

2015 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.

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 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.

This year, the REDCs launched the Regional Economic Cluster Program to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. 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: 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.

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. 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

2015 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 2015 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. Round 5 of the REDC initiative also includes the creation of the Upstate Revitalization Initiative, in which 7 regions will compete for \$1.5B. This new initiative requires each council to develop regional investment plans that identify existing assets, highlight needs, and recommend areas of opportunity. Seven regions will be eligible to compete for a \$500 million revitalization awards: Mid-Hudson, Capital Region, Mohawk Valley, Central New York, North Country, Southern Tier and Finger Lakes. This initiative will help to transform local economies by providing three regions \$500 million over the next five years to support projects and strategies that create jobs, strengthen and diversify economies, and generate economic opportunity within the region.

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: 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.

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 2015 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 regional industry clusters;*

In 2015, the Regional Councils competed against each other to be designated as a "Top Performer" and 7 upstate regions competed to be designated as one of the three "URI Best Plan Awardee".

The 2015 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Tax and Finance Commissioner Jerry Boone, Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, NYS Upstate Revitalization Director Richard Tobe, Brookings Institution's Metropolitan Policy Program Senior Fellow Robert Puentes, National Urban League President Marc Morial, and the United States Department of Commerce Northeast Regional Director James Cox. Due to the unprecedented commitment of state funds to economic development in the 2015 State Budget, the SIAT was expanded to include four additional members that were appointed by the Legislature. Those members include Hon. James Seward, State Senate District 51; Hon. Kenneth LaValle, State Senate District 1; Hon. Donna Lupardo, State Assembly District 123; and Hon. Herman Farrell,

State Assembly District 71. The SIAT reviewed each region's Progress Report and Upstate Revitalization Plans based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2015 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 six 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 three regions with the Best Plan Award of \$500 million and three regions with the top Progress Report up to \$45 million in funding consisting of \$30 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 \$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 2015 REDC initiative was launched on April 29 and the CFA opened for applications on May 01 and closed on July 31. All details about CFA resources were made available online via the 2015 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 31, 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 September 21, the REDCs submitted their final 2015 progress reports to the State. Final URI reports were submitted on October, 5. After the SIAT presentations concluded in October, 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 10, 2015, the Governor announced that 1062 projects totaling \$999.7 million had been awarded through Round Five of the Regional Economic Development Council initiative. URI Best Plan Awards were given to Central New York, Finger Lakes and Southern Tier. Top Performer awards were given to the Mohawk Valley, Long Island, and Capital District regions in adherence to the competition guidelines detailed above.

MEMORANDUM

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

From: Cesar Perales, Secretary of State
Jerry Boone, Commissioner, New York State Department of Taxation and Finance
James Cox, Northeast Regional Director at the United States Department of Commerce
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Marc Morial, President of the National Urban League
Robert Puentes, Senior Fellow and Director with the Brookings Institution
Richard Tobe, Director of Upstate Revitalization for New York State
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblyman Herman “Denny” Farrell, of the 71st District
Assemblywoman Donna Lupardo, of the 123rd District
Senator Kenneth LaValle, of the 1st District
Senator James Seward, of the 51st District

Subject: Review of Progress for the 2015 Regional Economic Development Council Initiative and Review of Plans for the Upstate Revitalization Competition

Date: December 9, 2015

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo’s Regional Economic Development Council (REDC) and Upstate Revitalization Initiatives (URI). In the past five years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. This year, after the success of the Buffalo Billion, Governor Cuomo launched the \$1.5 billion URI competition to transform the economy of upstate New York.

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. Each year since, the plans have been updated to identify projects that support each region’s vision of its economic future.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process. With this shift, the State has asked the REDCs to use their unique understanding of their regional economies to implement important State priorities. In year five (2015) of the REDC competition, Regional Councils were asked to address one major new State priority: the development of strategies and projects that focus on the growth of one regional economic cluster.

In 2015, in addition to updating their Strategic Economic Development Plans and focusing on a regional economic cluster, seven upstate regions also prepared a Revitalization Plan to explain how they would leverage \$500 million of state funding to stimulate public and private investment in the region. Each region was charged with engaging their community in drafting a data-driven plan that builds on evolving REDC strategies and looks comprehensively at the regional economy.

