

## **2014 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 up to 30 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 and one year later 97% of Round One projects were under contract and/or progressing.

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.

This year 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 to the unemployment of returning Veteran’s 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.

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

### **2014 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 2014 for up to \$150 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils 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 was awarded in all ten Regional Councils through the 2014 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) Identification of global marketing and export strategies;*

In 2014, the five regions identified as top performers from 2013 would be competing for two awards of \$25 million each in additional funding while the remaining five regions from 2013 were competing for three awards of \$25 million each. The ten regions were also eligible for up to \$10 million in Excelsior Tax Credits to help attract and grow businesses in the region.

The 2014 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Commissioner and Civil Service President Jerry Boone, Office of General Services Commissioner Roann Destito, Environmental Facilities Corporation CEO Matthew Driscoll, Chair of NYS Tourism Advisory Council Cristyne Nicholas, Director of NYS Division of Veteran's Affairs Colonel Eric J. Hesse, Tax and Finance Commissioner Thomas Mattox, and the Director of the Trade Promotion Coordinating Committee, International Trade Administration Patrick Kirwan. 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 2014 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 Kenneth Adams, President & CEO, Empire State Development Corporation of the five reports that most closely aligned with the criteria outlined in the guidebook. President Adams 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 Progress Report up to \$35 million in funding consisting of \$25 million in capital grants and \$10 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 \$500 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 2014 REDC initiative was launched on April 28 and the CFA opened for applications on May 01 and closed on June 16. All details about CFA resources were made available online via the 2014 CFA Resources Available Document, the State Register and the New York State Contract Reporter. When the portal closed on June 16, 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 August 15, the REDCs submitted their final 2014 progress reports to the State. After the SIAT presentations concluded in September, 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 11, 2014, the Governor announced that 852 projects totaling \$709.2 million had been awarded through Round Four of the Regional Economic Development Council initiative. Top Performer awards were given to the Finger Lakes, Southern Tier, Central New York, Mid-Hudson, and Long Island regions in adherence to the competition guidelines detailed above.

## MEMORANDUM

**To:** Kenneth Adams, President and CEO of Empire State Development Corporation

**From:** Cesar Perales, Secretary of State  
Jerry Boone, Commissioner and President, Civil Service Commission  
RoAnn Destito, Commissioner, Office of General Services  
Matthew Driscoll, President and CEO, Environmental Facilities Corporation  
Thomas Mattox, Commissioner, Department of Taxation and Finance  
Cristyne Nicholas, Chair, New York State Tourism Advisory Council  
Colonel Eric J. Hesse, Director, NYS Division of Veteran's Affairs  
Patrick Kirwan, Director of the Trade Promotion Coordinating Committee, International Trade Administration

**Subject:** Review of 2014 Regional Economic Development Councils' Progress

**Date:** December 9, 2014

---

We have been honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council Initiative. In the past four years, this important initiative has created jobs and grown new industries across the state.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan which emphasized the 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 continue to support each region's vision of its economic future.

In September of this year, each Regional Council came to Albany to present their progress. Their oral presentations complemented and built upon regional progress reports and plan updates submitted by the Regional Councils in August. We heard those presentations and have the responsibility of assessing the progress of the Regional Councils.

With the shift to a bottom-up planning process, the State has turned to the Regional Councils to implement many State priorities. In year four (2014), Regional Councils were asked to address three new State priorities: global marketing and export strategies; veterans' participation in the workforce; and support of NY Rising Community Reconstruction Plan projects.

## **2014 Competition**

Our task this year was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2014 REDC Guidebook. We focused on three areas:

1) Implementation of regional strategic economic development plans, including how the regions addressed the following 2014 priorities:

- Support NY Rising Community Reconstruction Plan projects
- Maintain a project pipeline
- Address regional workforce development needs for key sectors
- Refine the region's Opportunity Agenda
- Encourage Veterans' participation in the workforce
- Contribute to NYSUNY 2020 Challenge Grant Program
- Implement Cleaner, Greener Communities Sustainability Plan
- Nominate Innovation Hot Spots
- Expand collaborative efforts with other Regional Councils

2) Performance in encouraging economic growth through job creation and investment, including such factors as:

- Job creation and investment
- Status of past priority projects
- Collaboration with local government to transform the regional business climate
- Performance measures

3) Identification of global marketing and export strategies.

## **Awards**

The regions competed in two groups this year. One group consisted of the five regions identified as Top Performers in 2013. They competed for two awards of \$25 million each, and consisted of the following regions: Capital Region, Long Island, Mohawk Valley, North Country, and Southern Tier.

The second group consisted of the five regions that did not receive top awards in 2013. They competed for three awards of \$25 million each, and consisted of the following regions: Central NY, Finger Lakes, Mid-Hudson, New York City, and Western NY.

The Strategic Implementation Assessment Team has identified five regions that deserve the highest awards this year: **Central NY, Finger Lakes, Long Island, Mid-Hudson, and the Southern Tier**. This was a difficult task, as regions shined in different areas, with some excelling in the development of global marketing and export strategies while others excelled in different priority areas. All regions continued to build upon their previous successes, adjusting their strategies as needed and identifying projects that will help advance their vision.

The regions we are recommending, however, edged out the others and should receive up to \$25 million in capital funds and up to \$10 million in Excelsior Tax Credits.

The **Central New York Regional Economic Development Council (CNYREDC)** provides a forum for stronger partnerships, growth-oriented investments, and incubation of new initiatives to bolster economic growth in Central New York. CNYREDC joined forces with the Mohawk Valley Regional Economic Development Council to develop a joint Global NY Plan, with emphasis on manufacturers of building systems that heat and cool buildings, refrigerate produce, and control manufacturing processes. They have joined with MVREDC, private industry, and academic institutions to move the Northeast UAS Airspace Integration Research Alliance (NUAIR) forward, establishing the Regions' place in the burgeoning field of unmanned aircraft. CNYREDC has also been working to push workforce alignment and training to the forefront of community discussions, through programs like Salt Works, Work Train, and Say Yes to Education Syracuse, and the efforts of the Next Generation Job Linkage Work Group.

The **Finger Lakes Regional Economic Development Council (FLREDC)** continued its focus on revitalizing the Eastman Business Park, and has identified new priority projects that will foster innovation and technology commercialization, strengthen communities and key industrial sites, address key infrastructural barriers to growth, enhance workforce development, and expand access to foreign markets and capital. FLREDC is seeking to create a new center for high tech manufacturing in Genesee County through development of the Science and Technology Advanced Manufacturing Park. The region has identified middle skills positions as key for future economic growth, and is advancing a priority project to address this. It has also extended its Opportunity Agenda to include more of the City of Rochester, proposing new programs to target at-risk students and prepare them for academic success and job opportunities.

The **Long Island Regional Economic Development Council (LIREDC)** maintained its focus on key initiatives, including creating a cohesive education and workforce training strategy through partnerships among a range of stakeholders - business, trade groups, labor, government agencies, educational institutions, and parents; and developing

innovation and industry clusters in transformative locations across the region - including downtowns, brownfields, and university research and medical centers. In addition to reinvigorating Long Island's manufacturing sector through a shift to technology products, the region is producing a new generation of sustainable, well-paying jobs in the legacy sectors of agriculture, aquaculture, fisheries and tourism. Finally, it is revitalizing its poorest neighborhoods by targeting the region's collective resources on new community-driven initiatives that can create jobs, homes and businesses. The Wyandanch Rising project embodies that community centered work.

