

## **2016 Regional Council Process & Consolidated Funding Applications**

### Background:

The Regional Economic Development Councils (REDCs) are a community driven, regional approach to economic development in New York State. Each Council consists of over 20 business, academic and government leaders from throughout the Region.

In 2011, each of the ten Regional Councils were tasked with developing a five-year strategic plan that included a comprehensive vision for economic development for that region, regional strategies to achieve that vision, and specific priority projects that are significant, regionally supported and capable of stimulating economic investment. Empire State Development Corporation developed a competitive process in which Regional Council Strategic Plans containing recommendations for funding made by each Regional Council were reviewed by a Strategic Plan Review Committee consisting of two State Agency Commissioners and three economic development experts. Members of the 2011 Review Team included: Dall W. Forsythe, Senior Fellow at the Wagner School of Public Service at New York University and former Vice President for Finance and Operations at The Atlantic Philanthropies; Walter D. Broadnax, Professor of Public Administration at The Maxwell School of Syracuse University; Bruce J. Katz, Vice President at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program; Joan McDonald, Commissioner of the New York State Department of Transportation; and Cesar Perales, New York State Secretary of State. On December 8, 2011, the Governor and Legislative Leaders announced the winners of the first round of competition.

In 2012, the Councils went a step further and produced Strategic Implementation Agendas that built upon the progress from the first round and further developed and refined their Regional Five Year Strategic Plans by undertaking four primary activities: Establishing a framework to advance the Regional Strategic Plan; Implementing the strategies laid out in the Strategic Plan; Creating a project pipeline; and providing a progress report documenting the success the Council has had in implementing its Strategic Plan.

In 2013, all ten of the Regional Councils competed against each other to be designated as a "Top Performer". The 2013 Council competition was designed with a similar framework as 2012 but added several new activities for the council to focus on that would continue to help develop and advance the original strategic plans. Regional Councils were asked to develop an Opportunity Agenda, identify Innovation Hot Spots, and advance regional Cleaner, Greener Community Sustainability Plans.

In 2014, the regional councils developed strategies for several new initiatives including a Global NY Plan to identify import/export and foreign direct investment (FDI) opportunities. Councils also created a Veteran's Work Group to address the unemployment of returning veterans in New York. The REDC's were asked to identify projects as part of NY Rising to assist in the rebuilding of areas devastated by natural disasters. The Councils also provided an update on their Opportunity Agenda, workforce development challenges, and their project pipeline.

In 2015, the Regional Economic Cluster Program was launched to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. All the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

In 2016, all REDC's participated in the \$100 million Downtown Revitalization Initiative (DRI) which will invest \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps. Each Regional Council solicited interest in the program from communities in the region and considered how those communities met the criteria put forth from the State. The Council nominated one Downtown in each Region to receive the award.

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region's plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were published in the regions' Progress Report, which are publically available online at [www.regionalcouncils.ny.gov](http://www.regionalcouncils.ny.gov). Projects were scored by both the state agencies and the Regional Councils. The agencies scored their projects based on a technical evaluation in adherence with existing funding program guidelines and awarded a project up to 80%. The remaining 20% is awarded by the Regional Councils, and were based off the following endorsement standards:

**Statewide Endorsement Standards**

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

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

Since the inception of the REDCs in 2011, members have been required to sign a Code of Conduct, Conflict of Interest documents, and have undergone training from legal counsel. Both documents are updated annually and new members are required to complete these documents upon appointment. Members with conflicts of interest must recuse themselves from reviewing or discussing identified projects.

### **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 competed in 2016 for up to \$175 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils in their regions.

As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities 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.

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 was awarded in all ten Regional Councils through the 2016 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) Implementation of regional strategic economic development plans;*
- 2) Performance in encouraging economic growth through job creation and investment;*
- 3) Support for the Downtown Revitalization Initiative.*

In 2016, the Regional Councils competed against each other to be designated as a "Top Performer".

The 2016 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Rosanna Rosado and included Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, Department of Labor Commissioner Roberta Reardon, and Parks, Recreation and Historic Preservation Commissioner Rose Harvey. Due to the unprecedented commitment of state funds to economic development in the 2016 State Budget, the SIAT was expanded to include an additional member that was appointed by the Legislature, Hon. Donna Lupardo, State Assembly District 123. The SIAT reviewed each region's Progress Report based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2016 activities and priorities to the SIAT which

included PowerPoint presentations, videos, and regional exhibit booths. The SIAT was also given time to ask questions of the REDC's about their progress reports and regional priority projects.

The SIAT provided an assessment of each plan and made recommendations to Howard Zemsky, President & CEO, Empire State Development Corporation of the five reports that most closely aligned with the criteria outlined in the guidebook. President Zemsky accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded five regions with the Top Performer up to \$40 million in funding consisting of \$25 million in capital grants and up to \$15 million in Excelsior tax credits for priority projects identified in their Strategic Plans. The balance of the incentives was awarded to projects identified by the Councils as in alignment with their strategies and priorities.

In addition, project sponsors applied for over \$510 million in economic development resources available from twelve state agencies through the Consolidated Funding Application (CFA). The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency review team analysis and agency discretion.

The 2016 REDC initiative was launched on April 29 and the CFA opened for applications on May 2 and closed on July 29. All details about CFA resources were made available online via the 2016 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 29, agencies immediately began marking project eligibility. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation. On October 3, the REDCs submitted their final 2016 progress reports to the State. After the SIAT presentations concluded in November, the Inter-agency team met to review the projects and make final funding decisions.

The interagency team reviewed projects based on relevant factors including Regional Councils Implementation Agendas and designation of priority projects, project alignment with regional goals and objectives, funding availability and regional need. Priority projects are those specifically enumerated in the Regional Council Reports, receiving a score of 20 from the Regional Council, and identified as significant, regionally supported and capable of stimulating economic investment.

The interagency team once again consisted of professional staff from relevant agencies and authorities' with detailed knowledge of their respective CFA program funding. This group conducted an analytical assessment that provided the basis for project funding recommendations made by individual agencies for final approval by respective agency or authority head. As provided in the budget, the Regional Council Grant funds were awarded by ESD in its discretion.

This process resulted in funding of projects that aligned with a long term, regionally generated implementation agendas and are capable of stimulating economic growth and investment.

On Thursday, December 8, 2016, the Governor announced that 950 projects totaling \$716.9 million had been awarded through Round Six of the Regional Economic Development Council initiative. Top Performer awards were given to the Mid-Hudson, Capital Region, Mohawk Valley, Finger Lakes, and New York City regions in adherence to the competition guidelines detailed above.

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**MEMORANDUM**

December 8, 2016

**To:** Howard Zemsky, President and CEO of the Empire State Development Corporation

**From:** Rossana Rosado, Secretary of State  
RoAnn Destito, Commissioner, Office of General Services  
Matthew Driscoll, Commissioner, Department of Transportation  
Rose Harvey, Commissioner, Office of Parks, Recreation & Historic Preservation  
Roberta Reardon, Commissioner, Department of Labor  
Sabrina Ty, President and CEO of the Environmental Facilities Corporation  
Assemblywoman Donna Lupardo, of the 123<sup>rd</sup> District

**Subject:** Review of Progress for the 2016 Regional Economic Development Council Initiative

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council (REDC). In the past six years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. This year, the REDC initiative has been enhanced by the \$100 million Downtown Revitalization Initiative.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan 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. The Strategic Economic Development Plans 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; global marketing and export strategies; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; 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.

The REDC program redesigned the relationship between state government, businesses, and academia to stimulate regional economic development and create jobs. With this shift, the State asked the REDCs to use their unique understanding of their regional economies to implement important State priorities.

In 2016, in addition to updating their Strategic Economic Development Plans, the regions identified communities ripe for development into vibrant communities where tomorrow's workforce will want to live, work and raise families. The \$100 million Downtown Revitalization Initiative (DRI) is investing \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps. Each Regional Council solicited interest in the program from communities in the region; considered how interested communities met the DRI criteria and any other local criteria; nominated one downtown to receive a DRI award; and received certification by the state of the one downtown that the Regional Council deemed best positioned to take advantage of the DRI.



