capital awards from the Empire State Development Grant Program through the CFA. They should also include the aggregated status of the hundreds of projects that have received funding through the CFA, and provide highlights of significant progress made from the fall of 2015 to the fall of 2016.

Ongoing Initiatives

Regional Economic Cluster Plans

In 2015, Regional Councils developed regional economic cluster action plans that identified established or emerging industry clusters. Plans described ways to grow existing or emerging companies and related assets; attract out-of-state companies; strengthen key enablers for cluster growth; align and partner with New York State assets in the region; and coordinate regional efforts to advance the cluster. Regional Councils are asked to seek CFA applicants that will help implement their region's cluster action plan.

Region	Emerging Industry Cluster
Capital Region	Research, Development, and Commercialization
Central NY	Data to Decisions
Finger Lakes	Optics, Photonics and Imaging
Long Island	Biotechnology
Mid-Hudson	Food and Beverage Manufacturing Supply Chain
Mohawk Valley	Cybersecurity
New York City	Smart Cities
North Country	Transportation Equipment and Additive Manufacturing Materials
Southern Tier	Transportation Products, Components and System Controls
Western NY	Materials Processing and Machinery Manufacturing

A variety of awards were announced in December for projects Regional Councils recommended in support of their designated industry cluster. For example:

- Empire State Cooperage LLC, recommended by the Mid-Hudson Regional Council, was awarded funding to build and operate a stave mill and cooperage to satisfy the increasing demand for oak barrels from distillers and wineries in New York State and across the U.S.
- A Smart Cities Innovation Center in the Brooklyn Navy Yard, supported by the New York City Regional Council, will provide facilities and services to support growing companies seeking to commercialize innovative solutions to urban challenges, with the help of an award to the NYC Economic Development Corporation.

Regional Global Marketing and Export Plan

Governor Cuomo launched Global NY in 2014 to enhance the international competitiveness of New York businesses and to attract international investment to New York State. Regional Councils responded with global marketing and export strategies designed to better position their regions for global competition.

Regional Councils are asked to continue to identify CFA projects and activities that will implement regional strategies aimed at increasing participation by regional businesses in the global marketplace and to solicit foreign direct investment. In 2015 a number of projects involving tourism and agriculture were awarded funding, as well as airport projects that expand capacity to accommodate international business. Other examples of projects awarded funding in 2015 that supported regional global agendas include:

- New Age Renewable Energy will build an acid whey treatment facility that converts FAGE's acid whey with a high biological oxygen demand load into ethyl alcohol for industrial use as well as livestock feed product. This project, supported by the Mohawk Valley Regional Council, removes a barrier to the continued growth of the yogurt & cheese industry in New York by providing an environmentally responsible and economical method to dispose of whey/acid waste streams.
- Gillinder Brothers, Inc. will install machinery and equipment that will enable it to expand its colored glass division for compatibility with night vision imaging systems and other aerospace applications. The Mid-Hudson Regional Council supported this project.
- Unither U.S. Corporation will renovate its Rochester, NY facility to add two new state-of-the-art production and packaging lines. This investment will help them to expand their capacity and increase their exports and market penetration in North America, especially Canada. The Finger Lakes Regional Council supported this project.

Regional Opportunity Agenda

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

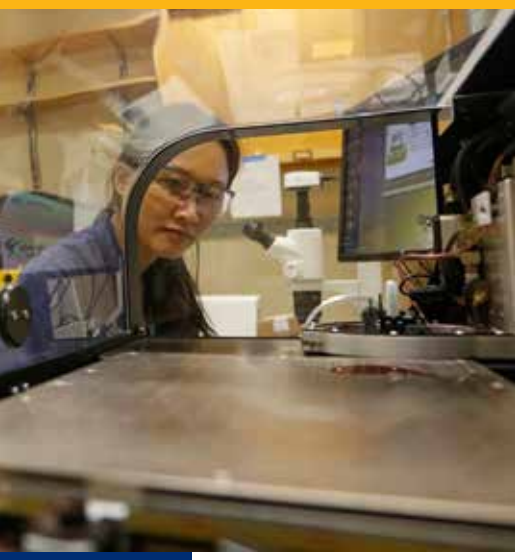
With the support of the Mohawk Valley Regional Council, the Compassion Coalition, Inc. received a grant in 2015 to substantially expand a grocery store in a highly distressed neighborhood in Utica, which will enable neighborhood access to healthy food in an area that has long been a food desert.

Several Opportunity Agenda projects were funded last year through the CFA, including those described below.

- The Capital Region Regional Council focused its 2015 Opportunity Agenda on increasing and leveraging access to education, training and workforce development; creating secure and vibrant neighborhoods; and increasing access to transportation. With its support, the Community Loan Fund of the Capital Region received a $700,000 grant to establish a microenterprises loan fund for small businesses owners including women, minorities and veterans, and not-for-profit organizations. The grant will also support no cost training, business counseling and technical assistance services to economically disadvantaged populations.