The **Mid-Hudson Regional Economic Development Council (MHREDC)** excels in identifying projects that will help the region attain its economic vision, and has persuaded priority project sponsors to provide paid internships as a way of boosting training opportunities. New performance measures using sector metrics are useful for identifying specific areas of opportunity or concern within the regional economy. Strong performance of mature industries suggest the region's economic fundamentals are sound, although employment gains have been offset by losses in technology firms. Regional strategies have been fine-tuned with increased emphasis on university/public/private partnerships, and projects such as expansion of the SUNY Manufacturing Alliance for Research and Technology Transfer (SMARTT) are proposed to implement those strategies.

The **Southern Tier Regional Economic Development Council (STREDC)** continues its enthusiastic commitment to a strategic plan that is "Catalytic, Collaborative, Comprehensive and Competitive." This collaborative spirit is reflected in the Regional Council's support for plans and projects developed under the NY Rising Community Reconstruction Program, and the participation of local governments and others in a Regional Resiliency Summit. The global marketing and export strategy for the region is extensive, identifying existing regional exporters, barriers to exporting and opportunities for expanded exporting. One identified approach is to capitalize on the region's location between two major international visitor destinations (New York City and Niagara Falls), and to improve its competitiveness in hosting global racing events by addressing critical safety issues at the Watkins Glen International racing facility.

Five regions should receive up to \$5 million in capital funding each, and up to \$10 million in Excelsior Tax Credits to help attract and grow business in their regions: **Capital Region, Mohawk Valley, New York City, North Country, and Western NY.**

The **Capital Region Economic Development Council (CRREDC)** is seeking to secure market share for existing companies and to target industries that have national and



international potential; prepare for the future through investments in projects to enhance security, improve weather forecasting; build an infrastructure for new businesses in defense, paper, emerging high-tech fields and others; and open up opportunities for students, veterans and others eager to contribute to the economic well-being of the Capital Region. The CRREDC is collaborating with local industry stakeholders to implement the region's sustainability plan, creating a ripple effect that produces a stream of consistent, effective projects, dubbed "Sustainability Squared." Global strategies seek to both attract foreign direct investment (FDI) and increase exports, particularly service exports like the arts, culture, tourism and higher education.

The **Mohawk Valley Regional Economic Development Council (MVREDC)**, maintains a focus on attracting high technology jobs; revitalizing its downtown and waterfronts; growing agriculture and agribusinesses; and expanding tourism. Updates were made to its strategic plan to include projects from five NY Rising Communities. Other project ideas were generated at a Regional Summit which brought together leaders and stakeholders across the six county region. MVREDC continued to provide substantial emphasis on workforce development and training, prioritizing the following sectors: STEM, high technology, agri-business, downtown development, tourism and waterfronts. Global marketing strategies were developed in collaboration with the CNYREDC, and include maturation of the proposed Northeast UAS Airspace Integration Research Alliance (NUAIR).

The **New York City Regional Economic Development Council (NYCREDC)** is focused on design and implementation of public-private and interregional partnerships in order to accelerate economic growth and job creation in the City and State and to extend the benefits of growth to the most economically distressed individuals and communities. During this year of transition in the City's government, the REDC has begun work to ensure that the new Mayor's economic development team is informed about the REDC's strategic plan and is fully engaged in implementation of regional priority projects. NYCREDC is working with employers and developers to ensure that state-assisted projects maximize opportunities for local hiring and training initiatives. The NY Metro Export plan represents a collaborative effort between the New York City, Long Island, and the Mid-Hudson regions, and involve developing a network to share information and resources among the different regions.

The **North Country Regional Economic Development Council (NCREDC)** seeks to receive global recognition of the region as a special place to visit, live, work and study. Its global marketing and export strategies are comprehensive and build upon the strengths and characteristics of the region, such as: bi-national partnerships, aerospace, border

crossings, transportation, international tourism, agriculture, and international sports. The NCCREDC continues to successfully engage with other regions in advancing recreation and tourism, broadband, defense, and international business strategies. Its progress and prioritization in its work with sister regions is reflective of its ability to tap in to the potential of the North Country, despite its immense geography and sparse population. The Cleaner Greener Communities program continues to be a central component of the NCREDC's strategic plan, with sustainability plan goals built into priority project and Consolidated Funding Application (CFA) scoring criteria.

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. The Regional Council has developed meaningful performance metrics that will allow for assessments of the Regions' social and economic progress and provide guidance for amendments where needed in their strategies and initiatives. The Region's commitment to workforce enhancement is evidenced by the number of education based priority projects which have been advanced by the WNYREDC. It also uses a three-prong approach to meeting the educational and workforce needs of the region's veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers.

### **Conclusion**

The Assessment Team was impressed by the continued dedication of the Regional Council members, people who volunteer for their work groups, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the REDC process is taking New York down the path of even greater success, driven by the economic development skills of REDC members, spurred on by the advancement of new ideas and products by institutions of higher learning, and fueled by the development of a workforce across all age groups and socioeconomic strata. Please extend our congratulations to all members of the Regional Councils for the outstanding work they are doing to strengthen New York's economy.

# Finger Lakes Regional Economic Development Council

## 2014 Progress Report Assessment

### Section I. Implementation of the Regional Strategic Economic Development Plans

#### a. Support NY Rising Community Reconstruction Plan projects

##### Strength

- No communities in the region were designated as NY Rising Communities, so none were required to develop a resiliency plan or to identify projects that qualified for NY Rising funding. However, the Finger Lakes Regional Economic Development Council (FLREDC) supported flood recovery efforts in Yates County through endorsement of eleven Consolidated Funding Applications (CFAs).

#### b. Maintain a Project Pipeline

##### Strengths

- There is a strong focus on continued regional strategies and priorities, with a realistic pipeline replete with already-successful projects showing need for continued support.
- An optional pre-application Letter of Interest for organizations considering submitting a Consolidated Funding Application was introduced. Early project notice allowed the FLREDC and work groups to promote and solicit potential projects well in advance of the formal acceptance of CFAs in May.
- The REDC selects projects based on their alignment with regional priorities; projected economic benefit; readiness; growth potential; and expected return on investment.
- The region finalized 263 CFA applications this year, compared with 258 last year. Sixty-five of the 112 project applicants which applied for priority status in 2013-14 were selected.
- Public engagement is robust, with the FLREDC using its website, email blasts, social media and other public platforms.

#### c. Address Regional workforce development needs for key sectors

##### Strengths

- The FLREDC continues to build upon a workforce development agenda across target industries.
- The Workforce Development Work Group expanded their focus to displaced workers, with core members meeting every week. As of July 2014, the work group provided direct assistance to 255 youth, veterans, and dislocated workers in finding employment.
- Twelve projects are moving on schedule or are completed that serve to fulfill the workforce development goals laid out by the FLREDC, including four that have submitted CFAs in 2014 to continue development.
- Academic resources are supporting development in key target sectors such as Agriculture and Food Processing, and Advanced Manufacturing through the development of new programming.
- Middle skills positions (high school diploma + skills training) have been identified as key for future economic growth. Regional surveys indicate roughly 26,000 positions in the region are

“difficult to fill,” half of which are middle skills positions. A 2013 priority project has advanced to address this: the Multiple Pathways to Middle Skills Jobs Initiative, which is a partnership among higher education, public schools, workforce investment boards, trade associations, and employers.

**d. Refine the Regional Opportunity Agenda**

Strengths

- The FLREDC has refined its Opportunity Agenda by extending it to include more of the City of Rochester, addressing a criticism from last year that the focus on one neighborhood was too limiting.
- Proposed new programs will target at-risk students and prepare them for academic success and job opportunities, and provide underserved communities with affordable child care.
- There is a strong implementation program for the region’s multi-tiered approach, backed by vigorous performance measurement standards. Layers of strategies – such as addressing access to transportation and quality public schools – are backed by well-organized, targeted projects that are also applicable to other strategic goals and visions of the FLREDC.