This November, the Regional Councils came to Albany to present their progress, talk about plans to implement their economic development strategies in 2016-2017, and to report on the status of the DRI plans. Their oral presentations complemented the regional progress reports submitted by the Regional Councils in October. We listened to those presentations and have the responsibility of assessing the progress of the ten Regional Councils.

### **2016 Annual REDC Competition**

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2016 REDC Guidebook. We focused on the following areas:

- Support for the Downtown Revitalization Plan and identification of initial projects to implement it
- Implementation of strategies through the project pipeline
- Training of the workforce for today and tomorrow
- Continued advancement of state priorities and regional strategic economic development plans, and identification of projects that implement related strategies, including:
  - The regional economic cluster plan
  - 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
  - Local government engagement in the Regional Council process
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

### **Awards**

All ten regions competed 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. In addition, each region was awarded \$10 million to implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$510 million in other state agency funds.

The Strategic Implementation Assessment Team has identified five regions that merit the designation as Top Performers and awards of up to \$25 million each in ESD Capital Grants. This was a difficult challenge, as the regions are taking a variety of approaches to very different challenges and opportunities, and are all making progress implementing their strategic plans. However, after careful consideration we selected as Top Performers the following regions: **Capital Region, Finger Lakes, Mid-Hudson, Mohawk Valley, and New York City.**

The **Capital Region Regional Economic Development Council (CREDC)** embraces the Capital 20.20 Plan it created last year. Key priorities integrated into the 2011 strategic plan include *Next Tech* - investments in innovative technology and advanced industries, such as health care, clean energy, advanced analytics, and cybersecurity; *Lift-Off* - focusing on the cluster of research and development and commercialization; *Gateway* - investments in port infrastructure, waterways, rail, and ground transport; *Talent* - a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions; and *Metro* - projects that address concentrated urban poverty in support of the Opportunity Agenda. Many ongoing projects support

more than one component of the CRREDC's plan, like the Park South Neighborhood revitalization in Albany, which is leveraging support from the City of Albany, Albany Medical Center, and neighborhood stakeholders to produce \$250 million in new investment, while addressing concentrated urban poverty. The CREDC also identified many projects to continue to grow its commercialization of research and development, and has been supporting construction at SUNY Albany of the Emerging Technology and Entrepreneurship Complex. Downtown revitalization projects were identified for the DRI community of Glens Falls, as well as Troy, Albany, and Schenectady. Glens Falls, the CREDC's DRI selection, imagines possible DRI projects ranging from mixed-use development, façade improvements, and pedestrian trails, to a Science, Technology, Engineering and Math (STEAM) kids' museum and indoor farmers market.

The **Finger Lakes Regional Economic Development Council's** (FLREDC) momentum is being fueled by a region united around a focused plan to grow jobs, increase regional wealth, drive private sector investment, and reduce poverty. FLREDC focused on three industry clusters: Optics, Photonics, and Imaging; Agriculture and Food Production; and Next Generation Manufacturing and Technology. A comprehensive partnership of private companies, local colleges and universities, federal sources, and state entities support the Optics, Photonics, and Imaging cluster. Apprentice programs at community colleges provide support services to at-risk students and apprenticeships in the OPI area for technicians. The FLREDC significantly refocused its economic development efforts on reducing regional poverty by requiring each proposed priority project to describe how it will address poverty. The City of Geneva was selected as the DRI community because its vision is strongly aligned with the FLREDC goals to grow jobs, increase private sector investment, and reduce poverty. The FLREDC supports the Rochester Monroe Anti-Poverty Initiative (RMAPI) dual generational action plan which is focused on adult mentoring; early childhood supports; and systems integration of social supports. Opportunities for employment are growing in the agricultural and food processing sector, with worker training, expanding food production and processing, growing downtown food and beverage clusters across the region, and waste to energy recycling.

The **Mid-Hudson Regional Economic Development Council** (MHREDC) continued to refine its economic development strategy to best leverage the region's unique assets (e.g., its proximity to New York City, highly educated workforce, and scenic beauty) and opportunities. Its LIVE, WORK, and PLAY strategies provide a clear road map for choosing projects to invest in and workforce initiatives to support, and industries in the LIVE and PLAY clusters showed growth in employment and the number of establishments. Stakeholders in the region are working together to identify means to address workforce development needs, including workers for which English is a second language and individuals targeted by the regional Opportunity Agenda program. Almost all of the proposed Priority Projects support workforce training. Commitment to downtown revitalization is evident in MHREDC funding recommendations, as half of the proposed Priority Projects are located in urban centers like Poughkeepsie, Kingston, New Rochelle, Yonkers, and Middletown. Chosen by the MHREDC as the DRI community, Middletown hopes to continue its success in adaptive reuse and expand academic partnerships. Many projects meet multiple objectives. For example, the proposed Poughkeepsie Landing Waterfront Redevelopment Project would help revitalize a distressed community identified as part of the Regional Opportunity Agenda, and provide public access and amenities along the Hudson River. Thanks to the intensive efforts to involve stakeholders and inform the public, the region had many consolidated funding applications for which to offer its support.



The **Mohawk Valley Regional Economic Development Council** (MVREDC) focuses heavily on creating vibrant, diverse, creative, innovative and safe communities. They believe that this may be the most important building block upon which to build a culture of innovation and opportunity. MVREDC is taking an ecosystem approach, investing in the people and the places that make the economy work and leveraging its core strengths in manufacturing, tourism, and agriculture. Nearly 40% of proposed Priority Projects and more than 55% of CFA applications are for downtown projects across the region. Oneonta, the DRI community, will invest in a Craft Food and Beverage Innovation District to enhance Oneonta's appeal to the next generation of employees and employers. Throughout the progress report, they discuss how doors are opened to refugees and hard to place workers for entry level advancement opportunities, as evidenced by the Mohawk Valley Resource Center for Refugees' partnership with food processors in the region. Four out of the top ten firms hiring refugees in the region are food processing and agribusiness supply chain companies, accounting for more than 500 new placements since 2009 and 90 in 2015 alone. The MVREDC industry cluster is Internet Technology (IT) and Cybersecurity. The region has been focusing on increasing the number of patents coming out of their research and development institutions. The Commercialization Academy at the Griffiss Institute is turning Air Force Research Laboratory (AFRL) technologies into commercial products and businesses, providing a continuous source of new businesses and products to support the economy.

The **New York City Regional Economic Development Council** (NYCREDC) strategic plan and project priorities are designed to help the state make investments and policy decisions that effectively address fiscal and economic challenges facing the city, such as increased competition for investment, persistent poverty, rising household costs, and reduced federal funding to address aging infrastructure and housing stock. NYCREDC has consistently prioritized projects that support their strategic plan strategies to improve quality of life, invest in the future, and foster innovation. Through the strength of the community's commitment to planning, Jamaica earned designation as the region's DRI community. This long-dormant community is addressing the needs of the local population through expanded educational, workforce development, employment and entrepreneurial opportunities. A shift in the regional economic cluster plan to Life Sciences will leverage investments in basic research and incubator facilities in a sector primed for growth. NYCREDC recognized the necessity to develop innovative long-term partnerships to accommodate the type of skills and work-based learning programs that are required to create most quality jobs. For example, the Classrooms to Career Project was successfully completed with collaboration from seven high schools; employers in IT, healthcare, engineering, energy utilities and advertising; and CUNY colleges that provide mentoring, internship and post program support to students.