- The Long Island Regional Council continued to see projects implemented successfully in Wyandanch, its first Opportunity Agenda Area. The Opportunity Agenda Work Group developed plans to replicate the success in Wyandanch to other underserved enclaves, such as Huntington Station. One project funded in 2015 with LIREDC support was the Wyandanch/Huntington Station Healthcare Training Initiative, where unemployed workers will be trained as certified nurse assistants, phlebotomists, electrocardiogram monitoring technicians, and other health care providers.

Regional Hot Spots and Business Incubators



Through the Innovation Hot Spots and New York State Business Incubator Program, as well as START-UP NY, the state has sought to link higher education to industry and has invested in efforts to commercialize research and technology from its colleges and universities to bring new products to market.

The state is providing funding to continue to foster innovation by offering start-up companies valuable business support services that will help commercialize academic research and promote further collaboration between business and academia.

The first round of designations under this program are expiring in late 2016 or early 2017. Through this CFA round, applications will be accepted to designate up to five Innovation Hot Spots and up to ten New York State Business Incubators to continue this program. Regional Councils are asked to endorse the best Hot Spot and Business Incubator proposal in their region.

Examples of projects awarded funding in 2015 which supported Innovation Hot Spots or Business Incubators include:

- The Fredonia Technology Incubator, one of nine partner incubators in the Western NY region, was awarded funding to establish services and programming for business startups and entrepreneurs in the region, provide greater access to underserved populations, and programs for veterans, young entrepreneurs, and arts and technology startups.
- The Cobleskill Farm and Food System Incubator at SUNY Cobleskill in the Mohawk Valley was awarded funding to provide assistance to agricultural entrepreneurs to meet the challenges of the various legal requirements for selling food at scale, and to help with access to sophisticated supply chains.
- Albany Medical College's Biomedical Acceleration and Commercialization Center received funding to provide a commercialization conduit for entrepreneurs, faculty, physicians and other medical professionals with ideas for improving patient quality of care and programs and supports for early stage companies focused on biomedical device innovation. The Center was supported by the Capital Region Regional Council.

SUNY, CUNY, and Community College Plans

In 2011, the state established the public-private NYSUNY 2020 and NYCUNY 2020 Challenge Grant Program to link the higher education system to economic development. State universities are becoming incubators of academic excellence and economic growth, leveraging state capital funding to incentivize bottom-up, individualized, long-term economic development plans on campuses and surrounding communities. START-UP NY is building on this initiative through the creation of tax-free communities affiliated with public and private universities.

Examples of how Regional Councils supported implementation of NYSUNY 2020 or NYCUNY 2020 Plans are:

- The Binghamton University SUNY 2020 plan identified the development of a Health and Science Innovation Technology Park. The Southern Tier Regional Council recognized the importance and long-term economic impact of the plan, and endorsed projects in 2014 and 2015 that supported it as a priority. Funding for the BU plan was awarded to acquire a building in a highly distressed area of Johnson City for a new Pharmacy School that will anchor a new Health Sciences and Technology Park. An award to Regan Development Corporation will also allow renovation of a large, vacant industrial building to create a mixed use development on Baldwin Ave, located directly adjacent to the new Pharmacy School.
- Clinton Community College is collaborating with SUNY Plattsburgh and Clarkson University to create an Advanced Manufacturing Institute (AMI). Supported by a 2014 SUNY 2020 Grant awarded through the CFA, the new building will be located on the CCC campus.

There has also been a focus on bringing industry input and needs to bear on community college program offerings across the state, which is addressed in the Workforce Development section of this Guidebook.

Partnerships between the Regional Councils and higher educational institutions leads to increased academic and economic benefits. Regional Councils should continue to assist SUNY and CUNY campuses in implementing 2020 plans to spur local economic development, and working with universities and community colleges to link skills development to industry needs.

Veterans' Participation in the Workforce

The Regional Councils are asked to continue to identify ways that the skills and leadership abilities of veterans can be harnessed to continue to improve New York's economy. Regional Councils should encourage CFA applicants to include workforce goals related to veteran's employment, and to support other efforts to increase participation of veterans in the workforce. Outreach to veterans to make them aware of CFA funding opportunities is also encouraged so the state can benefit from the skills veterans gained in service to the country.

Regional Councils found several ways in 2015 to support efforts targeted at veterans, such as:

- The New York City Regional Council supported an award to New York University to create a technology hub in Brooklyn. The Hub will support veterans who are seeking to re-enter the workforce or start their own companies, and provide an entrepreneurial network for them.
- The Rochester Institute of Technology will train veterans and other displaced workers in the areas of through-hole and surface mount electronics packaging, soldering, workmanship standards and repair of electronic assemblies. These areas of focus are essential to enter the electronics assembly workforce and will provide the participants with the skillsets and industry recognized certifications they need to find employment.

Engage Local Governments

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

As a result, Regional Councils have supported local government conversations that could lead to the restructuring of municipal services in order to reduce local costs and make local government more efficient. Efficient use of tax dollars, either through a reduction in property taxes or an increase in the type and quality of services provided, make regions more attractive to growing businesses and skilled workers.