**e. Promote Veterans’ participation in the workforce**

Strengths

- The new Veterans Work Group compiled valuable research identifying needs and opportunities with regard to connecting the region’s veterans with jobs.
- The Veterans Work Group will continue to work with higher education institutions and the Center for Governmental Research to identify and address impediments to participation in the workforce by veterans.
- The Work Group committed to working with the NYS Department of Labor to craft a “5 Steps to Rapid Employment” Program, based on the successful RochesterWorks! Program.
- CFA award winners will be provided information about the advantages of hiring local veterans.
- Goals include collaboration with the Western NY, Southern Tier, and Central NY regions.
- Veteran-specific references are integrated into performance measures for several key strategies, such as higher education goals and workforce development targets.

Weakness

- It is not clear how outlined goals will be implemented, as they are not backed by CFA projects and no performance benchmarks are mentioned.

**f. NYSUNY 2020 Challenge Grants**

Strengths

- A SUNY 2020 Work Group was formed as a subcommittee of the FLREDC Higher Education Work Group. Consisting of leaders from the region’s SUNY institutions and led by SUNY Brockport and Monroe Community College, the group identified several potential capital development projects to support on SUNY Campuses and within surrounding communities.
- The FLREDC was actively involved in recommending projects for NYSUNY 2020 Challenge Grants that advance the strategies of the region.

## **g. Cleaner, Greener Communities Sustainability Plans**

### Strengths

- A work group is developing a strategy for advancing sustainability in the region and will be presenting it to the FLREDC in fall 2014.
- Two projects were advanced: the Genesee Biogas site and Phase 1 of the I-Square project in Irondequoit
- This year, seven priority projects in support of sustainability goals were endorsed, such the Downtown Rochester High Falls EcoDistrict; continued support for Genesee Biogas; and development of microbial fuel cell evaluation units to perform on-site waste water remediation.

### Weaknesses

- The FLREDC progress report did not include a strong focus on the Cleaner, Greener initiative, with few projects associated with this area identified.

## **h. Innovation Hot Spots**

- In 2013, the Finger Lakes Innovation Hot Spot Consortium was named an Innovation Hot Spot. The FLREDC proposes to leverage the existing Hot Spot with other key programs to accelerate creation and growth of early-stage technology companies and promote greater academic-industry R&D partnerships, positing that the Finger Lakes region leads upstate New York in external research funding.
- A new initiative in 2014, the Finger Lakes Business Accelerator hub, would be located in downtown Rochester. It would create an “innovation district” that concentrates entrepreneurs, incubation resources, higher education institutions, mixed-use development, START-UP NY and Innovation Hot Spot business incentives, and residential activity in the heart of the city.

## **i. Interregional Collaboration**

### Strengths

- The FLREDC shows a recognition of and commitment to the importance of collaborating with the Western NY and Central NY REDCs through ongoing meetings, a focus on tourism and international trade development, and certain key projects that have interregional benefits.
- The FLREDC increased its interregional collaboration, addressing criticism from 2013. Several proposed Global NY projects include direct partnerships with other regions,
- The Greater Rochester Enterprise Trade Council is leading implementation of Global NY initiatives for the FLREDC, and providing expert counsel on international strategy, trade finance, exporting, and other activities to Central NY and Western NY.

### Weakness

- The FLREDC’s efforts to collaborate with Central NY and Western NY on projects and initiatives could be stronger.

## **j. Implementation gaps**

- No implementation gaps were identified.

**k. New priorities and strategies**

- Support continues for legacy projects like the Eastman Business Park.
- New investment and expansion of academic-industry partnerships in the field of workforce development were proposed, as was the creation of a Finger Lakes Small Business Expansion Fund for agriculture and food processing, advanced manufacturing, and energy innovation.

**Section II. Performance in Encouraging Economic Growth through Job Creation and Investment**

**a. Job Creation and Investment**

Strength

- The FLREDC continues along with a strong portfolio of well-funded projects.

Weakness

- Geographic diversity is lacking, though, with areas outside of the main population centers not receiving nearly as much per capita in new FLREDC-related economic development funding.
- The FLREDC's stated goal of creating 50,000 jobs by 2016, at this stage, appears ambitious given recent progress.

**b. Status of past priority projects**

Strengths

- Past priority projects are moving along on schedule and at a satisfactory pace, although some on-schedule projects must still secure leases, financing, etc.
- In the past three years, 270 non-priority CFA projects received awards, 242 are on schedule, 5 delayed; 15 have pending contracts; 7 terminated; and 1 red flagged.
- Details accompanying past priority projects are extensive and well organized.
- Significant progress has been made in resolving the complex obstacles to redevelopment of Eastman Business Park. Since 2011, the number of companies located at the Park has more than doubled to 56.

**c. Collaborate with Local Governments**

Strengths

- Public leaders play integral roles in FLREDC work groups and the Regional Council itself.
- Government and elected officials help identify priority projects beneficial to their communities, work across municipal and county lines to develop regional priorities and strategies, and work together on implementation.

**d. Performance Measures**

Strengths

- Rochester's gross product outside manufacturing actually led other upstate metros, the state as a whole, and the nation. While the nation grew 12 percent over the period, Rochester grew 18 percent.

- The FLREDC provides detailed progress of projects.
- Work group dashboards are included.

### **Section III. Identification of Global Marketing and Export Strategies**

#### **a. Develop Global marketing and export strategies**

##### Strengths

- The data and goals in the Global NY report are comprehensive and realistic, pointing to opportunities for greater interregional collaboration and leveraging of the region's status as New York's second-largest metropolitan exporter.
- The Greater Rochester Enterprise Trade Council serves as the Global NY Work Group, and includes members and relationships which spill into neighboring regions.
- The region's global strategies were informed by content stemming from the Upstate NY Trade Conference and Expo, an annual convening of interregional businesses, nonprofits, and government agencies from across three regions.

##### Weakness

- The Global NY plan needs an accompanying implementation plan and timeline.

#### **b. Global marketing and export projects**

##### Strengths

- CFAs were submitted that align with the Global NY goals even though no projects are listed within the Global NY plan.

##### Weaknesses

- The report should have listed Global NY projects in the Global NY section.