Five regions should receive awards of up to \$10 million each in ESD Capital Grants to help attract and grow business in their regions: **Central New York, Long Island, North Country, Southern Tier, and Western New York.**

The **Central New York Regional Economic Development Council** (CNYREDC) added the three pillars of economic growth (Invest in Key Growth Drivers; Build an Inclusive Economy; and Develop Enablers of Prosperity) contained in its winning Upstate Revitalization Initiative plan to the strategic goals identified in 2011. A neighborhood within the City of Oswego was designated the DRI community in recognition of its many assets, such as a scenic waterfront location, compact and walkable downtown, rich cultural history, and strong anchor institutions. Many downtown revitalization projects are identified in other community centers, such as Cortland, Auburn, and Syracuse. Progress has been made on innovation corridor projects in downtown Syracuse, which includes raising capital and creating jobs at Clean Tech Center and expanding services at Tech Garden. The CNYREDC targeted industry cluster of Data to Decisions includes precision

medicine, thermal and electronic controls, cybersecurity and information assurance, and unmanned aerial systems which saw tangible progress in 2015-2016 through project U-SAFE and planning for NUSTAR and Unmanned Aircraft System Traffic Management (UTM). The ongoing Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) cluster group provides a variety of networking, capacity building, and reporting activities to assist 64 firms employing 6,300 individuals in the D2D cluster. The strong contribution of agriculture to the regional economy was also addressed. Overlap with other regions in agribusiness proposals was recognized by the CNYREDC, which formed an interregional group to assure projects are mutually reinforcing.

**The Long Island Regional Economic Development Council (LIREDC)** continues support of the strategies identified in its strategic plan. It is maintaining its momentum in the biotechnology sector through ongoing projects like the Broad Hollow Bioscience Park and Ronkonkoma Hub, nine projects supported for priority project funding this year, as well as others being advanced through other funding sources. The LIREDC supported workforce development initiatives like eMINDSET at Stony Brook University, expected to boost enrollment in engineering and applied science by 700% and to help the region meet the expected demand for engineers in increasingly complex and entrepreneurial-minded endeavors. LIREDC developed five sector advisory groups (health care, manufacturing, information technology, agriculture, and retail/hospitality/tourism) to identify skills gaps and unmet labor needs; assemble a database of existing degree and training programs in the region; and then propose a program to address identified needs. Through its Opportunity Agenda, LIREDC continues to support Wyandanch Rising infrastructure improvements and programs that target hard-to-place workers. LIREDC recognizes the need for improved infrastructure as a foundational element for downtown revitalization, and its selection of Westbury as the DRI will allow the community to plan how to capitalize on improvements to the Long Island Rail Road. To support a new Foodie Long Island cluster, local agencies will partner to establish a proposed Nassau County Food Production Incubator to support fledgling new food producers.

**The North Country Regional Economic Development Council (NCREDC)** identified a diverse set of strategies to deliver a continuous series of "firecrackers" through the tailored targeting of key communities described in the progress report. Plattsburgh, selected as the region's DRI community, is showing strong continuing growth as heart of region's Transportation Equipment & Aerospace Cluster, including the current development of Norsk Titanium, major expansion of capabilities at Plattsburgh International Airport, and construction of a new Institute for Advanced Manufacturing. Watertown retained Fort Drum as NYS's largest single site employer, meeting housing needs and creating energy independence. In Clayton, ripple effects from investment in the 1000 Islands Harbor Hotel illustrate the payoff in investing in new accommodations for many distressed tourism communities across the region. The region's tourism fund used \$1.12M of state dollars to leverage \$8.67M of private investment. Tupper Lake boosted visitation and spending with a multi-phase investment in the Wild Center "Wild Walk" and new businesses downtown. Several proposed Priority Projects link tourism to downtown revitalization as a driver for private investment, such as the Downtown Campus Revitalization of Clarkson University in Potsdam. The NCREDC is working hard to be a successful member of the global community as well, attracting foreign direct investment in more than 20 companies, growing exports, enhancing global logistics, and forming new international partnership agreements.

**The Southern Tier Regional Economic Development Council (STREDC)** maintained its focus on picking priority projects that address one or more of the four regional strategies (Build the Greater Binghamton Innovation Ecosystem; Invest in the Advanced Manufacturing Industry; Transform the Food and Agriculture Industry; and Promote the Southern Tier's Innovative Culture). For example, Binghamton University purchased and installed the NECCES Battery Dry Room at the Center of Excellence to create a testing facility for new materials and devices related to the energy storage industry. The creation of GLASE (Greenhouse Lighting and Systems Engineering) allowed for more affordable LED crop lighting for New York growers, increasing

local crop production and the availability of year-round fresh vegetables. Downtown Elmira, selected as the region's DRI community, has strong links between its proposed downtown revitalization strategies and the STREDC emphasis on entrepreneurship, advanced manufacturing, and the innovation culture. STREDC supports several different programs/training options to appeal to various demographics, such as impoverished residents, veterans, people without formal education or English language skills, and people with sustained and severe vision loss. The STREDC also provides numerous examples of collaboration between employers and educational institutions to offer training for jobs skills of various levels and experience. There are signs of economic improvement in the region – increases in manufacturing wages; increasing numbers of 30-34 year olds migrating into the region; and growth in employment in food manufacturing.

The **Western NY Regional Economic Development Council (WNYREDC)** presents “A Strategy for Prosperity” that encompasses 10 strategies, including implementation of smart growth principles like downtown investment, neighborhood revitalization, brownfield redevelopment, and water resource protection. One smart growth project is accelerating the redevelopment of a long-vacant, major brownfield site, Bethlehem Steel. WNYREDC focuses on seven industry sectors, which helps drive investment decisions. The region experienced job growth in several sectors such as agriculture, bi-national logistics, professional services, and tourism. Its targeted cluster of Materials and Manufacturing has seen an increase in total wages, and total job count and firm count have decreased in the past few years. Buffalo has been a focus of investment, but other communities are benefiting from ESD Capital Funds and other state investments. For example, parkways are being rethought in Niagara Falls; riverfront access restored; and downtown areas revitalized. In addition, recent investments in adaptive reuse projects, complete streets, tourism, and the waterfront positioned Jamestown as the community most ready to benefit from DRI funding. Job training and engagement of hard-to-place workers is a regional priority (Prepare our Workforce), and includes efforts for unskilled workers, construction trades, and high tech/bio tech workers. As part of its Opportunity Agenda, the WNYREDC is taking steps to ensure that education, transportation and support services are growing so that economic prosperity is reaching all segments of the population.

## **Conclusion**

In each of the regions, the Strategic Implementation Assessment Team was impressed by the continued dedication of the Regional Council members, work group volunteers, their selection of strategic and realistic projects, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the REDC process is a recipe for success, bringing together the key ingredients of economic development, academic advancement of new ideas and products, and development of a workforce across all age groups and socioeconomic strata. While we may only recommend five regions as top performers, we believe all of the regions are winners.

We extend our thanks and our congratulations to all Region Council members for the outstanding work they are doing to strengthen New York's economy.

# Central New York REDC

## 2016 Progress Report Assessment

### Section I. Performance

#### Impact on job creation and retention

##### Strengths

- The regional unemployment rate declined to 5.5% in 2015 from 6.1% in 2014.
- From 2010 to 2015, average annual wages grew 12%, comparable to state growth.
- From 2014 to 2015, average annual wages grew nearly 4% from \$44,330 to \$46,067.
- Shift-share analysis suggests food processing, miscellaneous manufacturing, and information technology clusters in the region outperformed national job growth.

##### Weaknesses

- Narrative does not explain or discuss the provided regional data, and it is unclear why some figures reported differ from prior year reports.

#### Business growth and leverage of private sector investments

##### Strengths

- Number of private and public establishments is increasing, with net 58 new private establishments.
- Relatively strong growth in the food processing supports regional investment in the sector.
- Projects approved to date have leveraged or are proposed to leverage \$2.2 billion in non-REDC, non-CFA funds from public and private sources.
- The addition of projected 5-year payroll data provides an interesting perspective, and more information on where it is being factored into calculations would provide clarity.

##### Weaknesses

- The calculation of leverage did not follow the suggested method, including the exclusion of canceled projects, and appear to contain errors. The impact of 5 year payroll should have been presented in a separate chart.

### Section II. Progress

#### Implementation of strategies in the 5-year regional strategic economic development plan

##### Strengths

- CNYREDC reported tangible progress 2015-2016 in implementation of project U-SAFE, its URI-supported effort to jumpstart development around unmanned aerial systems.
- CNYREDC venture funding programs continued or expanded. Programs that issued new awards over the period included GENIUS NY, Germinator, Grants for Growth, and Up Start.
- The Syracuse-based Up Start initiative, developed in partnership with Minneapolis-St. Paul Neighborhood Development Center (NDC), will graduate its first class of 12 entrepreneurs.
- Web-based Resource Pool at The Tech Garden created a one-stop shop to access professional and business support services available for startups.