Regional Councils are asked to encourage local governments in their region to consider ways to improve the regional business climate, and to support CFA applications that will accomplish efficiency goals. Examples of projects funded in 2015 include:

- Wyoming County received an award to work with 24 local governments to further the consolidation of their zoning code administration and enforcement by creating guidelines for implementation, integrating them in an intermunicipal agreement, and developing geographic information system data for county-wide zoning enforcement. The Finger Lakes Regional Council supported the award.
- With the support of the Finger Lakes Regional Council, Orleans County was awarded funding to commission a study of the efficiency of current local law enforcement operations and compare them with alternative policing models. This included the potential consolidation of the Orleans County Sheriff's Office and the police departments of the Villages of Albion, Lyndonville, Medina, and Holley.

Regional Council

2016 CHECKLIST

Priorities

Downtown Revitalization

- Identify one downtown for participation in the Downtown Revitalization Initiative
- Submit an outline of the strategic investment plan in the progress report
- Review and endorse the plan developed by the DRI Local Planning Committee
- Begin to identify and support downtown projects throughout the region

Implement Strategies through the Project Pipeline

- Identify CFA-eligible and other projects that advance state and regional strategies
- Support CFA applications that implement local strategies, including ones identified in regional revitalization plans

Training the Workforce for Today and Tomorrow

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

Measure Performance and Progress

- Report on general economic indicators and quality of life indicators
- Develop and report on additional indicators to track the performance of regional strategies
- Continue reporting on projects awarded funding through the CFA

Support Ongoing Initiatives

- Regional Economic Cluster Plan
- Regional Global Marketing and Export Plan
- Regional Opportunity Agenda
- Regional Hot Spots and Business Incubators
  - Identify and endorse preferred business incubator proposal
- SUNY, CUNY, and community college plans
- Veterans' participation in the workforce
  - Make veterans aware of CFA funding activities
  - Encourage CFA applicants to include veterans' employment targets
- Local government engagement

State Agency

2016 CHECKLIST

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

Priorities

Strategy Alignment

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

Project Facilitation

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

Shared Expertise

- Provide assistance in the development of Downtown Revitalization Plans
- Continue support for each Regional Council through the State Agency Resource Team (SART) led by the Department of State.
- Respond to requests for information and assistance from Regional Councils
- Identify potential assistance available from federal and not-for-profit sources
- Provide each Regional Council with general economic and quality of life indicators

Information Dissemination

- Identify unique regional approaches that could be replicated in other regions

Agency Coordination

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

Regional Council

2016 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 2016 for up to $175 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 2016 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.

Awards

Each region will receive $10 million to implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA will be eligible for over $510 million in other state agency funds.

ALL TEN REGIONS will be competing this year for designation as a Top Performer.

FIVE TOP PERFORMERS will receive awards of up to $25 million in ESD Capital Grants.

THE REMAINING FIVE REGIONS identified as Regional Awardees will receive up to $10 million in ESD Capital Grants.

$25 x 5 =$125m
$10 x 5 =$50m

Each region will also be eligible for up to $15 million in Excelsior Tax Credits to help attract and grow business in the region.

Evaluation Criteria

Each Regional Council will present their progress report to the State Implementation Assessment Team (SIAT). Criteria used to evaluate the Progress Reports will include but not be limited to:

Performance

- Impact on job creation and retention
- Business growth and leverage of private sector investments

Progress

- Implementation of strategies in the five-year regional strategic economic development plan
- Execution of annual updates addressing emerging state and regional challenges and opportunities
- Success in advancing opportunities for hard-to-place workers, including in workforce training
- Advancement of prior round priority projects

Planning

- Quality of the progress report
- Coordination with institutions of higher learning to address regional workforce development needs
- Collaboration with local governments in advancing opportunities for improved efficiency
- Ability to take the next steps in growing the regional economy
- Development of regional metrics to monitor performance

Projects

- Solicitation and development of projects that advance the regional economic cluster
- Identification of projects to advance state and regional priorities
- Advancement of projects and activities that would help meet workforce development needs
- Identification of projects in the region that would revitalize downtowns

Participation

- Engagement of the community, public, and other stakeholders in the Regional Council process
- Regional unity and support of the progress report and downtown revitalization plan

CONSOLIDATED FUNDING APPLICATION

A sixth round of the Consolidated Funding Application (CFA) will be offered in 2016. Economic development applicants will find over twenty state programs participating in the CFA, representing a combined pool of grant money and tax credits of over $750 million.

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

The CFA will be open to applicants on **May 2, 2016 at 8:00 AM** and applications must be submitted by **4:00 PM on July 29, 2016**. Each Regional Council will use statewide endorsement standards when reviewing CFAs submitted to their region, taking into account the degree to which the application helps implement the regional strategic plan and aligns with regional priorities. (These standards appear in the project pipeline section of this document.) Regional Councils should assign each project a single score of 20, 15, 10, 5, or 0 (no fractions) based on merit.

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

State agencies will be awarding priority points to downtown revitalization projects designed to transform communities ripe for development into vibrant neighborhoods where tomorrow's workforce will want to live, work, and play.