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
39680	Finger Lakes	Arts	Arts CHPG	Journey to the Son :A Celebration of Son House, Father of the Blues	Geva Theatre Center Inc	65.24	15	80.24	\$60,000.00	Awarded
40471	Finger Lakes	Arts	Arts CHPG	Shakespeare on Country Lanes, Village Parks and Shining Lakes	Arts Council for Wyoming County	61.43	5	66.43	\$19,500.00	Awarded
41266	Finger Lakes	Arts	Arts CHPG	Flower City Ceramics Invitational	Genesee Center for the Arts and Education	61.43	0	61.43	\$11,900.00	Awarded
41058	Finger Lakes	Arts	Arts CHPG	Rochester Fringe Festival 2015	Rochester Arts Festival	39.05	20	59.05	\$60,000.00	Awarded
42617	Finger Lakes	Arts	Arts CHPG	ArtsGLOW Marketing Initiative	GeneseeOrleans Regional Arts Council	31.43	15	46.43	\$0.00	Not-Awarded
42092	Finger Lakes	Arts	Arts CHPG	Rochester Philharmonic Orchestra FY 2015 Innovation Series	Rochester Philharmonic Orchestra	33.33	5	38.33	\$0.00	Not-Awarded
41305	Finger Lakes	Arts	Arts CHPG	Celebrating Unity A CommunityBased Interpretive Arts and Culture Project	Town of Irondequoit	30.95	5	35.95	\$0.00	Not-Awarded
42455	Finger Lakes	Arts	Arts CHPG	Boosting Tourism by Transforming the Rochester Museum Science Center RMSC	Rochester Museum Science Center	13.75	20	33.75	\$0.00	Not-Awarded
40765	Finger Lakes	Arts	Arts CHPG	The Memoir Project	Writers & Books	25.71	0	25.71	\$0.00	Not-Awarded
41559	Finger Lakes	Arts	Arts TIP	BOA Editions Technology Improvement Project	BOA Editions Ltd	60.95	0	60.95	\$7,600.00	Awarded
41336	Finger Lakes	Arts	Arts WIP	New Director of Development, Advancement & Communications Position	Rochester Children's Theatre	58.57	0	58.57	\$37,500.00	Awarded
41868	Finger Lakes	Arts	Arts WIP	Development Director	Blackfriars of Rochester	51.43	0	51.43	\$0.00	Not-Awarded
37114	Finger Lakes	Canals	Canals	Canalway Grant Program-Erie Canal Bicentennial Commemoration Pavilion	Village of Pittsford	77	10	87	\$50,000.00	Awarded
39302	Finger Lakes	Canals	Canals	2014 Seneca Knitting Mill Rehab - Center for Great Women	National Womens Hall of Fame	71	15	86	\$150,000.00	Awarded
38628	Finger Lakes	Canals	Canals	Thomas Creek Wetland Phase II	Fairport Office of Community + Economic Development	69	15	84	\$50,000.00	Awarded
39612	Finger Lakes	Canals	Canals	Hotchkiss Building	Lyons Heritage Society	58	10	68	\$0.00	Not-Awarded
43080	Finger Lakes	Canals	Canals	South Canal Site Phase I	Village of Waterloo	56	10	66	\$0.00	Not-Awarded
38749	Finger Lakes	Canals	Canals	Historic Armory Renovation	Geva Theatre Center	40	20	60	\$0.00	Not-Awarded
29468	Finger Lakes	Canals	Canals	National Memorial Day Museum Repairs	Waterloo Library Historical Society	40	15	55	\$0.00	Not-Awarded
41614	Finger Lakes	Canals	Canals	Building Hope on Mt Hope	Bivona Child Advocacy Center	30	15	45	\$0.00	Not-Awarded
42455	Finger Lakes	Canals	Canals	Boosting Tourism by Transforming the Rochester Museum Science Center RMSC	Rochester Museum Science Center	0	20	20	\$0.00	Not-Awarded
41181	Finger Lakes	DEC	DEC EPGP	Collection System Study	Village of Bergen	76	10	86	\$30,000.00	Awarded
40385	Finger Lakes	DEC	DEC EPGP	Honeoye Falls Waste Water Treatment Plant Planning for the Future	Village of Honeoye Falls	76	10	86	\$30,000.00	Awarded
41552	Finger Lakes	DEC	DEC EPGP	Collection System Study	Livingston County Water & Sewer Authority (LCWSA)	74	10	84	\$30,000.00	Awarded
38699	Finger Lakes	DEC	DEC EPGP	Village of Palmyra Wastewater Treatment Plant Engineering Planning Grant 2014	Village of Palmyra	62	15	77	\$30,000.00	Awarded
38698	Finger Lakes	DEC	DEC EPGP	Village of Lima Wastewater Treatment Plant Engineering Planning Grant 2014	Village of Lima	62	15	77	\$30,000.00	Awarded
41684	Finger Lakes	DEC	DEC EPGP	East Side Sewer Planning	Town of Batavia	66	10	76	\$30,000.00	Awarded
43261	Finger Lakes	DEC	DEC EPGP	Village of Alexander Wastewater Infrastructure Evaluation	Village of Alexander	46	10	56	\$30,000.00	Awarded



CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42532	Finger Lakes	DEC	DEC EPGP	Engineering Study of System Deficiencies	Springwater Sewer District	42	10	52	\$30,000.00	Awarded
41810	Finger Lakes	DEC	DEC EPGP	Wastewater System for the Village of Castile	Village of Castile	42	10	52	\$12,400.00	Awarded
41801	Finger Lakes	DEC	DEC EPGP	Sanitary Sewer Collection Study	Village of Interlaken	32	10	42	\$30,000.00	Awarded
41505	Finger Lakes	DEC	DEC EPGP	Wastewater System Evaluation for the Village of Lodi	Village of Lodi	32	10	42	\$22,480.00	Awarded
39062	Finger Lakes	DEC	DEC EPGP	Sewer II Work	Village of Arcade	31	10	41	\$26,000.00	Awarded
41228	Finger Lakes	DEC	DEC EPGP	New Municipal Sewer System for the Town of Genesee Falls	Town of Genesee Falls	26	10	36	\$12,400.00	Awarded
41486	Finger Lakes	DEC	DEC EPGP	Wastewater Treatment System Study	Town of Leicester	21	10	31	\$14,000.00	Awarded
39791	Finger Lakes	DOL	DOL EET	Project Management Training	Harris Corporation dba Harris RF Communications	50.14	10	60.14	\$57,965.00	Awarded
40963	Finger Lakes	DOL	DOL EET	Software Training	Optimax Systems, Inc.	31.08	10	41.08	\$0.00	Not-Awarded
40753	Finger Lakes	DOL	DOL NHT	Machine Operation Training	Steel & O'Brien Manufacturing, Inc.	39.43	20	59.43	\$0.00	Not-Awarded
41738	Finger Lakes	DOL	DOL UWT	Electrical Construction Trades Training	Rochester City School District-OACES	47.93	10	57.93	\$0.00	Not-Awarded
38892	Finger Lakes	DOL	DOL UWT	Nurse Assistant and Home Health Aide Training	Finger Lakes Community College	45.86	10	55.86	\$0.00	Not-Awarded
39696	Finger Lakes	DOL	DOL UWT	Certified Nurse Assistant Training	Rochester City School District-OACES	49.3	5	54.3	\$0.00	Not-Awarded
41370	Finger Lakes	DOL	DOL UWT	Green Building Training	Urban League of Rochester, N.Y., Inc.	43.42	5	48.42	\$0.00	Not-Awarded
38865	Finger Lakes	DOS	DOS CSBG	WYOMING WORKFORCE	WYOMING COUNTY COMMUNITY ACTION INC	61.8	20	81.8	\$200,000.00	Awarded
42288	Finger Lakes	DOS	DOS CSBG	PathStone E3 Initiative Education Entrepreneurship and Employment	PathStone	64	15	79	\$0.00	Not-Awarded
41481	Finger Lakes	DOS	DOS CSBG	Hillside Work-Scholarship Connection	Hillside Work-Scholarship Connection	55.5	20	75.5	\$0.00	Not-Awarded
39573	Finger Lakes	DOS	DOS CSBG	GeneseeOrleans Job Skills Training and Employment Support Project	Community Action of Orleans and Genesee	57.9	15	72.9	\$0.00	Not-Awarded
40656	Finger Lakes	DOS	DOS CSBG	Pathways to Employment	University Preparatory Charter School for Young Men	58.4	10	68.4	\$0.00	Not-Awarded
38758	Finger Lakes	DOS	DOS CSBG	Transition to Employment	Arc of Monroe	49.9	15	64.9	\$0.00	Not-Awarded
38809	Finger Lakes	DOS	DOS LGE	Shared Transportation Services	Letchworth Central School	16.87	15	31.87	\$0.00	Not-Awarded
40548	Finger Lakes	DOS	DOS LWRP	Improving Access to Seneca Lake Phase III	City of Geneva	68.8	20	88.8	\$800,000.00	Awarded
43493	Finger Lakes	DOS	DOS LWRP	Train Bridge Overlook	City of Rochester	67.2	15	82.2	\$200,000.00	Awarded
43294	Finger Lakes	DOS	DOS LWRP	Erie Canal Park and Preserve	Town of Pittsford	67.2	15	82.2	\$177,250.00	Awarded
41575	Finger Lakes	DOS	DOS LWRP	Orleans County Marine Park Boating Access Phase 2	Orleans County	67.2	15	82.2	\$81,500.00	Awarded
40219	Finger Lakes	DOS	DOS LWRP	Genesee River East Bank Redevelopment	Town of Irondequoit	56.8	15	71.8	\$0.00	Not-Awarded
39209	Finger Lakes	DOS	DOS LWRP	High Falls Bridge Connection System	City of Rochester	59.2	10	69.2	\$0.00	Not-Awarded
42190	Finger Lakes	EFC	EFC GIGP	Monroe Community College Downtown Rochester Campus Green Roof	Monroe County	57	10	67	\$1,639,000.00	Awarded
39895	Finger Lakes	EFC	EFC GIGP	Green Roof	City of Rochester	45	10	55	\$0.00	Not-Awarded
40864	Finger Lakes	ESD	ESD EJP	Bioscience Manufacturing Center	DBA	72	20	92	\$0.00	Not-Awarded
42007	Finger Lakes	ESD	ESD EJP	Equipment Acquisition	LiDestri Foods Inc.	70	20	90	\$468,300.00	Awarded
42824	Finger Lakes	ESD	ESD EJP	Facility Upgrade	Intergrow Greenhouses, Inc.	68	20	88	\$600,000.00	Awarded
40815	Finger Lakes	ESD	ESD EJP	Facility Expansion	Unither US Corporation	67	20	87	\$542,666.00	Awarded
40854	Finger Lakes	ESD	ESD EJP	New Facility Construction	Newchem Inc.	65	20	85	\$300,000.00	Awarded
42906	Finger Lakes	ESD	ESD EJP	Expansion	EPP Team Inc.	65	15	80	\$446,256.00	Awarded
36992	Finger Lakes	ESD	ESD EJP	Facility Expansion	Emmi Roth USA	60	20	80	\$400,000.00	Awarded
40753	Finger Lakes	ESD	ESD EJP	New Facility Expansion and Renovation	Steel & O'Brien Mfg., Inc.	60	20	80	\$300,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
41386	Finger Lakes	ESD	ESD Grants	Public Park & Infrastructure Adjacent to CityGate	Anthony J Costello & Son (Spencer) Development, LLC	73	20	93	\$500,000.00	Awarded
40864	Finger Lakes	ESD	ESD Grants	Establish Bioscience Manufacturing Center	FermCo, Inc.	72	20	92	\$2,000,000.00	Awarded
39352	Finger Lakes	ESD	ESD Grants	Gallery Renovations	Margaret Woodbury Strong Museum	72	20	92	\$200,000.00	Awarded
38988	Finger Lakes	ESD	ESD Grants	Letchworth Nature Center	Open Space Institute	72	20	92	\$200,000.00	Awarded
39313	Finger Lakes	ESD	ESD Grants	GAIN Revolving Loan Fund: Growing the Ag Industry Now	Genesee/Finger Lakes Regional Planning Council	71	20	91	\$3,000,000.00	Awarded
38005	Finger Lakes	ESD	ESD Grants	Boys Girls Clubs of Rochester Building Expansion	Boys & Girls Clubs of Rochester Inc.	70	20	90	\$100,000.00	Awarded
43394	Finger Lakes	ESD	ESD Grants	Establish Business in Eastman Business Park	American Fuel Cell	69	20	89	\$500,000.00	Awarded
41080	Finger Lakes	ESD	ESD Grants	Foodlink Food Hub Processing Center	Foodlink, Inc.	69	20	89	\$750,000.00	Awarded
43217	Finger Lakes	ESD	ESD Grants	Commercialization of Bioelectrochemical Systems	MICROrganic Technologies Inc.	68	20	88	\$100,000.00	Awarded
43160	Finger Lakes	ESD	ESD Grants	Business Accelerator Cooperative	High Tech Rochester Inc.	68	20	88	\$5,000,000.00	Awarded
41959	Finger Lakes	ESD	ESD Grants	Business Expansion	LVM Materials LLC	68	20	88	\$25,000.00	Awarded
39473	Finger Lakes	ESD	ESD Grants	Public Market Master Plan Implementation Phase II	City of Rochester	68	20	88	\$1,500,000.00	Awarded
41413	Finger Lakes	ESD	ESD Grants	Frontier Field Improvements	Monroe County	67	20	87	\$1,500,000.00	Awarded
40492	Finger Lakes	ESD	ESD Grants	Rt 318 Corridor Infrastructure Enhancement Phase I-A	County of Seneca	66	20	86	\$750,000.00	Awarded
39022	Finger Lakes	ESD	ESD Grants	Stepping Stones Learning Center and Child Care	Stepping Stones Learning Center	66	20	86	\$100,000.00	Awarded
42291	Finger Lakes	ESD	ESD Grants	MAGIC Laboratory Construction Project	Rochester Institute of Technology	65	20	85	\$1,500,000.00	Awarded
40955	Finger Lakes	ESD	ESD Grants	Institute for Data Science	University of Rochester	65	20	85	\$1,500,000.00	Awarded
41005	Finger Lakes	ESD	ESD Grants	Hampton Inn Penn Yan	Keuka Lake Hotel LLC	64	20	84	\$750,000.00	Awarded
38763	Finger Lakes	ESD	ESD Grants	Integrated Science and Health Sciences Building Phase 2	St. John Fisher College	64	20	84	\$250,000.00	Awarded
43012	Finger Lakes	ESD	ESD Grants	Optical Test Equipment Purchase	Photonics Industry Association of New York	63	20	83	\$400,000.00	Awarded
41993	Finger Lakes	ESD	ESD Grants	RWC NextGen Health Sciences Initiative	Roberts Wesleyan College	63	20	83	\$250,000.00	Awarded
40760	Finger Lakes	ESD	ESD Grants	Center for Business Analytics and Health Informatics	Keuka College	63	20	83	\$250,000.00	Awarded
43011	Finger Lakes	ESD	ESD Grants	Green Wastewater Treatment System	New York Wine Industry Association	62	20	82	\$300,000.00	Awarded
39493	Finger Lakes	ESD	ESD Grants	Canandaigua Lakefront Redevelopment Project Phase 2	Morgan-LeChase Development LLC	61	20	81	\$1,000,000.00	Awarded
43343	Finger Lakes	ESD	ESD Grants	Finger Lakes Regional Center for Advanced Optics Manufacturing	Photonics Industry Association of New York	59	20	79	\$275,000.00	Awarded
42662	Finger Lakes	ESD	ESD Grants	Sanitary Sewer Extension to Canandaigua Airport	Ontario County Industrial Development Agency	63	15	78	\$100,000.00	Awarded
40374	Finger Lakes	ESD	ESD Grants	Discovery Campus Building Renovations and Exhibit Installation	The Finger Lakes Cultural and Natural History Museum	57	20	77	\$200,000.00	Awarded
42142	Finger Lakes	ESD	ESD Grants	Seneca BioEnergy Biodiesel Production	Seneca BioEnergy, LLC	55	20	75	\$250,000.00	Awarded