### Weaknesses

- With few exceptions, narrative under Implementation of Key Regional Priorities did not identify specific 2015-2016 activities taken to advance regional economic development priorities in targeted clusters.

Execution of strategies in annual plan updates that address emerging state and regional challenges and opportunities

### Strengths

- Progress is discussed on several initiatives around the innovation corridor in downtown Syracuse. Examples include ongoing success raising private capital and creating jobs at Clean Tech Center and expanded services at Tech Garden.
- The ongoing Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) cluster group engages in a variety networking, capacity building, and reporting activities to assist 64 firms employing 6,300 in the D2D-related AM-TECS cluster. D2D is the region's industry cluster.
- Hotel Syracuse project completed restoration and opening of landmark hotel agency in downtown business district. According to the region's 2015 progress report, the project leveraged \$3.6 million in ESD funding for total investment of \$60 million and is projected to create 186 direct jobs.

### Weaknesses

- Little detail is provided regarding implementation of some signature initiatives proposed in last year's report, including specific progress made on Alliance for Economic Inclusion program development.

Success in job training and engagement of hard-to-place workers

### Strengths

- Cayuga-Cortland Workforce Investment Board has restructured and is in early stages of strategic planning for better engagement with higher education.
- Several workforce programs are still operating (such as Work Train, Manufacturing Careers Partnership, and NYS Pathways in Technology Early College High School programs), although progress during report period is unclear.
- Several workforce development projects were advanced under Department of Labor grants, including Visions for Change, Clear Path for Veterans' Culinary Institute, Learning Disabilities Association of CNY, and CNY Career Pathways program at Onondaga Community College.
- In March 2016, the Syracuse Say Yes to Education Program became the first fully endowed program of its type in the nation, owing in part to a \$20 million investment from NYS through the URI. Say Yes is a nationally-recognized program that provides wraparound services and tuition scholarships to assure graduates of the city's public school system can obtain a college education.

### Weaknesses

- Report narrative does not clearly address and identify workforce development accomplishments specific to the past year.

Advancement and completion of prior round Priority Projects

### Strengths

- 126 of 176 Priority Projects (72%) are completed or on schedule. Out of 403 total projects, 332 (82%) are on schedule.

- 538 Erie Blvd project was completed, renovating vacant warehouse in Syracuse downtown to mixed use apartments and commercial space.

#### Weaknesses

- Since last year, the number of cancelled Priority Projects increased from 6 to 33 out of 176 total projects (19%). Total canceled projects increased from 18 to 42 out of a total of 403 projects (10%).

## Section III. Planning

### Quality of the Progress Report

#### Strengths

- Report identifies at least one new project in the pipeline for each of its major strategies.
- Charts are clear and easy to understand.
- Matrix indicating alignment of priority projects and state and regional strategies is easy to follow and provides clear insight on strategic role of these investments.

#### Weaknesses

- The State of the Region regional overview does not provide detailed discussion or interpretation of provided data.

### Coordination with institutions of higher learning to address regional workforce development needs

#### Strengths

- Progress in planning of Syracuse University National Veterans Resources Center is described at length, with specific details of facility features and anticipated community partnerships.
- Several specific SUNY 2020 Labs to Jobs Consortium initiatives are planned which tie in with workforce development needs of targeted economic clusters in the region. Examples include OCC pathways in health and tourism professions, SUNY Oswego bioinformatics center in Syracuse, and SUNY Morrisville health training program.

#### Weaknesses

- None noted.

### Collaboration with local governments in advancing opportunities for improved efficiency

#### Strengths

- The Consensus Commission report on local government modernization in Onondaga County was released and the process appears to be advancing toward actionable recommendations. The report does not discuss any specific actions yet taken to implement preliminary recommendations.
- The Council provided outreach to local government leaders about CFA funding opportunities, including Department of State Local Government Efficiency grants.
- Development of a regional master plan for the efficient delivery of water and sewer services to Cayuga County; and joint Cortland, Cortlandville, and Homer water meter projects are aimed specifically at improving local government efficiency through regional collaboration.

#### Weaknesses

- The extent of local government engagement in CNYREDC projects outside Onondaga County is unclear.

## Ability to take the next steps in growing the regional economy

### Strengths

- Key projects for Unmanned Aerial Systems and Cross-Connected platforms strategy are advancing, including construction of NUSTAR and UTM facilities prioritized under this project.
- CNY Hot Spot teams are pursuing large federal research grants to support the growth of TECS, biotech and UAS innovations and are examining how their programs may be expanded to better support minority, women, immigrant and veteran owned businesses.
- CNYREDC and other URI recipients recognized that their agribusiness proposals overlap significantly, and they have formed an interregional group to assure projects in this area are mutually reinforcing. This strategic arrangement might, for example, assure that one extended shelf life facility is built and shared among regions instead of creating competing facilities that might compete against each other.
- The Center State New York Global Investment Initiative, a foreign direct investment plan developed with neighboring regions and the Brookings Institution, builds on the past Metropolitan Export Plan. It offers new and updated strategies to attract foreign direct investment to the region.

### Weaknesses

- Relatively few projects are proposed to address hard-to-place workers and economic inclusion priorities.

## Development of regional metrics to measure success

### Strengths

- CNYREDC presents a few key regional performance indicators, including some with five year targets identified (e.g., key regional exports, total employment in foreign-owned businesses, and educational attainment).

### Weaknesses

- Past reports have included a table of regional performance measures, but they are absent from this report. For example, in 2015 the report included 37 metrics in a table that related them to state initiatives and regional strategies, such as regional exports and employment in foreign-owned businesses.

## Section IV. Projects

### Solicitation and development of projects that advance the regional economic cluster

#### Regional Cluster

- Data to Decisions, defined by CNYREDC to include: precision medicine, thermal and electronic controls, cybersecurity and information assurance, and unmanned aerial systems (UAS).

#### Strengths

- Advancing development of the NUSTAR and UTM facility supports key URI investment in D2D cluster.
- The proposed Quantitative Reasoning Center at Le Moyne College is aligned with regional workforce development needs for D2D cluster.
- Northeast Information Discovery project appears to be directly related to cybersecurity and information assurance cluster.

### Weaknesses

- None noted.

Identification of projects to advance State and regional priorities.

### Strengths

- CNYREDC proposed 37 priority projects, anticipated to generate \$215 investment with a leverage ratio of 8.91 to 1, and more than 400 new jobs.
- Priority projects include 17 related to Downtown Revitalization and 5 related to Global NY.
- The narrative highlights at least one specific project for Round 6 tied to most strategies. These include Northeast Information Discovery, which advances precision sensing and data analytics; Empire Brewing Company, which advances agribusiness; Cayuga Innovation Business Accelerator, which supports entrepreneurial and innovation ecosystem; Clear Path Campus Improvements are proposed to enhance services to veterans; Franklin Square Development, which advances a welcoming and connected community.
- The Steri-Pharma expansion project promises a \$37M private investment to create 77 jobs in Syracuse related to the manufacturing of antibiotics to treat bacterial infections. The project is aligned with all regional priorities and state downtown revitalization and Global NY initiatives.

### Weaknesses

- No specific projects are advanced to support some strategies related to global transportation and logistics priority.

Advancement of projects and activities to meet workforce development needs

### Strengths

- The proposed Quantitative Reasoning Center at LeMoyne College will align workforce development resources with needs in D2D cluster.
- The Salvation Army relocation to downtown Syracuse will combine downtown revitalization and service to hard-to-place workers.
- With a grant from the NYS Department of Labor, the CNY Career Pathways Program at Onondaga Community College will equip students with skills needed by key growth drivers in regional economy and pairs graduates with employers, providing a pipeline to employment.

### Weaknesses

- Only 3 workforce development priority projects are proposed, and the narrative does not clearly explain how some address workforce development needs. For example, it is unclear how improvements to Clear Path for Veterans campus will assist veteran's entrance and retention in the workforce or how Town of Sullivan water district improvements will have a clear, direct impact on service offered to veterans.