This October, the Regional Councils came to Albany to present their progress, and, where applicable, their URI proposals. Their oral presentations complemented the regional Progress Reports and Revitalization Plans submitted by the Regional Councils in September and early October. We listened to those presentations and have the responsibility of assessing the progress of the ten Regional Councils and the Revitalization plans submitted by the seven Regional Councils competing in the URI.

2015 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2015 REDC Guidebook. We focused on these four areas:

- 1) Development of strategies and projects for a Regional Economic Cluster Plan
- 2) Implementation of regional strategic economic development plans, including the following 2015 priorities:
 - Advancement of projects and activities to strengthen the region's Global NY plan
 - Updating plans to address new regional priorities, conditions, and emerging opportunities
 - Maintaining a project pipeline
 - Workforce training to fill regional workforce development needs
 - Identification and reporting on indicators measuring regional progress and tracking key regional issues
- 3) Updates on ongoing initiatives:

- Identification of projects to implement the region's Opportunity Agenda and train hard-to-place workers
- Selection of an existing business incubator for additional funding
- Implementation of Cleaner, Greener Communities Sustainability Plans
- Promotion of veterans participation in the workforce
- Support to NY Rising Community Reconstruction Plan projects
- Collaboration with universities on NYSUNY 2020 and CUNY 2020 plans
- Engaging local government officials in the REDC process

4) Progress and performance in encouraging economic growth:

- Impact on job creation and retention
- Business growth and leverage of private sector investment
- Advancement of past priority projects
- Public engagement

URI Competition

In the URI competition, our task was to evaluate the seven competing regions based on their readiness to create and maintain new jobs, attract and retain private sector investment, and contribute to the growth of wealth in the region. In addressing those goals, the regions were asked to identify their challenges and weaknesses and incorporate key concepts identified by the state, as well as any additional elements relevant to the region. We focused on these areas to guide our evaluation:

1) Progress:

- The region's foundations for economic growth
- The use of data to support identified challenges and opportunities and position the region for success

2) Planning:

- Connectivity of the plan across industries and geographical barriers
- Targeting of innovative sectors and community investment that would lead to transformative change
- Strategies and actions to attract investment and support growth
- Sustainability of investments
- Workforce development and hard-to-place workers

- Implementation strategies and organizational structure

3) Projects:

- Development of projects ready for immediate implementation
- Conceptual projects developing in the pipeline

4) Participation:

- Community outreach and business engagement
- Engagement of local government leaders
- Collaboration and regional support for the plan

5) Performance:

- Ability to increase private sector jobs and generate significant private sector investment
- Readiness to create a widespread increase of wealth in the region

Awards

The seven regions participating in the URI competed for three awards of up to \$500 million each, to be distributed over five years, in addition to \$30 million in agency funds through the Consolidated Funding Application. The URI regions consisted of the Capital Region, Central New York, the Finger Lakes, the Mid-Hudson, Mohawk Valley, the North Country, and the Southern Tier.

The Strategic Implementation Assessment Team has identified three regions that deserve the highest awards for the URI: **Central NY, the Finger Lakes, and the Southern Tier**. This was a challenging undertaking, as every region devoted substantial energy to the process and presented impressive plans for transformation.

However, the regions we are recommending presented particularly promising Revitalization Plans and should receive up to \$130 million this year.

The **Central New York Regional Economic Development Council (CNYREDC)** presented a tenacious plan for the revitalization of the region. The plan focused on investing in key growth drivers, building an economy inclusive of all residents, and developing enablers of prosperity. One major growth driver is designed to establish the region's global competitiveness in precision sensing technologies and data analytics, which will build on

the region's interregional collaborations on unmanned aircraft systems and the Internet of Things. To strengthen the region's agribusiness sector, the CNYREDC presented plans for coordinated efforts that will extend the shelf life and safety of food products grown in the state. The CNYREDC had a thoughtful approach to public engagement, evidenced by their launch and promotion of a "Big Idea Competition" that converted over 200 public submissions into project proposals and long-term priorities for the region. This spirit of robust public engagement and inclusiveness was also reflected in the region's tactical approach to building an economy that provides opportunities for workers of different backgrounds, training, and educational levels. The plan identified several prosperity enablers that are necessary to sustain the region's growth, including strengthening innovation and providing targeted entrepreneurship opportunities in diverse communities of veterans, women, and minorities. The plan also identified a number of community investment opportunities, and collaborative models for cultural and tourism assets that will contribute to the attractiveness of the region and help retain talented graduates from the region's academic institution.