40402	Finger Lakes	ESD	ESD Grants	Biogas Plant at Genesee Valley Agri-Business Park	Genesee Biogas, LLC	55	20	75	\$1,500,000.00	Awarded
42282	Finger Lakes	ESD	ESD Grants	Create Public Venue on Erie Canal At CityGate	Anthony J Costello & Son (Spencer) Development, LLC	54	20	74	\$250,000.00	Awarded
39302	Finger Lakes	ESD	ESD Grants	2014 Seneca Knitting Mill Rehab - Center for Great Women	National Women's Hall of Fame	59	15	74	\$0.00	Not-Awarded
43436	Finger Lakes	ESD	ESD Grants	Expansion and Renovation Project	Bivona Child Advocacy Center	62	10	72	\$0.00	Not-Awarded
43207	Finger Lakes	ESD	ESD Grants	Blue Cross Arena War Memorial Renovations	City of Rochester	56	15	71	\$0.00	Not-Awarded
42455	Finger Lakes	ESD	ESD Grants	Transform the Rochester Museum Science Center	Rochester Museum and Science Center	51	20	71	\$0.00	Not-Awarded
42287	Finger Lakes	ESD	ESD Grants	KGCOE Engineering Laboratory Upgrade	Rochester Institute of Technology	51	20	71	\$0.00	Not-Awarded
41435	Finger Lakes	ESD	ESD Grants	Geneva Food and FarmBased Beverage Business Accelerator	Cornell University - New York State Agricultural Experiment Station	51	20	71	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
38749	Finger Lakes	ESD	ESD Grants	Historic Armory Renovation	Geva Theatre Center, Inc.	51	20	71	\$0.00	Not-Awarded
43352	Finger Lakes	ESD	ESD Grants	Alexander Park Redevelopment	Buckingham Properties LLC	55	15	70	\$0.00	Not-Awarded
39926	Finger Lakes	ESD	ESD Grants	Wyoming County Dairy Initiative	Wyoming County	50	20	70	\$0.00	Not-Awarded
40597	Finger Lakes	ESD	ESD Grants	Science Laboratory Modernization Project	Monroe Community College	49	20	69	\$0.00	Not-Awarded
40488	Finger Lakes	ESD	ESD Grants	RTS Campus Service Building	Rochester Genesee Regional Transportation Authority	49	20	69	\$0.00	Not-Awarded
39047	Finger Lakes	ESD	ESD Grants	10 Chapin St. Renovation	Canandaigua Crossroads LLC	57	10	67	\$0.00	Not-Awarded
43433	Finger Lakes	ESD	ESD Grants	Site Planning and Construction Project	Town of Canandaigua	56	10	66	\$0.00	Not-Awarded
41055	Finger Lakes	ESD	ESD Grants	Infrastructure Project	Rowley 96, LLC	51	15	66	\$0.00	Not-Awarded
41971	Finger Lakes	ESD	ESD Grants	Pinnacle Athletic Campus	Pinnacle Athletic Campus LLC	49	10	59	\$0.00	Not-Awarded
41764	Finger Lakes	ESD	ESD Grants	Water Treatment System Improvements	Monroe Plating Division of McAlpin Industries	44	15	59	\$0.00	Not-Awarded
29468	Finger Lakes	ESD	ESD Grants	National Memorial Day Museum Repairs	Waterloo Library & Historical Society	44	15	59	\$0.00	Not-Awarded
43049	Finger Lakes	ESD	ESD Grants	Strategic Upgrade of Bill Grays Regional Iceplex	Monroe Community Sports Centre Corporation, Inc.	46	10	56	\$0.00	Not-Awarded
42916	Finger Lakes	ESD	ESD Grants	NY State Cross-Regional Energy Storage Ecosystem and Support Network	Rochester Institute of Technology	40	15	55	\$0.00	Not-Awarded
39945	Finger Lakes	ESD	ESD Grants	440 East Avenue Theatre Project	Rochester Lyric Opera, Inc.	36	10	46	\$0.00	Not-Awarded
42147	Finger Lakes	ESD	ESD Grants	Irondequoit Mobile Training Center	Town of Irondequoit	31	10	41	\$0.00	Not-Awarded
43358	Finger Lakes	ESD	ESD Grants	Beckwith Mansion Preservation	Beckwith Mansion Estate	24	10	34	\$0.00	Not-Awarded
42824	Finger Lakes	ESD	ESD Grants	Intergrow Greenhouses Construction Project	Intergrow Greenhouses, Inc.	0	20	20	\$0.00	Not-Awarded
42007	Finger Lakes	ESD	ESD Grants	Rochester High Pressure Processing	LiDestri Foods, Inc	0	20	20	\$0.00	Not-Awarded
40854	Finger Lakes	ESD	ESD Grants	New Facility Construction	Newchem INC	0	20	20	\$0.00	Not-Awarded
40753	Finger Lakes	ESD	ESD Grants	Sandusky Building	Steel & O'Brien Mfg., Inc	0	20	20	\$0.00	Not-Awarded
42906	Finger Lakes	ESD	ESD Grants	Facility Expansion Project	Empire Precision Plastics	0	15	15	\$0.00	Not-Awarded
42396	Finger Lakes	ESD	ESD Grants	Downtown Rochester Performing Arts Center Feasibility Study	City of Rochester	0	5	5	\$0.00	Not-Awarded
42455	Finger Lakes	ESD	ESD MNY	Transforming the Rochester Museum Science Center	Rochester Museum Science Center	65	20	85	\$200,000.00	Awarded
43444	Finger Lakes	ESD	ESD MNY	Finger Lakes Vacation Region Market Analysis	Finger Lakes Regional Tourism Council	63.5	20	83.5	\$100,000.00	Awarded
41058	Finger Lakes	ESD	ESD MNY	Rochester Fringe Festival 2015	Rochester Arts Festival	63	20	83	\$104,712.00	Awarded
38988	Finger Lakes	ESD	ESD MNY	Letchworth Nature Center	Letchworth Nature Center	62.5	20	82.5	\$100,000.00	Awarded
39352	Finger Lakes	ESD	ESD MNY	The Strong and Toy Industry National Halls of Fame: Phase II	The Strong	54.5	20	74.5	\$220,000.00	Awarded
40374	Finger Lakes	ESD	ESD MNY	Discovery Campus Building Renovations and Exhibit Installation	The Finger Lakes Cultural and Natural History Museum	50	20	70	\$54,500.00	Awarded
39926	Finger Lakes	ESD	ESD MNY	Wyoming County Dairy Initiative	Wyoming County	48	20	68	\$0.00	Not-Awarded
39493	Finger Lakes	ESD	ESD MNY	Canandaigua Lakefront Redevelopment Project: Phase 2	MorganLeChase Development LLC	48	20	68	\$0.00	Not-Awarded
41821	Finger Lakes	ESD	ESD MNY	New York Wine and Table	WXXI	52	15	67	\$0.00	Not-Awarded
41413	Finger Lakes	ESD	ESD MNY	Frontier Field	Monroe County	47	20	67	\$0.00	Not-Awarded
38749	Finger Lakes	ESD	ESD MNY	Historic Armory Renovation	Geva Theatre Center	44.5	20	64.5	\$0.00	Not-Awarded
41853	Finger Lakes	ESD	ESD MNY	VisitRochester Website Redesign and Regional Tourism Enhancement	VisitRochester	46	15	61	\$0.00	Not-Awarded
41229	Finger Lakes	ESD	ESD MNY	Irondequoit A Premier Tourism Destination	Town of Irondequoit	45	15	60	\$0.00	Not-Awarded
39945	Finger Lakes	ESD	ESD MNY	440 East Avenue Theatre Project	Rochester Lyric Opera	48	10	58	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
40542	Finger Lakes	ESD	ESD MNY	Letchworth Arts and Crafts Show	Arts Council for Wyoming County	44.5	10	54.5	\$0.00	Not-Awarded
40602	Finger Lakes	ESD	ESD MNY	2015 High Falls Film Festival	The High Falls Film Festival	39	15	54	\$0.00	Not-Awarded
40670	Finger Lakes	ESD	ESD MNY	High Falls Gorge Zipline and Waterway Destination Tourism	Friends of the GardenAerial Inc	36.5	10	46.5	\$0.00	Not-Awarded
43207	Finger Lakes	ESD	ESD MNY	Blue Cross Arena at the War Memorial Renovations	City of Rochester	31	15	46	\$0.00	Not-Awarded
40672	Finger Lakes	ESD	ESD MNY	New York State Craft Beer Tourism Mobile Application	New York State Brewers Association	34	10	44	\$0.00	Not-Awarded
41971	Finger Lakes	ESD	ESD MNY	Pinnacle Athletic Campus	Pinnacle Athletic Campus	33.5	10	43.5	\$0.00	Not-Awarded
29468	Finger Lakes	ESD	ESD MNY	National Memorial Day Museum Renovation	Waterloo Library Historical Society	25.5	15	40.5	\$0.00	Not-Awarded
42719	Finger Lakes	ESD	ESD MNY	Erie Canalway Finger Lakes Adventure Travel Marketing Campaign	Finger Lakes Tourism Alliance	30	10	40	\$0.00	Not-Awarded
38416	Finger Lakes	ESD	ESD MNY	Fashion Week of Rochester 2014	Fashion Week of RochesterCenter for Youth Services Inc	27.5	10	37.5	\$0.00	Not-Awarded
42447	Finger Lakes	ESD	ESD MNY	Whiskey 7 Radio Station	National Warplane Museum	24	10	34	\$0.00	Not-Awarded
39718	Finger Lakes	ESD	ESD MNY	2015 Upstate/Downstate All Star Football Classic	New York State High School Football Coaches Association	24	5	29	\$0.00	Not-Awarded
43047	Finger Lakes	ESD	ESD MNY	Kodak Center For Performing Arts	Rochester Association of Performing Arts	14.5	10	24.5	\$0.00	Not-Awarded
42029	Finger Lakes	ESD	ESD MNY	Whiskey 7 Return to Normandy Video	National Warplane Museum	13.5	5	18.5	\$0.00	Not-Awarded
40073	Finger Lakes	ESD	ESD MNY	Mural	Sodus Chamber of Commerce	10.5	5	15.5	\$0.00	Not-Awarded
42306	Finger Lakes	ESD	ESD SPFS	Strategic Plan for Economic Development	Livingston County Development Corporation	69	20	89	\$25,000.00	Awarded
42396	Finger Lakes	ESD	ESD SPFS	Arts Center Feasibility Study	City of Rochester	71	5	76	\$100,000.00	Awarded
42814	Finger Lakes	HCR	HCR CDBGCP	Livingston County Livonia Gateway Road Project	Livingston County	71	10	81	\$47,000.00	Awarded
41928	Finger Lakes	HCR	HCR CDBGCP	Village of Wolcott Water System Engineering Report	Village of Wolcott	59	10	69	\$50,000.00	Awarded
40482	Finger Lakes	HCR	HCR CDBGCP	Wayne County Blighted Properties Redevelopment Plan	Wayne County	48	15	63	\$0.00	Not-Awarded