Identification of projects in the region that would revitalize downtowns

### Strengths

- A neighborhood within the City of Oswego was designated the DRI community for the region, recognizing many assets including "a scenic waterfront location, a compact and walkable downtown, a rich cultural history and several anchor institutions such as SUNY Oswego, Oswego Health and the Port of Oswego Authority" and "a well thought out strategic plan" evidencing community support.



- Oswego envisions rehabilitation of downtown buildings into mixed use developments, overhauling a children’s museum, and establishing a business incubator aligned with STARTUP-NY.
- Many downtown revitalization projects are identified in other community centers. In Syracuse, several mixed-use development projects like State Tower, RPS Hotel Holdings, and Addis Building are proposed. In Cortland, 55 Main Street Holdings is a mixed use redevelopment of a historic building in the city center. Auburn is applying for a waterfront revitalization grant to support redevelopment in its core.
- Auburn’s proposed waterfront redevelopment project will build on the recent designation of Harriet Tubman National Memorial Park, creating a downtown welcome center, regional public market, a production brewery, and adaptive reuse of historic buildings downtown for housing, commercial, and retail.

Weaknesses

- Many downtown revitalization projects appear to be concentrated in the downtown neighborhood of Syracuse that is already thriving and aim to deliver market-rate commercial and residential spaces.

## Section V. Participation

Engagement of the community, public, and other stakeholders in the Regional Council process

Strengths

- A Public Participation Working Group is in place to coordinate engagement, and it reviewed the demographic composition of individuals engaged over the last five years to identify priority areas for engagement.
- Based on data, CNYREDC developed specific outreach event targeted toward millennial members of the community.

Weaknesses

- Extent to which data gained through engagement efforts influences CNYREDC actions is unclear. It would be helpful if narrative called out specific strategies or projects that arose from engagement efforts to illustrate how engagement contributes to the plan.

Regional unity and support of the Progress Report and Downtown Revitalization Plan

Strengths

- Strong engagement and support from county governments, especially Onondaga and Cayuga counties is evident.