Benchmarks	CFA Round 5 Applications
Application Opens	May 2, 2016 at 8:00 AM
Applications Due	July 29, 2016 at 4:00 PM
Progress Reports/Scores/ Endorsements Due	October 3, 2016
Awards Announced	Fall 2016

Available Resources for Regional Councils in 2016

Approximate resources available through the Consolidated Funding Application process:

Direct Assistance to Business and Other Organizations: up to $262 million

Empire State Development

Up to $175 million for ESD Grant Funds
Up to $70 million for Excelsior Jobs Program
Up to $2.5 million for the NYS Business Incubator and Innovation Hot Spot Program
Up to $1 million for the Strategic Planning and Feasibility Studies Up to $13.5 million for Market New York

Community Development: up to $55 million

NYS Council on the Arts
Up to $5 million for Arts, Culture and Heritage Projects

Homes and Community Renewal
Up to $25 million for NYS Community Development Block Grant Program
Up to $5 million for New York Main Street Program

Office of Parks, Recreation and Historic Preservation
Up to $20 million for Environmental Protection Fund Grants

Waterfront Revitalization: up to $20.5 million

Department of State
Up to $19.5 million for the Local Waterfront Revitalization Program

Canal Corporation
Up to $1 million for the Canalway Grants Program

Energy: up to $60 million

NYS Energy Research and Development Authority
Up to $60 million for Energy Efficiency Programs

New York State Power Authority
Up to 150 MW for ReCharge New York

Available Resources for Regional Councils in 2016 *cont.*

Environmental Improvements: up to $38 million

Department of Environmental Conservation
Up to $2 million for NYS DEC/EFC Wastewater Infrastructure Engineering Planning Grant
Up to $26 million for the Water Quality Improvement Project Program

Environmental Facilities Corporation
Up to $10 million for the Green Innovation Grant Program

Sustainability Planning and Implementation: up to $15 million

Department of Environmental Conservation
Up to $11 million for the Climate Smart Communities Program

Department of State
Up to $4 million for Local Government Efficiency Grants

Education/Workforce Development: up to $5 million

Department of Labor
Up to $5 million for Workforce Development

Low Cost Financing: Up to $300 million

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

Total 2016 Resources over $750 million

PROGRESS REPORT

In 2015, standardized and streamlined formatting was introduced for Regional Council progress reports, allowing easier evaluation of the progress being made in each region. Progress reports in 2016 will follow much the same format, with a few changes which grew out of review of the 2015 reports. Information in the progress reports can be supplemented through oral presentations made after the reports are submitted. Progress reports are due **October 3, 2016**.

The following sections should be included in the Progress Report:

I. Executive Summary

II. Progress

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

III. Implementation Agenda

- A. Implementation of 2016 State Priorities
- B. Implementation of Key Regional Priorities, including Priorities Identified in a 2015 Revitalization Plan
- C. Proposed Priority Projects
  - Priority Project Descriptions
  - Overall Investment Ratio for Proposed Priority Projects
  - Map of Proposed Priority Projects
  - Proposed Priority Projects Relating to State Priorities

IV. Participation

- A. Describe Work Groups
- B. List Work Group Members
- C. Engagement and Support of the Public and Local Officials

V. Downtown Revitalization Plan Outline

I. Executive Summary

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

II. Progress

A. STATE OF THE REGION

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

General Economic Indicators

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

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

Quality of Life Indicators

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

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

Key Regional Indicators

Assistance will be provided to the Regional Councils from the State for the identification of cluster-related data. Regional Councils will want to include other indicators reflective of key strategies and other metrics important to the region. While some information may be collected by the State, other information may need to be derived from regional sources like workforce investment boards or CFA awardees, e.g. the number of 2015 CFA awardees agreeing to offer internships.

Examples of other types of data which could be presented include vacancies in residential and commercial addresses; amount of academic research and development expenditures in the region; number of students enrolled in STEM majors; average wages in key metropolitan areas and key clusters; and job growth in industry clusters.

B. STATUS OF PAST PRIORITY PROJECTS

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

Priority Project Progress

Present a table, or series of tables, showing the progress that has been made on past priority projects. A priority project is a project which has received a capital award through the Empire State Development Grant Funds (ESD Grants) contained in the Consolidated Funding Application (CFA). This can be illustrated as shown below by the North Country REDC 2015 Progress Report.

Status of Past Priority Projects

PRIORITY PROJECT STATUS: ROUND I–IV

Of the 44 Priority Projects awarded to the North Country, 81 percent are complete or on schedule. Only eight projects are progressing slowly, do not yet have an executed contract, or were cancelled. The following table lists the status of each project and its corresponding number on the map.