40659	Finger Lakes	HCR	HCR CDBGED	Town of North Dansville Assistance to DeNottia Development, LLC project	Town of North Dansville	39	10	49	\$0.00	Not-Awarded
42192	Finger Lakes	HCR	HCR CDBGME	City of Batavia Microenterprise Assistance Program	City of Batavia	59	15	74	\$200,000.00	Awarded
41800	Finger Lakes	HCR	HCR CDBGME	City of Geneva Microenterprise Assistance Program	City of Geneva	48	15	63	\$200,000.00	Awarded
41355	Finger Lakes	HCR	HCR CDBGME	Village of Waterloo Microenterprise Assistance Program	Village of Waterloo	48	10	58	\$200,000.00	Awarded
41574	Finger Lakes	HCR	HCR CDBGPI	Village of Penn Yan Seneca Street Water Main	Village of Penn Yan	44	20	64	\$425,000.00	Awarded
39701	Finger Lakes	HCR	HCR CDBGPI	Town of Middlesex Improvements to Water District #1	Town of Middlesex	47	15	62	\$600,000.00	Awarded
38571	Finger Lakes	HCR	HCR CDBGPI	Town of Geneva Improvements to Water District #6	Town of Geneva	41	15	56	\$279,590.00	Awarded
39343	Finger Lakes	HCR	HCR CDBGSBA	Livingston County Assistance to Evening Star Coffee Roasters, LLC	Livingston County	39	15	54	\$75,000.00	Awarded
38749	Finger Lakes	HCR	HCR NYMS	Historic Armory Renovation	Geva Theatre Center	67	20	87	\$250,000.00	Awarded
39342	Finger Lakes	HCR	HCR NYMS	Livingston County Main Street Revitalization	Livingston County Development Corporation	63	20	83	\$500,000.00	Awarded
40398	Finger Lakes	HCR	HCR NYMS	Dansville Main Street Program 2014	Livingston County Development Corporation	62	15	77	\$0.00	Not-Awarded
42482	Finger Lakes	HCR	HCR NYMS	V. Perry Downtown Revitalization	Village of Perry	53	15	68	\$0.00	Not-Awarded
42414	Finger Lakes	HCR	HCR NYMS	Monroe Avenue Main Street 2014	South Wedge Planning Committee Inc	53	15	68	\$0.00	Not-Awarded
42012	Finger Lakes	HCR	HCR NYMS	Village of Dundee NYMS 2014	Community Progress, Inc.	53	15	68	\$0.00	Not-Awarded
40137	Finger Lakes	HCR	HCR NYMS	V. Waterloo NYMS Program - 2014	Village of Waterloo	53	15	68	\$0.00	Not-Awarded
40051	Finger Lakes	HCR	HCR NYMS	Historic McDonald Building Rehab	Livingston County Development Corporation	53	15	68	\$0.00	Not-Awarded
42228	Finger Lakes	HCR	HCR NYMS	Phelps Downtown Revitalization	Phelps Business Development and Tourism Council, Inc.	49	15	64	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
42144	Finger Lakes	HCR	HCR NYMS	E. Rochester Main Street Phase II	TownVillage of East Rochester	48	15	63	\$0.00	Not-Awarded
39061	Finger Lakes	HCR	HCR NYMS	V. Arcade Main Street 2014	Village of Arcade	43	15	58	\$0.00	Not-Awarded
40380	Finger Lakes	HCR	HCR NYMS	V. North Winton E. Main St.Project	North Winton Village Association LTD	39	15	54	\$0.00	Not-Awarded
39340	Finger Lakes	HCR	HCR NYMSTA	Village of Livonia Downtown Feasibility Studies	Livingston County Development Corporation	69	15	84	\$20,000.00	Awarded
41092	Finger Lakes	HCR	HCR NYMSTA	Village of Caledonia Downtown Feasibility Studies	Livingston County Development Corporation	68	15	83	\$20,000.00	Awarded
43457	Finger Lakes	HCR	HCR NYMSTA	60 Clinton Feasibility Study	Greater Brockport Development Corporation	57	10	67	\$19,000.00	Awarded
43303	Finger Lakes	HCR	HCR NYMSTA	ISLA Urban Office and Housing Downtown Plan	ISLA Housing & Development Corp	13	10	23	\$0.00	Not-Awarded
40438	Finger Lakes	NYSERDA	NYSERDA CGC2	Town of Mount Morris Comprehensive Plan and Zoning Updates	Town of Mount Morris	56	10	66	\$45,000.00	Awarded
38562	Finger Lakes	NYSERDA	NYSERDA CGC2	Webster Cold Water Project	Webster Community Coalition for Economic Development	46	20	66	\$87,000.00	Awarded
40708	Finger Lakes	NYSERDA	NYSERDA CGC2	Downtown High Falls Rochester EcoDistrict	Friends of the GardenAerial Inc	55	10	65	\$240,000.00	Awarded
42749	Finger Lakes	NYSERDA	NYSERDA CGC2	Sustainable Batavia	City of Batavia	52.4	10	62.4	\$75,000.00	Awarded
40988	Finger Lakes	NYSERDA	NYSERDA CGC2	Sustainable Planning and Design Practices Guidance	City of Rochester	50.8	10	60.8	\$56,250.00	Awarded
41141	Finger Lakes	NYSERDA	NYSERDA CGC3	Rochester Sibley Tower Redevelopment	WinnCompanies	55	20	75	\$3,069,587.00	Awarded
40402	Finger Lakes	NYSERDA	NYSERDA CGC3	Genesee Biogas	CH4Biogas	36.14	20	56.14	\$0.00	Not-Awarded
42142	Finger Lakes	NYSERDA	NYSERDA CGC3	Seneca BioEnergy Biodiesel Production	Seneca BioEnergy, LLC	33.14	20	53.14	\$0.00	Not-Awarded
42440	Finger Lakes	NYSERDA	NYSERDA CGC3	Oatka Milk Energy and Water Conservation	Oatka Milk Products	38.43	10	48.43	\$0.00	Not-Awarded
41910	Finger Lakes	NYSERDA	NYSERDA CGC3	Macedon Wastewater Treatment Plant NetZero Energy	Village of Macedon	34.86	10	44.86	\$0.00	Not-Awarded
40492	Finger Lakes	NYSERDA	NYSERDA CGC3	Route 318 Corridor Wastewater Enhancement	County of Seneca New York	16.43	20	36.43	\$0.00	Not-Awarded
39302	Finger Lakes	Parks	Parks HAS D	Phase 3-A of the Seneca Knitting Mill Renovation Project	National Women's Hall of Fame	43	15	58	\$0.00	Not-Awarded
39370	Finger Lakes	Parks	Parks HAS D	Hillside Cemetery Chapel Restoration	Town of Clarendon	35	10	45	\$0.00	Not-Awarded
40236	Finger Lakes	Parks	Parks HAS P	County Buildings Historic Conditions Report	Orleans County	36.5	15	51.5	\$0.00	Not-Awarded
40675	Finger Lakes	Parks	Parks HP A	The Seneca Falls IAWL Museum Acquisition Project	The Seneca Falls Its A Wonderful Life Museum & Archives	32	15	47	\$0.00	Not-Awarded
43331	Finger Lakes	Parks	Parks HP D	Restoration of the Historic East Porch and Colonnade	George Eastman House	52	15	67	\$500,000.00	Awarded
40123	Finger Lakes	Parks	Parks HP D	1903 Conservatory Complex Rehab	Sonnenberg Gardens and Mansion	48	15	63	\$70,000.00	Awarded
41528	Finger Lakes	Parks	Parks HP D	Restoration of Exterior of national significant 1816 Quaker Meeting House	1816 Farmington Quaker Meetinghouse Museum	45.5	10	55.5	\$0.00	Not-Awarded
39408	Finger Lakes	Parks	Parks HP D	Adaptive Reuse of the Mills III Site Michelsen Building	Urban League of Rochester Economic Development Corporation	39	15	54	\$0.00	Not-Awarded
41646	Finger Lakes	Parks	Parks HP D	Rehab of the Little Theater Building	Little Theatre Film Society, Inc	33	20	53	\$0.00	Not-Awarded
38749	Finger Lakes	Parks	Parks HP D	Geva Theatre Interior Renovations	Geva Theatre Center, Inc	32	20	52	\$0.00	Not-Awarded
29468	Finger Lakes	Parks	Parks HP D	National Memorial Day Museum Repairs	Waterloo Library & Historical Society	36.5	15	51.5	\$0.00	Not-Awarded
41614	Finger Lakes	Parks	Parks HP D	Phase II restoration of the building at One Mount Hope Avenue	Bivona Child Advocacy Center	32.5	15	47.5	\$0.00	Not-Awarded
39370	Finger Lakes	Parks	Parks HP D	Hillside Cemetery Chapel Restoration	Town of Clarendon	37.5	10	47.5	\$0.00	Not-Awarded
39367	Finger Lakes	Parks	Parks HP D	Restoration of CCC Picnic Area	Friends of Letchworth	31	15	46	\$0.00	Not-Awarded
40236	Finger Lakes	Parks	Parks HP P	County Buildings Historic Conditions Report	County of Orleans	31.5	15	46.5	\$0.00	Not-Awarded
38988	Finger Lakes	Parks	Parks PKS D	Construction of the Letchworth Nature Center	Open Space Institute	53	20	73	\$500,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
39367	Finger Lakes	Parks	Parks PKS D	Restoration of a CCC Built Picnic Area	Friends of Letchworth	49.5	15	64.5	\$16,500.00	Awarded
42143	Finger Lakes	Parks	Parks PKS D	Improvements to Edmund Lyon and Legion Eyer Parks	Town/Village of East Rochester	49.41	15	64.41	\$278,962.00	Awarded
39024	Finger Lakes	Parks	Parks PKS D	Redesign of the Rocky Coast Exhibit	Seneca Park Zoo Society	49.75	10	59.75	\$0.00	Not-Awarded
43294	Finger Lakes	Parks	Parks PKS D	Phase 1 Development of the Erie Canal Park	Town of Pittsford	38.69	15	53.69	\$0.00	Not-Awarded
38742	Finger Lakes	Parks	Parks PKS D	Hickory Park Improvement Project	Village of Bergen	37.34	15	52.34	\$0.00	Not-Awarded
41600	Finger Lakes	Parks	Parks PKS D	Expansion of the Brddock Bay Educational Center Facilities	Town of Greece	41.13	10	51.13	\$0.00	Not-Awarded
38628	Finger Lakes	Parks	Parks PKS D	Thomas Creek Wetland Phase II	Fairport Industrial Development Agency	34	15	49	\$0.00	Not-Awarded
41601	Finger Lakes	Parks	Parks PKS D	Badgerow Parks Enhancements	Town of Greece	38.25	10	48.25	\$0.00	Not-Awarded
43269	Finger Lakes	Parks	Parks PKS D	Development of amenities for new town park	Town of West Sparata	37.5	10	47.5	\$0.00	Not-Awarded
41575	Finger Lakes	Parks	Parks PKS D	Orleans County Marine Park Boating Access Phase 2 Improvements	County of Orleans	28.44	15	43.44	\$0.00	Not-Awarded