Weaknesses

- None noted.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
67751	Central New York	Arts	Arts CHPG I	Seen and Heard	Everson Museum of Art	59	20	79.00	\$66,000	Awarded
68389	Central New York	Arts	Arts CHPG I	Canal Concerts	Musical Associates of Central New York	58	20	78.00	\$45,000	Awarded
66577	Central New York	Arts	Arts CHPG I	Elevating Erie Towpath Road Corridor Design	Town of DeWitt	56	20	76.00	\$75,000	Awarded
65499	Central New York	Arts	Arts CHPG I	Reflections on Erie's Waters	Erie Canal Museum	61	15	76.00	\$36,500	Awarded
68169	Central New York	Arts	Arts CHPG I	Suffragette Matilda Joslyn Gage	Society for New Music	59	15	74.00	\$29,500	Awarded
65280	Central New York	Arts	Arts CHPG P	2017 Arts Entertainment Districting Planning	CNY Arts, Inc.	65	20	85.00	\$49,500	Awarded
68144	Central New York	Arts	Arts CHPG P	City of Oswego Public Art Master Plan	City of Oswego	44	15	59.00	\$40,000	Awarded
65920	Central New York	Arts	Arts CHPG P	THE DTS Company Planning Project	Dance Theater of Syracuse	27	20	47.00	\$0	Not-Awarded
65741	Central New York	Arts	Arts WIP	Artistic Workforce Expansion	H. Lee White Maritime Museum at Oswego	63	20	83.00	\$29,000	Awarded
64450	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	CNY Jazz Arts Foundation, Inc.	46	15	61.00	\$28,500	Awarded
66524	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Syracuse City Ballet, Inc.	27	20	47.00	\$0	Not-Awarded
66761	Central New York	Arts	Arts WIP	Artistic Workforce Expansion	Canal Society of New York State	1	15	16.00	\$0	Not-Awarded
67342	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Syracuse Poster Project Inc.	1	10	11.00	\$0	Not-Awarded
65959	Central New York	Canals	Canals	Signage Plan for the Old Erie Canal State Historic Park	Madison County	68	20	88.00	\$30,000	Awarded
66760	Central New York	Canals	Canals	Erie Canal Bicentennial Exhibition Collaboration	Canal Society of New York State	62	20	82.00	\$39,000	Awarded
67508	Central New York	Canals	Canals	Cleveland Dock	Oswego County	71	10	81.00	\$0	Not-Awarded
68560	Central New York	Canals	Canals	Oswego River Public Access project	Oswego County	60	20	80.00	\$0	Not-Awarded
65499	Central New York	Canals	Canals	Reflections on Erie's Waters	Erie Canal Museum	65	15	80.00	\$0	Not-Awarded
66873	Central New York	Canals	Canals	V Fayetteville Canal Landing Phase V	Village of Fayetteville	63	15	78.00	\$0	Not-Awarded
63609	Central New York	Canals	Canals	Aqueduct Park Pier and Spillway Reconstruction Project	Town of Brutus	59	15	74.00	\$0	Not-Awarded
64061	Central New York	Canals	Canals	Childrens Museum of Oswego	The Childrens Museum of Oswego	56	15	71.00	\$0	Not-Awarded
68205	Central New York	Canals	Canals	Restrooms on Southside West Trail	Village of Baldwinsville	54	10	64.00	\$0	Not-Awarded
66312	Central New York	Canals	Canals	Chittenango Creekwalk Phase III and Pedestrian Bridge Connection to Erie Canal Towpath	Village of Chittenango	51	10	61.00	\$0	Not-Awarded
67108	Central New York	DEC	DEC CSC C	Right-Sizing the Madison County Vehicle Fleet	Madison County	71.25	20	91.25	\$15,000	Awarded
66208	Central New York	DEC	DEC CSC I	Auburn Public Safety Complex Relocation	City of Auburn	71.25	15	86.25	\$2,000,000	Awarded
66388	Central New York	DEC	DEC CSC I	Walkable Owasco: Construction of Sidewalks and Walking Trail	Town of Owasco	56.5	20	76.50	\$263,700	Awarded
66720	Central New York	DEC	DEC CSC I	Construction and Pilot Operation of a Food Waste Vermicomposting Facility	City of Cortland	57.75	15	72.75	\$152,450	Awarded
67434	Central New York	DEC	DEC CSC I	Installation of the Seneca Street Neighborhood Bikeway	City of Oswego	57.5	15	72.50	\$245,077	Awarded
67166	Central New York	DEC	DEC CSC I	Construction of Pedestrian/Bicycle Linkages	City of Cortland	37.75	20	57.75	\$0	Not-Awarded
65878	Central New York	DEC	DEC EPG	Engineering Planning Grant Program	City of Syracuse	70	20	90.00	\$50,000	Awarded
67463	Central New York	DEC	DEC EPG	Repurposing the Bristol Meyers Squibb Industrial Pretreatment Facility	Town of Dewitt	65	20	85.00	\$96,995	Awarded
67328	Central New York	DEC	DEC EPG	City of Oneida Long Term Improvement Plan	City of Oneida	52	20	72.00	\$19,900	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
66398	Central New York	DEC	DEC EPG	Village of Port Byron Wastewater Treatment Plant Improvements	Village of Port Byron	42	20	62.00	\$24,000	Awarded
68229	Central New York	DEC	DEC EPG	Engineering Planning Grant Program	Village of Liverpool	42	15	57.00	\$30,000	Awarded
68577	Central New York	DEC	DEC EPG	Sandy Creek-Municipal Sewer System	Village of Sandy Creek	36	20	56.00	\$0	Not-Awarded
64424	Central New York	DEC	DEC EPG	Roberts Street Road Sewer	Town of Lenox	37	15	52.00	\$0	Not-Awarded
68351	Central New York	DEC	DEC EPG	Town of Hastings Inflow and Infiltration Study	Town of Hastings	27	20	47.00	\$0	Not-Awarded
66399	Central New York	DEC	DEC EPG	Village of Marathon Engineering Planning Grant	Village of Marathon	27	20	47.00	\$0	Not-Awarded
68208	Central New York	DEC	DEC EPG	Sewer Feasibility Study	Town of DeRuyter	21	20	41.00	\$0	Not-Awarded
67929	Central New York	DEC	DEC WQIP AHR	Carncross Road Fish Passage Improvement Project	Madison County Soil and Water Conservation District	43	20	63.00	\$0	Not-Awarded
63579	Central New York	DEC	DEC WQIP NPS	Town of Brookfield Salt Storage Facility	Town of Brookfield	63	20	83.00	\$456,375	Awarded
66794	Central New York	DEC	DEC WQIP NPS	Critical Area Stabilization--Hydro-seeder	Cayuga County Soil and Water Conservation District	45	20	65.00	\$125,075	Awarded
68637	Central New York	DEC	DEC WQIP NPS	Cowasleon Creek Habitat Restoration Project	Madison County Soil and Water Conservation District	43	15	58.00	\$0	Not-Awarded
54305	Central New York	DEC	DEC WQIP NPS	Owasco Lake Watershed Road Drainage Improvement Program	Cayuga County Soil and Water Conservation District	38	20	58.00	\$0	Not-Awarded
67566	Central New York	DEC	DEC WQIP NPS	Bishop Brook Stream Restoration	Village of Fayetteville	36	15	51.00	\$0	Not-Awarded
64703	Central New York	DEC	DEC WQIP NPS	Municipal parking lot storm water management using green infrastructure/permeable pavement	Cayuga County Soil and Water Conservation District	20	15	35.00	\$0	Not-Awarded
65134	Central New York	DEC	DEC WQIP NPS	Village of East Syracuse Ley Creek Improvements	Village of East Syracuse	16	15	31.00	\$0	Not-Awarded
67537	Central New York	DEC	DEC WQIP WTI	Oswego East Side Wastewater Treatment Plant Dechlorination Improvement Project	City of Oswego	65	20	85.00	\$0	Not-Awarded
65065	Central New York	DEC	DEC WQIP WTI	Downtown Sewer Separation	Village of Canastota	63	15	78.00	\$0	Not-Awarded
64705	Central New York	DEC	DEC WQIP WTI	Village of Marcellus WQIP Wastewater Treatment Plant improvements	Village of Marcellus	61	15	76.00	\$0	Not-Awarded
65346	Central New York	DEC	DEC WQIP WTI	Auburn Wastewater Treatment Infrastructure Project	City of Auburn	21	20	41.00	\$0	Not-Awarded
68273	Central New York	DEC	DEC WQIP WTI	Ley Creek Wastewater Treatment Feasibility Study	Town of Dewitt	16	20	36.00	\$0	Not-Awarded
68388	Central New York	DOL	DOL SPT	Career Solutions Academy	Learning Disabilities Association of Central New York, Inc.	59.37	20	79.37	\$100,000	Awarded
63557	Central New York	DOL	DOL SPT	Choosing To Thrive	Visions For Change, Inc.	51.54	20	71.54	\$0	Not-Awarded
66107	Central New York	DOL	DOL SPT	Culinary Corps Training and Placement	Clear Path for Veterans, Inc.	51.47	20	71.47	\$0	Not-Awarded
68638	Central New York	DOL	DOL UWT	CNY Career Pathways	Onondaga Community College	70.41	20	90.41	\$100,000	Awarded
65285	Central New York	DOS	DOS LGE	Cortland, Cortlandville, and Homer Joint Water Meter Project	City of Cortland	60.33	20	80.33	\$400,000	Awarded
66658	Central New York	DOS	DOS LGE	Cortland, Cortlandville, and Village of Homer Yard Debris Processing Project	Town of Cortland	38	10	48.00	\$0	Not-Awarded
66608	Central New York	DOS	DOS LGE P	Cayuga County Water and Sewer Service Regional Efficiency Plan	Cayuga County Water and Sewer Authority	58	20	78.00	\$100,000	Awarded
66577	Central New York	DOS	DOS LWRP	Elevating Erie Towpath Road Corridor Design	Town of DeWitt	64.86	20	84.86	\$229,000	Awarded
66773	Central New York	DOS	DOS LWRP	Central New York Regional Recreation and Heritage Plan - Phase II	Oswego County	64.17	20	84.17	\$300,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
65102	Central New York	DOS	DOS LWRP	Multi-Use Trail Feasibility Study and Draft Local Waterfront Revitalization Program Update	City of Fulton	63.48	20	83.48	\$61,500	Awarded
67794	Central New York	DOS	DOS LWRP	Oswego West Side Waterfront Enhancement	City of Oswego	62.79	20	82.79	\$590,000	Awarded
67166	Central New York	DOS	DOS LWRP	Alternative Transportation Initiative	City of Cortland	61.41	20	81.41	\$500,000	Awarded
68560	Central New York	DOS	DOS LWRP	Oswego River Public Access Area	County of Oswego	61.41	20	81.41	\$103,500	Awarded
66719	Central New York	DOS	DOS LWRP	Riverfront Park Parking and Walnut Street Streetscape Improvements	Town of Cicero	59.34	20	79.34	\$137,500	Awarded
66248	Central New York	DOS	DOS LWRP	Owasco River Redevelopment Design	City of Auburn	57.27	20	77.27	\$289,750	Awarded
67508	Central New York	DOS	DOS LWRP	Cleveland Dock Restoration	Village of Cleveland	59.34	10	69.34	\$0	Not-Awarded
67440	Central New York	EFC	EFC GIGP	Bridgeport Green Streetscape	Town of Sullivan	44	15	59.00	\$800,000	Awarded
63793	Central New York	EFC	EFC GIGP	ARB	SUNY ESF	42	15	57.00	\$0	Not-Awarded
64402	Central New York	EFC	EFC GIGP	Green Drainage Improvements	City of Cortland	32	20	52.00	\$0	Not-Awarded
66288	Central New York	EFC	EFC GIGP	Western Gateway Green Infrastructure	City of Oswego	32	15	47.00	\$0	Not-Awarded
64245	Central New York	ESD	ESD BIHSP HS	Tech Garden Innovation Hot Spot	CenterState CEO	52.4	20	72.40	\$250,000	Awarded
64792	Central New York	ESD	ESD BIHSP I	Upstate Medical University Biotech Certified Business Incubator	Upstate Medical University	72.33	20	92.33	\$125,000	Awarded
67515	Central New York	ESD	ESD BIHSP I	Cortland Business Innovation Center	Cortland Downtown Partnership	54.33	20	74.33	\$0	Not-Awarded
68303	Central New York	ESD	ESD Grants	Line 7 Expansion Project	Steri-Pharma, LLC	74	20	94.00	\$3,000,000	Awarded
68318	Central New York	ESD	ESD Grants	Mitchell St. Expansion	Operation Oswego County, Inc.	72	20	92.00	\$120,000	Awarded
51982	Central New York	ESD	ESD Grants	Supporting the Journey Home	Clear Path for Veterans, Inc.	71	20	91.00	\$364,000	Awarded
66412	Central New York	ESD	ESD Grants	Biomass Processing Facility	JD Farms	71	20	91.00	\$200,000	Awarded
66379	Central New York	ESD	ESD Grants	Northeast Information Discovery Expansion	Northeast Information Discovery, Inc.	71	20	91.00	\$200,000	Awarded
68430	Central New York	ESD	ESD Grants	CIDEC Expansion 2016	CIDEC, LLC	69	20	89.00	\$240,000	Awarded
67454	Central New York	ESD	ESD Grants	Quantitative Reasoning Center	Le Moyne College	68	20	88.00	\$1,200,000	Awarded
63438	Central New York	ESD	ESD Grants	Prompt Care Relocation and Expansion	Crouse Health Hospital, Inc.	68	20	88.00	\$1,000,000	Awarded
61899	Central New York	ESD	ESD Grants	New Cider House and Press Facility	Beak Skiff Holding Company, LLC	68	20	88.00	\$598,000	Awarded
65632	Central New York	ESD	ESD Grants	Cayuga Innovation Business Accelerator	Cayuga Economic Development Agency, Inc.	68	20	88.00	\$500,000	Awarded