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

The **Southern Tier Regional Economic Development Council (STREDC)** presented a strong plan for the transformation of their region. The Revitalization Plan focused on growing the advanced economy through the development of the Greater Binghamton Innovation Ecosystem, strategic investments in advanced manufacturing, transformation of the food and agriculture industry, and promotion of the Southern

Tier's innovative culture. Each of these initiatives builds regional connectivity and ensures lasting bonds between the public sector, private sector, and educational institutions. Proposed innovation districts in Binghamton, Endicott, and Johnson City will benefit from local higher education institutions and innovation cultivators, such as the Southern Tier Startup Alliance, a state-designated Innovation Hot Spot. The STREDC clearly laid out underlying actions needed to support its growth, including the enhancement of regional supply chains of existing advanced manufacturers and the attraction and training of skilled STEM workers. To improve agricultural output, the region proposes leveraging its longstanding partnerships with Cornell University and Corning Inc. to test and eventually apply new agricultural and clean energy technologies. These technologies will extend growing seasons and expand controlled environment agriculture (CEA), bringing the region to the forefront of CEA. With the understanding that industry growth must be complemented by community development in order to attract talent, the STREDC prioritized investments that will improve community assets and attract young talent.

The Strategic Implementation Assessment Team has identified three regions that were Top Performers in the annual REDC competition: **the Capital Region, the Mohawk Valley, and Long Island**. The substantial progress that each region accomplished made this a difficult decision; however, the achievements of these regions merit the designation of Top Performer and awards of up to \$105 million.

The **Capital Region Regional Economic Development Council (CREDC)** continued its substantial commitment to the branding and development of the region as the Tech Valley. The CREDC focused its cluster plan on research, development, and commercialization. The region structured its approach to leverage pioneering academic institutions, a highly educated workforce, and competitive private sector partners. Past investments in research institutions have successfully built investments with interregional benefits and far-reaching impact. The CREDC refined its Global NY strategies and identified multiple projects that advance the Global NY agenda. The region presented metrics that illuminate challenges for employment among many minorities and reinforce the direction of the region's Opportunity Agenda. Significant efforts are being undertaken to increase access to employment in areas of distress, particularly through the Kindl Workforce Development Building in Schenectady and the Tech Valley Center of Gravity in Troy. The inclusiveness of the region's efforts are further supported by the enthusiastic backing of the CREDC by local governments, not-for-profits, educational institutions, and private partners.

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

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

Four regions should receive up to \$90 million to help attract and grow business in their regions: **the Mid-Hudson, New York City, the North Country, and Western NY.**

The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued to concentrate on its four core strategies for technology, mature Industries, natural resources, and infrastructure. This continuity contributes to the strong brand identity of the region, which was refined this year as a part of the URI and well integrated into the Progress Report. The selection of the food and beverage manufacturing supply chain as the MHREDC key industry cluster was based on an evaluation of existing regional strengths and an analysis of industry trend data. This cluster is a fast-growing industry in

the region and thematically aligned with the region's original 2011 plan. In workforce development, the MVREDC engaged local community colleges as part of the Hudson Valley Educational Consortium to host regional job fairs and create a network of information for potential entrepreneurs. Other implementation activities include the formation of an International Trade and Investment Advisory Committee under the region's Global NY agenda.

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

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. This year it focused on materials processing and machinery manufacturing for its cluster industry action plan and identified detailed actions to support the cluster. Successful implementation of workforce initiatives and other actions in the region is bearing fruit through increased employment in advanced manufacturing and a rise in the young adult population by 5.4% over four years. The region's commitment to meeting the educational and workforce needs of area veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers – is evidenced in its support for expanding the coverage area of the Veterans One-Stop Center of Western New York.