# Program Legend

Agency	Program Abbreviation	Program Name
Arts	Arts APCE	Artistic Program Capital Equipment
Arts	Arts CHPG	Arts, Culture & Heritage Project Grant
Arts	Arts TIP	Technology Improvements Program
Arts	Arts WIP	Workforce Investment Program
Canals	Canals	Canalway Grant Program
DEC	DEC EPGP	Engineering Planning Grant Program
DOL	DOL EET	Existing Employee Training Program
DOL	DOL NHT	New Hire Training Program
DOL	DOL UWT	Unemployed Worker Training Program
DOS	DOS CSBG	Community Services Block Grant
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LWRP	Local Waterfront Revitalization Program
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD EJP	Excelsior Jobs Program
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD HSSP	New York State Innovation Hot Spot Support 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 CDBGED	Community Development Block Grant - Economic Development
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBGPF	Community Development Block Grant - Public Facilities
HCR	HCR CDBGPI	Community Development Block Grant - Public Infrastructure
HCR	HCR CDBGSBA	Community Development Block Grant - Small Business Assistance
HCR	HCR NYMS	New York Main Street
HCR	HCR NYMSTA	New York Main Street Technical Assistance
NYSERDA	NYSERDA CGC2	Cleaner Greener Communities - Category 2: Planning & Technical Assistance
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities - Category 3: Sustainability Projects
Parks	Parks HAS D	Heritage Area Systems (Development)
Parks	Parks HAS P	Heritage Area Systems (Planning)
Parks	Parks HP A	Historic Property (Acquisition)
Parks	Parks HP D	Historic Property (Development)
Parks	Parks HP P	Historic Property (Planning)
Parks	Parks PKS A	Parks (Acquisition)
Parks	Parks PKS D	Parks (Development)
Parks	Parks PKS P	Parks (Planning)