68697	Central New York	ESD	ESD Grants	Weaver Machine UTC Expansion	Weaver Machine	68	20	88.00	\$200,000	Awarded
63681	Central New York	ESD	ESD Grants	The Brewseum at Lightworks	Onondaga Historical Association	68	20	88.00	\$25,000	Awarded
65217	Central New York	ESD	ESD Grants	Northern Crossing	SB Lattimore, Inc.	67	20	87.00	\$1,191,000	Awarded
68519	Central New York	ESD	ESD Grants	"38 Arts" Actor's Hostel and Performance Venue	Cortland Downtown Partnership	67	20	87.00	\$360,000	Awarded
66739	Central New York	ESD	ESD Grants	Oneida Air Systems Expansion	Oneida Air Systems, Inc.	67	20	87.00	\$341,000	Awarded
66955	Central New York	ESD	ESD Grants	55 Main Street Revitalization	55 Main Street Holdings, LLC	67	20	87.00	\$200,000	Awarded
64381	Central New York	ESD	ESD Grants	E. John Gavras Center Preschool Expansion Project	United Cerebral Palsy Assoc. Cayuga County Inc.	67	20	87.00	\$176,000	Awarded
66698	Central New York	ESD	ESD Grants	Phase One Manufacturing Expansion	Willow Rock Brewing Company	67	20	87.00	\$85,000	Awarded
67546	Central New York	ESD	ESD Grants	333 S. Salina Street	499 Syracuse City Centre, LLC	65	20	85.00	\$0	Not-Awarded
67293	Central New York	ESD	ESD Grants	Genesee East Living Mixed-use Complex	CG USL Ventures I, LLC	65	20	85.00	\$0	Not-Awarded
63946	Central New York	ESD	ESD Grants	203-233 East Water Street Redevelopment	Grange Realty Associates, LLC	65	20	85.00	\$0	Not-Awarded
67563	Central New York	ESD	ESD Grants	Mixed-Use Project	RPS Hotel Holdings, LLC	65	20	85.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
67297	Central New York	ESD	ESD Grants	The Reaverbocker Brewery Public House	The Reaverbocker Brewery Public House, LLC	65	20	85.00	\$0	Not-Awarded
67329	Central New York	ESD	ESD Grants	CABVI Business Expansion	Central Association for the Blind, Inc.	64	20	84.00	\$0	Not-Awarded
67852	Central New York	ESD	ESD Grants	Lafayette Hotel	Kelsey Moody Associates, LLC	64	20	84.00	\$0	Not-Awarded
63363	Central New York	ESD	ESD Grants	Addis Building Historic Mixed-use Development	Addis Building, LLC	63	20	83.00	\$0	Not-Awarded
66185	Central New York	ESD	ESD Grants	Franklin Square Development	Dupli Associates, LLC	63	20	83.00	\$0	Not-Awarded
66734	Central New York	ESD	ESD Grants	Mixed-Use Renovations	Home HeadQuarters	62	20	82.00	\$0	Not-Awarded
66776	Central New York	ESD	ESD Grants	Paint Recycling Plant	LOOP Recycled Products of New York	62	20	82.00	\$0	Not-Awarded
67354	Central New York	ESD	ESD Grants	Salt Springs Road Joint Water Project	Town of Sullivan	61	20	81.00	\$0	Not-Awarded
68665	Central New York	ESD	ESD Grants	Maguire Syracuse	Maguire Family Enterprises, LLC	60	20	80.00	\$0	Not-Awarded
67088	Central New York	ESD	ESD Grants	Business Relocation and Expansion	The Salvation Army	60	20	80.00	\$0	Not-Awarded
64061	Central New York	ESD	ESD Grants	Childrens Museum of Oswego	The Childrens Museum of Oswego	63	15	78.00	\$0	Not-Awarded
64925	Central New York	ESD	ESD Grants	Central New York Quasi-Equity Fund Recapitalization	Greater Syracuse Business Development Corporation	53	20	73.00	\$0	Not-Awarded
65587	Central New York	ESD	ESD Grants	Upstate Health Care Center Renovations	90 Presidential Plaza Associates	46	10	56.00	\$0	Not-Awarded
67963	Central New York	ESD	ESD Grants	New Urban Space Project	Syracuse Urban Renewal Agency	49	5	54.00	\$0	Not-Awarded
66920	Central New York	ESD	ESD Grants	CNY Inland Port Agriculture Export Staging Facilities	3Gi CNYIP, Inc.	45	5	50.00	\$0	Not-Awarded
66434	Central New York	ESD	ESD Grants	Midtown Plaza Redevelopment	Sutton Real Estate Co., Inc.	41	5	46.00	\$0	Not-Awarded
66618	Central New York	ESD	ESD Grants	A Smart and Sustainable Port Landscape Oswego NY	In-Nova.1, LLC / DiMarco Group	45	0	45.00	\$0	Not-Awarded
68078	Central New York	ESD	ESD Grants	Dig Safely New Yorks Growth and Development Training Construction Project	Dig Safely New York Inc	37	5	42.00	\$0	Not-Awarded
67575	Central New York	ESD	ESD Grants	Benton Hall Center for Career Services	Colgate University	29	10	39.00	\$0	Not-Awarded
67810	Central New York	ESD	ESD Grants	Syracuse Village at Hawley Avenue Phase I Project	Sankofa N.E.S.T., Inc.	27	0	27.00	\$0	Not-Awarded
65531	Central New York	ESD	ESD MNY	SKI 2 Cortland	Cortland Downtown Partnership	62	20	82.00	\$60,000	Awarded
68446	Central New York	ESD	ESD MNY	25th New York State Blues Festival	New York State Rhythm and Blues Festival, Inc.	61	20	81.00	\$30,000	Awarded
68610	Central New York	ESD	ESD MNY	Oncenter Convention Center Enhancements	County of Onondaga	60	20	80.00	\$975,000	Awarded
67581	Central New York	ESD	ESD MNY	Onondaga Cup LakeFest	Syracuse Media Group	55	15	70.00	\$0	Not-Awarded
66040	Central New York	ESD	ESD MNY	Promoting Peterboro	Smithfield Community Association	49	20	69.00	\$0	Not-Awarded
64339	Central New York	ESD	ESD MNY	Great Lakes Vacation Tourism Marketing Intitiative	Great Lakes Vacation	56	10	66.00	\$0	Not-Awarded
66210	Central New York	ESD	ESD MNY	Galaxy Regional Events Enhancement	Galaxy Communications	54	10	64.00	\$0	Not-Awarded
66698	Central New York	ESD	ESD MNY	Willow Rock Brewing Company Phase One Manufacturing Expansion	HITB Brewery, LLC	41	20	61.00	\$0	Not-Awarded
64810	Central New York	ESD	ESD MNY	Small Ship Passenger Cruise Program	American Waterways Cruise Lines	50	10	60.00	\$0	Not-Awarded
65847	Central New York	ESD	ESD MNY	Field of Dreams	Town of DeWitt	39	10	49.00	\$0	Not-Awarded
65048	Central New York	ESD	ESD MNY	Regional Comprehensive Marketing Initiative	CenterState Corporation for Economic Opportunity	32	10	42.00	\$0	Not-Awarded
65040	Central New York	ESD	ESD MNY	Wedding Event Center	Poolville Country Store	27	10	37.00	\$0	Not-Awarded
67639	Central New York	ESD	ESD SPFS	Oswego Multi-Purpose Athletic and Civic/Community Facility Feasibility Study	City of Oswego	69	20	89.00	\$68,000	Awarded
67315	Central New York	ESD	ESD SPFS	Route 104 Sewer Study	Town of Oswego	69	20	89.00	\$25,000	Awarded
67713	Central New York	ESD	ESD SPFS	Gutchess Park Sports Complex Feasibility Study	Town of Cortlandville	68	20	88.00	\$75,000	Awarded
67760	Central New York	ESD	ESD SPFS	Fort Ontario Master Plan Feasibility Study	City of Oswego	46	10	56.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
67810	Central New York	ESD	ESD SPFS	Syracuse Village at Hawley Avenue Phase I Project	Sankofa N.E.S.T., Inc.	26	0	26.00	\$0	Not-Awarded
66543	Central New York	HCR	HCR CDBGME	Madison County Microenterprise Program	Madison County	53	20	73.00	\$200,000	Awarded
66503	Central New York	HCR	HCR CDBGME	City of Cortland Microenterprise Program	City of Cortland	46	20	66.00	\$200,000	Awarded
66903	Central New York	HCR	HCR CDBGPIPF	Village of Phoenix Water and Sewer Improvements	Village of Phoenix	45	20	65.00	\$529,216	Awarded
66681	Central New York	HCR	HCR CDBGPIPF	City of Cortland Clinton Avenue Water Project	City of Cortland	44	20	64.00	\$750,000	Awarded
63366	Central New York	HCR	HCR CDBGPIPF	Village of DeRuyter Water Improvement	Village of DeRuyter	35	20	55.00	\$489,900	Awarded
65382	Central New York	HCR	HCR NYMS	Oneida City Center Revitalization Building Improvement Program	City of Oneida Department of Planning Development	78	20	98.00	\$365,000	Awarded
66134	Central New York	HCR	HCR NYMS	Barber Block Redevelopment Project	Village of Homer	65	15	80.00	\$493,000	Awarded
66502	Central New York	HCR	HCR NYMS	Nolan Block Redevelopment	Cayuga Economic Development Agency	54	20	74.00	\$0	Not-Awarded
66450	Central New York	HCR	HCR NYMS	Hanover Square-Erie Boulevard Main Street	Downtown Committee of Syracuse Inc	54	20	74.00	\$0	Not-Awarded
66555	Central New York	HCR	HCR NYMS	South Geddes Street Project	Syracuse Economic Development Corporation	53	10	63.00	\$0	Not-Awarded
65379	Central New York	HCR	HCR NYMS	Village of Liverpool Main Street Program	Onondaga County Community Development Division	48	15	63.00	\$0	Not-Awarded
65437	Central New York	HCR	HCR NYMS	Village of Fair Haven Main Street Program	Village of Fair Haven	47	15	62.00	\$0	Not-Awarded
65434	Central New York	HCR	HCR NYMS	Village of Groton Downtown Revitalization Program	Village of Groton	47	15	62.00	\$0	Not-Awarded
68052	Central New York	HCR	HCR NYMS	Cahill Landing Development Project	City of Oswego	34	20	54.00	\$0	Not-Awarded
67963	Central New York	Parks	OPRHP HAS P	New Urban Space Project	Syracuse Urban Renewal Agency	49.50	5	54.50	\$0	Not-Awarded
64940	Central New York	Parks	OPRHP HP D	Willard Memorial Chapel Restoration Project	Community Preservation Committee, Inc.	50.50	15	65.50	\$250,000	Awarded
63156	Central New York	Parks	OPRHP HP D	Seward House Museum Woodshed Revitalization	Seward House Museum	45.00	20	65.00	\$99,773	Awarded
67508	Central New York	Parks	OPRHP HP D	Cleveland Dock	Village of Cleveland	40.50	10	50.50	\$0	Not-Awarded
65088	Central New York	Parks	OPRHP HP D	2016 Application	Stone Quarry Hill Art Park, Inc.	24.50	20	44.50	\$0	Not-Awarded
64432	Central New York	Parks	OPRHP PKS A	Acquisition for GBSRA	Central New York Land Trust, Inc.	58.00	20	78.00	\$0	Not-Awarded
63596	Central New York	Parks	OPRHP PKS A	Town Park Property Acquisition and Improvement Project	Town of Hastings	31.00	15	46.00	\$0	Not-Awarded
68073	Central New York	Parks	OPRHP PKS A	Fiddlers Green Land Aquisition	Town of DeWitt	26.00	15	41.00	\$0	Not-Awarded
64471	Central New York	Parks	OPRHP PKS D	Haldane Center Improvement Project	Town of Richland	54.00	20	74.00	\$280,061	Awarded
64091	Central New York	Parks	OPRHP PKS D	Fitzhugh Park Renovation and Renewal Project	The Research Foundation for SUNY (Oswego)	58.50	15	73.50	\$250,000	Awarded
66299	Central New York	Parks	OPRHP PKS D	City of Cortland Pool House	City of Cortland	50.00	20	70.00	\$407,586	Awarded
66202	Central New York	Parks	OPRHP PKS D	Green Lakes State Park Environmental Education Center	Open Space Institute	48.00	20	68.00	\$500,000	Awarded
64056	Central New York	Parks	OPRHP PKS D	Emerson Park Phase 1	Cayuga County	47.50	20	67.50	\$0	Not-Awarded
67508	Central New York	Parks	OPRHP PKS D	Cleveland Dock	Village of Cleveland	54.50	10	64.50	\$0	Not-Awarded
64146	Central New York	Parks	OPRHP PKS D	Recreation Initiative	Partnership for Community Development, Ltd.	44.50	15	59.50	\$0	Not-Awarded
64017	Central New York	Parks	OPRHP PKS D	Scriba Park Improvement Project	Town of Constantia	42.00	15	57.00	\$0	Not-Awarded
66312	Central New York	Parks	OPRHP PKS D	Chittenango Creekwalk Phase III and Pedestrian Bridge Connection to Erie Canal Towpath	Village of Chittenango	44.50	10	54.50	\$0	Not-Awarded
63609	Central New York	Parks	OPRHP PKS D	Aqueduct Park Pier and Spillway Reconstruction Project	Town of Brutus	33.50	15	48.50	\$0	Not-Awarded
65847	Central New York	Parks	OPRHP PKS D	Field of dreams	Town of DeWitt	33.00	10	43.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
68299	Central New York	Parks	OPRHP PKS D	Community Park Pavillions	Village of Baldwinville	22.50	15	37.50	\$0	Not-Awarded
65130	Central New York	Parks	OPRHP PKS D	Upper Gertrude Park ADA Bathroom Rehabilitation	Village of Solvay	25.00	10	35.00	\$0	Not-Awarded
67540	Central New York	Parks	OPRHP PKS P	Nine Mile Creek Walk	Village of Camillus	38.00	20	58.00	\$0	Not-Awarded
67889	Central New York	Parks	OPRHP PKS P	Selkirk Point Pocket Park Pre-Development and Design	CNY Regional Planning and Development Board	29.50	20	49.50	\$0	Not-Awarded