Round I - Priority Project Status

CFA Number	Map Number	Project Name	Project Status
6097	1	Bombardier Facility Expansion	Green
7703	2	Enhancing Biosciences in New York	Blue
7353	3	Hamilton County Broadband	Blue
7679	4	Community Rental Housing Program	Blue
5206	5	Krog & Hart Hotel	Green
2281	6	Newton Falls Rail Rehabilitation	Green
4270	7	Lyons Falls Mill Site Redevelopment	Green
8114	8	Mobile Poultry Processing Unit	Yellow
8467	9	Kraft Fill Line	Green
8466	10	C Speed Advanced Technology Manufacturing Center in Potsdam, NY	Black

Key:

- **Blue** Complete
- **Green** On Schedule
- **Yellow** Progressing Slowly
- **Red** Project Concerns
- **Orange** Contract Not Yet Executed
- **Black** Project Cancelled or Funding Declined

Excerpt: North Country REDC 2015 Progress Report

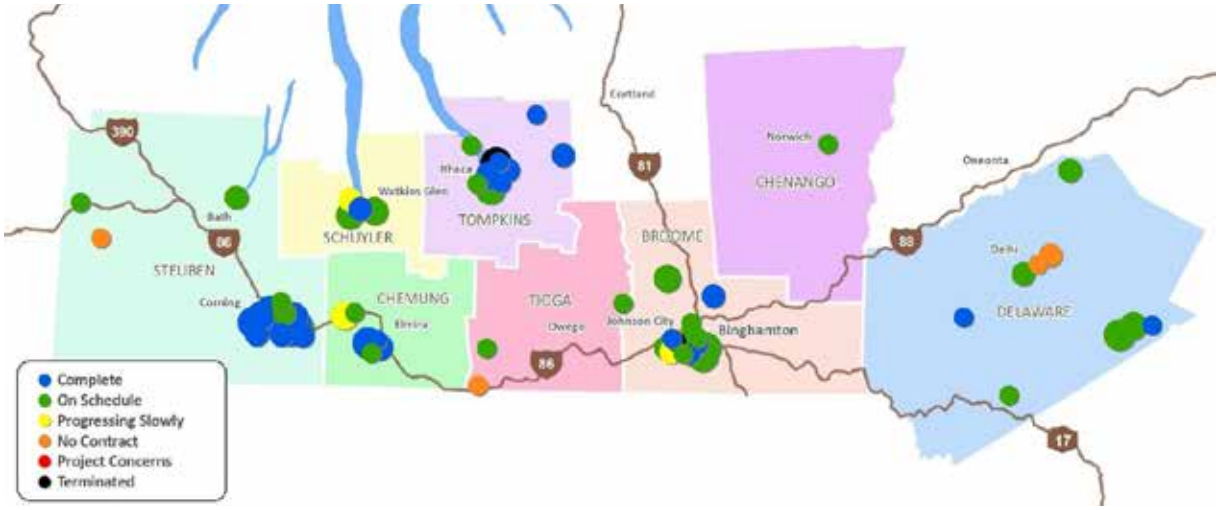
Include in the table the year awarded; CFA number; project name; project status; and project status key. Project status should be shown as a color, using the following guide:

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

Mapped Status of Past Priority Projects

Provide a map of the region showing the location of each priority project, with the project locator/pin color coded to show the project status.

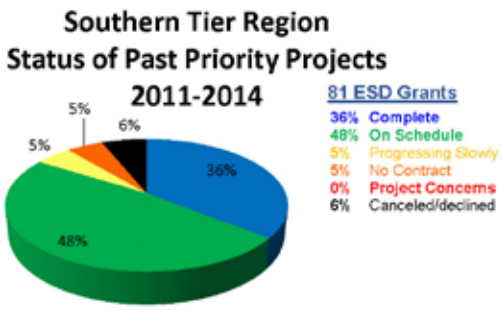
Provide a summary of the status of all past priority projects awarded in a given year, as well as the overall status of all priority projects. This may be done as a table, chart or pie chart. Both concepts are illustrated in the Southern Tier REDC 2015 Progress Report.



Excerpt: Southern Tier REDC 2015 Progress Report

2011 Round 1	2012 Round 2	2013 Round 3	2014 Round 4	TOTAL	
4 Projects	26 Projects	25 Projects	26 Projects		
3	17	8	1	29	Complete
1	4	15	19	39	On Schedule
0	1	0	3	4	Progressing Slowly
0	0	0	0	0	Project Concerns
0	0	1	3	4	No Contract
0	4	1	0	5	Canceled/Declined
				81	

Excerpt: Southern Tier REDC 2015 Progress Report



Excerpt: Southern Tier REDC 2015 Progress Report

Leverage of State Investment in All Past Priority Projects

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

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

A region may choose to include an additional column showing the return on state investment which includes 5-year payroll numbers or total CFA awards made to the region, but the leverage number should be based on the required information listed above. An example is provided from the Mid-Hudson Regional Council 2015 Progress Report.

LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

Round	Total Awards	Total Project Cost (TPC)	Total Awards	Total ESD Capital Funds	Leverage All Projects TPC
2011	1	$14,000,000	$4,000,000	$4,000,000	3.50
2012	14	$319,787,054	$17,250,000	$16,050,000	19.92
2013	9	$18,917,379	$3,925,000	$2,700,000	7.01
2014	21	$169,444,211	$23,794,000	$22,034,000	7.69
Totals	**45**	**$522,148,644**	**$48,969,000**	**$44,784,000**	**11.66**

Excerpt: Mid-Hudson REDC 2015 Progress Report

C. STATUS OF ALL PROJECTS AWARDED CFA FUNDING

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

Aggregated Status of All Projects

Provide a table showing the aggregate status of all projects receiving CFA awards in 2011 – 2015, including the priority projects. It is not necessary to provide the status of every individual project. For each status category, list projects by the year awarded, the total for all years, and the percentage of total projects. Use the same color code/project status category as used for priority projects. This concept is illustrated in the Finger Lakes Regional Council 2015 Progress Report.

Aggregated status of ESD grant projects

Status	2011	2012	2013	2014	Total	% of projects
Completed	3	7	0	0	10	15%
On schedule	2	11	11	25	49	73%
Contract not yet executed	0	0	0	1	1	1.5%
Progessing slow	0	1	0	2	3	4.5%
Concerns need to be resolved	0	0	0	2	2	3%
Cancelled or funding declined	0	2	0	0	2	3%
TOTALS	5	21	11	30	67	100%

Excerpt: Finger Lakes REDC 2015 Progress Report

Leverage of State Investment in All CFA Projects

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

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

Leverage of State investment in all CFA projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4
Total projects	94	80	94	104
Total project cost (TPC)	$273,548,568	$266,380,716	$196,251,350	$361,172,160
Total amount of CFA Awards	$53,430,715	$41,030,709	$24,120,435	$42,009,118
Ratio of TPC to CFA Awards	5:1	6.5:1	8:1	9:1

Excerpt: Finger Lakes REDC 2015 Progress Report

Job Creation

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

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

Excerpt: Mohawk Valley REDC 2015 Progress Report

III. Implementation Agenda

A. IMPLEMENTATION OF 2016 STATE PRIORITIES

Describe any new strategies the region has adopted to address the main priorities identified by the State for 2016; any progress made between September of 2015 and September of 2016 on new or related strategies; and significant actions that are needed to implement the strategies in 2016-2017. Where the region has existing strategies that address the priorities, provide a list or narrative of those strategies. A proposed priority project can be referenced here, but will be described in a separate section of the report. This concept is illustrated by an excerpt from the Mid-Hudson REDC 2015 Progress Report describing how the Global NY strategy is being implemented.

Information on how strategies relate to priority areas being implemented should include the strategy, progress made, and actions planned.

IMPLEMENTATION AGENDA & TIMELINE

Action Identified by Council	Progress-To-Date	Future Actions and Timeline for Completions
Support the international trade and investment initiatives of companies in the Region that have approached the Council for funding.	Supported CFA awards to Foreign Direct Investment (FDI) of companies like Selux Corporation (Germany), Zumtobel Lighting (Austria), and Kikkerfrosch Brewery (Greece). Supported reshoring of production from overseas back to the Mid-Hudson—underway by USAI lighting.	Provide continued support to CFA Global NY 2015 applicants (Ongoing).
Increase awareness of resources available to assist companies with their export actives.	Meeting of Global NY Committee held and items identified for short and long term action agenda.	Host two breakfast meetings with 10 – 15 businesses for a focused round table to increase knowledge of the CFA process and further communicate Global NY opportunities on trade and investment (Fall 2015).
Support the development of Stewart International Airport's capabilities.	New investments in runway and terminal facilities are being made to enhance Stewart International Airport capacity.	Continue partnership and dialogue with Port Authority of New York and New Jersey (Ongoing).
Partner with other REDC Global NY committees to enhance project development and coordination.	Joint meeting of MHREDC Trade and Investment committee held on June 16, 2015 with the Long Island and New York City Regional Council global work groups.	Establish and hold regular schedule of working groups (Ongoing).
Attract and facilitate foreign direct investment.	Dialogue opened with a Regional Center to identify and attract EB5 Investments.	Identify various development opportunities and publish a Mid-Hudson Investment book (Fall 2015).
Develop a comprehensive regional export plan.	Additional members added to bolster the committee skill set.	Committee currently undertaking compilation and assessment of the Region's assets (Ongoing).

Excerpt from the MHREDC 2015 Progress Report

B. IMPLEMENTATION OF KEY REGIONAL PRIORITIES

For other key regional priorities established in the regional strategic economic plan and its updates, and if applicable the 2015 regional revitalization plan, describe the following:

- New strategies
- Significant progress made between September of 2015 and September of 2016 on new or related strategies
- Significant actions that are needed to implement key regional strategies in 2016-2017.
- Significant actions that are needed to implement the regional revitalization plan adopted in 2016, regardless of its award status.

It is not necessary to report on all of the region's priorities.

C. PROPOSED PRIORITY PROJECTS

Priority Project Descriptions

Describe each proposed priority project endorsed by the Regional Council and the job creation and investment expected to occur as a result of the project receiving ESD capital funds and/or Excelsior Tax Credits. Include the information shown below for each proposed priority project. An example is provided from the 2015 Western NY Regional Council Progress Report.