# 2016 Program Legend

Agency	Abbreviation	Program Name
Arts	Arts CHPG I	Arts, Culture, Heritage New Initiatives - Implementation
Arts	Arts CHPG P	Arts, Culture, Heritage New Initiatives - Planning
Arts	Arts WIP	Workforce Investment
Canals	Canals	Canalway Grant Program
DEC	DEC CSC C	Climate Smart Communities Program - Certification
DEC	DEC CSC I	Climate Smart Communities Program - Implementation
DEC	DEC EPG	Engineering Planning Grant
DEC	DEC WQIP AHR	Water Quality Improvement Project - Aquatic Habitat Restoration
DEC	DEC WQIP MS4	Water Quality Improvement Project - Municipal Separate Storm Sewer Systems
DEC	DEC WQIP NPS	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
DEC	DEC WQIP NPSGL	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control - Great Lakes
DEC	DEC WQIP WTI	Water Quality Improvement Program - Wastewater Treatment Improvement
DEC	DEC WQIP WTID	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DOL	DOL EET	Existing Employee Training
DOL	DOL NHT	New Hire Training
DOL	DOL SPT	Special Populations Training
DOL	DOL UWT	Unemployed Worker Training
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LGE P	Local Government Efficiency Program - Planning
DOS	DOS LWRP	Local Waterfront Revitalization Program
DOS	DOS LWRP CC	Local Waterfront Revitalization Program - Climate Change
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD BIHSP HS	Business Incubator and Innovation Hot Spot Program - Hot Spot
ESD	ESD BIHSP I	Business Incubator and Innovation Hot Spot Program - Incubator
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBGPIPF	Community Development Block Grant - Public Infrastructure & Public Facilities
HCR	HCR NYMS	New York Main Street
OPRHP	OPRHP HAS A	Heritage Area Systems (Acquisition)
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HAS P	Heritage Area Systems (Planning)
OPRHP	OPRHP HP A	Historic Property (Acquisition)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS P	Parks (Planning)