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

National Comedy Center Connector

CFA #	53248
APPLICANT	National Comedy Center
LOCATION	Jamestown, Chautauqua County
TOTAL PROJECT COST	$20,070,000
RECOMMENDED ESD GRANT	$2,000,000
PAST CFA AWARD RECEIVED	$1,500,000
DIRECT JOBS CREATED OR RETAINED	40
INDIRECT JOBS CREATED	101
CONSTRUCTION JOBS CREATED	451

SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	$2,000,000
Other State Funds	$2,825,000
Other Public Funds (Chautauqua County)	$2,000,000
Total Public Funds	**$6,825,000**
PRIVATE SOURCES OF FUNDS	
Gebbie Foundation	$6,000,000
Lenna Foundation	$500,000
Cummins JEP & Foundation	$250,000
Watchfire Foundation	$100,000
Federal NMTC Equity	$3,325,000
Other Foundations	$270,000
Sheldon Foundation	$500,000
Darrah Fund	$200,000
Johnson Foundation	$100,000
The Oishei Foundation	$1,000,000
Chautauqua Region Community Foundation	$1,000,000
Total Private Funds	**$13,245,000**

USES OF FUNDS

USE	
New Construction	$1,800,000
Building Renovation	$3,452,000
Furniture/Fixtures/Equipment	$11,070,000
Demolition/Environmental Remediation	$1,728,000
Soft Costs	$2,020,000
Total Cost	**$20,070,000**

The National Comedy Center will be an important contributor to tourism generation in the Southern Tier serving as a gateway to NYS and drawing visitors from southern and western regions of the U.S. In addition, The National Comedy Center is adding to the efficiency of downtown Jamestown's core by repurposing two underutilized historic buildings and providing much-needed infill construction.

The National Comedy Center (NCC) is designed to be a national attraction based on the celebration of comedy (the craft and its contributors), and embodies Lucille Ball's vision for her hometown of Jamestown. ESD funds will assist with the new connecting building on the corner of Washington and 2nd Streets that, along with the adaptive reuse of both the Erie-Lackawanna train station in Jamestown (an art-deco building on the national historic registry that recently underwent a $12 million restoration), and a former electric public utility building, will provide the necessary total square feet of exhibit space for this world-class attraction. The project anticipates 114K visitors/year, resulting in $17M in goods and services, $6M in wages and 184 jobs in the tri-county area. One-time construction costs will generate $55M in goods and services, $24M in wages and 451 jobs.

Budget Narrative: More than 65% of the funding for this phase of the project is from private sources. CFA Funds are targeted for infrastructure site work, and furniture, fixtures, and equipment.

Excerpt: Western NY 2015 REDC Progress Report

Overall Investment Ratio for Proposed Priority Projects

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

Map of Proposed Priority Projects

Provide a graphic that illustrates the geographic distribution of the proposed priority projects for 2016. For example, proposed priority projects are shown as blue squares on the map included in the New York City REDC 2015 Progress Report.

Example from the New York City REDC 2015 Progress Report

Proposed Priority Projects Relating to State Priorities

Provide a crosswalk showing how proposed priority projects relate to State priorities. Chart projects supporting the following priorities:

1. Downtown Revitalization
2. Workforce Training
3. Regional Cluster Plan
4. Opportunity Agenda
5. Global NY
6. Veterans

The example provided from the Capital Region REDC 2015 Progress Report includes a crosswalk of both state priorities (yellow) and local strategies (green).

RELATED STRATEGIES
RELATED THEMES

ESD

		STRATEGIES								THEMES					
		Leverage & Collaborate	Open New Doors	Prepare for Tomorrow	Build a Superhighway	Bring our Cities to Life	Sustain & Optimize	Showcase our Beauty	Spotlight our Strengths	Cleaner Greener	Opportunity Agenda	Global New York	Veterans Initiative	New York Rising	Cluster
56345	Port of Albany BIG LIFT operations		*	*	*							*			
55741	Saint-Gobain Expansion			*								*			
53284	Rail Extension		*	*	*							*		*	
57456	Rensselaer Clean Energy Deployment Center	*	*	*		*	*		*	*	*	*	*	*	*
53006	River Corridor Bus Rapid Transit/Transit Center (CDTA)	*	*		*	*	*			*	*				
55536	Roll Off Roof Observatory at miSci			*		*	*	*	*	*	*			*	
57889	STEAM Garden	*	*	*		*				*	*				
55888	Stephen and Harriet Myers Residence Interpretive Center Project	*				*			*		*				
55126	The Good Market Urban Revitalization Project	*				*	*				*				
57393	The NYS Mesonet ExTREME Collaboration, Innovation, and TEchnology (xCITE) Laboratory	*	*	*	*				*			*	*	*	*
57863	The Sabre Manufacturing Expansion			*					*			*			
56806	Tower on the Hudson					*		*	*		*				
52461	Training Tomorrow's Workforce Today in Advanced Manufacturing Technology	*	*	*							*	*	*		*
54799	Universal Preservation Hall	*				*					*				
54968	Upper Washington Avenue Corridor Infrastructure Project	*	*		*										

Excerpt: Capital Region REDC 2015 Progress Report

IV. Participation

A. DESCRIBE WORK GROUPS

Work groups help identify and implement Regional Council strategies. Describe the work groups engaged in Regional Council activities in 2016.

B. LIST WORK GROUP MEMBERS

Work group membership represents an extended coalition of people and organizations working to achieve the Region's vision. Recognize the members of each work group in a list by name and affiliation.

C. ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS

Implementation of regional strategies requires the support and active participation of community leaders, such as elected officials, chamber of commerce leaders, and nonprofit boards of directors. Describe how members of the community, public, and other stakeholders are engaged in the Regional Council process. Describe how the region is unified around the implementation agenda, including the selection of a downtown for Downtown Revitalization Initiative funding. Do not include copies of letters or resolutions of support.

V. Downtown Revitalization Plan Outline

Use up to five pages to provide an outline of the DRI strategic investment plan. Include the following:

- The location and boundary of the selected downtown.
- A brief discussion of the Regional Council's rationale for selecting the downtown, including how its revitalization aligns with the overall strategies for development laid out in the progress report.
- A summary of the assets that make the selected downtown unique.
- A brief narrative of the community's vision or concept for downtown revitalization.
- A brief description of projects or proposals that have been preliminarily identified by the community.
- An explanation of how the local planning committee intends to engage various stakeholders in developing the revitalization plan.
- A description of the steps needed to complete the plan.
- A list of the members of the DRI local planning committee and their affiliation.

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Area Industrial Director, Operation Oswego County, Inc.

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

Randall Wolken
President, Manufacturers Association of Central New York

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Federal Credit Union

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Connection

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Enterprise

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Tracey Edwards
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Communications

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of Long Island

Doon Gibbs
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President, Satur Farms, LLC

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Consultant, Workforce Development Institute

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President & CEO, Buffalo Niagara Partnership

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Owner, RGonzalez Consulting and Assistant Professor & Chair, Erie Community College Emergency Management Program

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Blackstone Advanced Technologies LLC

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CEO, Jackson Parker Communications, LLC

Melinda Vizcarra
Partner, Becker Farms & Vizcarra Vineyards

CODE OF CONDUCT

Regional Economic Development Councils CODE OF CONDUCT

In 2011, Governor Andrew M. Cuomo established 10 Regional Economic Development Councils (the "Councils") to develop long-term strategic plans for economic growth for their regions. The Councils are public-private partnerships made up of local experts and stakeholders from business, academia, local government, and non-governmental organizations and are advisory in nature. This Code of Conduct describes the ethical responsibilities of Members of the Councils.

This Code does not supersede or replace any other applicable laws, regulations, or requirements.

Section 1. Code of Ethics.

1. **Conflicts of Interest:** Members shall avoid actual and potential conflicts of interest and shall not allow their personal interests, financial or otherwise, or those of a Relative, to interfere with, or appear to interfere with, their independent advice as a Member.
2. **Confidential Information:** Members shall not disclose information obtained as a result of Council membership that is not otherwise public, and shall not use information to further their own interests or those of another Member or a Relative.
3. **Unwarranted Privileges:** Members shall not use or attempt to use their position on the Council to secure unwarranted privileges for themselves, any other person, or any entity.

Section 2. Disclosure and Recusals

1. **Statement of Interest Form:** Within 30 days of appointment to the Council, and every year, each Member shall submit to the Regional Council Chair a written statement (the "Statement of Interest Form") identifying any entity, enterprise or real property (excluding personal residences), in which he or she, a spouse or unemancipated child, has an interest, whether as an owner, officer, director, employee, Investor, or consultant.
2. **Recusal:** No Member shall participate in any Council discussion or vote, attempt to influence such discussion or vote, or review materials provided to the Council or distribute materials to the Council relating to any entity where such Member or Relative has an interest as a board member, owner, officer, employee or Investor in the entity or

in a potential competitor, or where such Member or Relative has a financial interest in the matter. No Member shall attend such Council discussions or votes, unless such discussions or votes are taking place as part of a meeting or proceeding open to the public.

Section 3. Definitions

1. "Member" means any member of any of the Regional Economic Development Councils.
2. "Relative" includes any person living in the same household as the Member, or the spouse, parent, child, or sibling of a Member.
3. A Member is an "Investor" in an enterprise if he or she has provided money or resources to that enterprise; however, investments in mutual funds, index funds and investments in publicly traded stock are not included in the definition of Investor for purposes of this Code of Conduct.

Section 4. Ethics Officer.

ESD's Ethics Counsel shall serve as Ethics Officer for the Council. If a Member is unsure if he or she has an actual or potential conflict of interest, or has any other questions regarding the interpretation and application of this Code of Conduct, the Member should contact the Ethics Officer for guidance. Members are encouraged to disclose known relationships and potential conflicts of Interest to prevent even the appearance of impropriety.

Section 5. Acknowledgement.

I have read the foregoing, and I agree to comply with and be bound by, the Regional Economic Development Council Code of Conduct.

_____

Print Name

_____ _____

Signature Date

NEW YORK
STATE OF
OPPORTUNITY

Regional Economic
Development Councils