The **New York City Regional Economic Development Council (NYCREDC)** turned its focus this year to the development of an industry cluster called "Smart Cities," which includes technology to help manage and deliver government services and public infrastructure. NYCREDC has already taken multiple steps to implement the Smart Cities cluster, such as securing a commitment of resources from NYC, and identifying future

infrastructure initiatives to promote and expedite. Multiple priority projects are proposed within the advanced manufacturing, biomedical, tourism, food processing, media, and IT industries. Workforce development continues to be a top priority for the NYCREDC. To address this gap, its strategy is to build extensive partnerships; to target funding that leads to gainful employment and the upward mobility of residents; and to build a workforce development system that is focused on demand-driven strategies. The expansion of successful employer-partnership workforce training models will help bridge pervasive skill gaps and address workforce readiness issues.

Conclusion

The Strategic Implementation Assessment Team was impressed by the dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We believe that the continuation of this bottom-up process, which included this year's Upstate Revitalization Initiative, is taking New York down a path of great success, driven by the informed perspective of REDC members, spurred on by the advancement of new ideas and products by business leaders and educational institutions, 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

2015 Progress Report Assessment

Section I. Planning

a. Quality of the Progress Report

Strengths

- Summaries of strategies and updates on related projects gave a broad and comprehensible overview of the region's work.
- Good use of data and data visualization throughout the report. Also helpful was the map of priority projects which specified the type of project.
- Selection of Optics, Photonics and Imaging (OPI) Sector as the region's Economic Cluster was substantiated by their past direction and had a substantial description supporting its selection.

Weaknesses

- None noted.

b. Development of regional metrics to measure success

Strengths

- Metrics provide a strong demonstration of results and changes in the region over time, especially in regards to innovation, changes in population, and quality of life.
- Four percent fewer residents left the region from 2011-2012 than from 2006-2007.
- Data demonstrating the region's strengths in research and development and innovation include:
 - 30 patents per 10,000 workers in Finger Lakes, vs. 19 in upstate, 11 in N.Y.S. and 12 in U.S.
 - 26 STEM degrees per 100 degrees, vs. 20 in Upstate, 16 in N.Y.S. and 18 in US
 - \$277 in R&D expenditures per capita, vs. \$182 in Upstate, \$220 in N.Y.S. and \$170 in US
- Work group dashboards, noted as a strength in previous assessments, were again presented.
- Exports of fabricated metal production and food, agriculture, and beverage products increased by 56% and 55%, respectively, between 2009 and 2014.

Weaknesses

- None noted.

c. Identification of regional workforce development needs for key sectors

Strengths

- Work in promoting and expanding START-UP NY in the region helped lead to nine new companies in the program whose work will build relationships between emerging sectors and area universities.
- FLREDC is supporting expansion of several college programs that will generate more graduates in healthcare, science, engineering, and business management.
- FLREDC is working with the Rochester-Monroe Anti-Poverty Initiative (RMAPI) to develop new initiatives to connect underserved residents with resources and education needed to enter the workforce.

- A new Regional Veterans Service Center, will help eliminate barriers to employment for veterans, is supported as a proposed Priority Project.
- FLREDC endorsed for funding through the SUNY 2020 Challenge Grant Program expansion of training at Monroe County Community College for middle skills trades and manufacturing occupations.
- Fourteen of the projects selected as Priority Projects are in support of the Opportunity Agenda.

Weaknesses

- A direct link to sector needs and workforce development proposals was lacking, even for the Opportunity Agenda and Veterans initiatives.

d. Readiness of the region

Strengths

- Selection of the OPI cluster is supported by data, past FLREDC strategies and projects, and the presence of core companies and academic institutions.
- FLREDC explains a significant regional shift in areas where employment is available, and lays out the region's future direction. To address a weakness in chemical manufacturing, the region seeks to focus exports in other sectors, such as: Food and Beverage, Fabricated Metals, Computers and Electronic Products, Financial Services, Travel and Tourism, and Machinery Manufacturing.
- If funded by the SUNY 2020 Challenge Grant Program, entrepreneurial services at SUNY Geneseo would strengthen, and agricultural business support and incubation would expand at Cornell.

Weaknesses

- Increases in wages and income lag slightly behind the rest of the state, which could affect efforts to attract or retain talent. Per capita income in 2013 in the Finger Lakes was \$24,806, compared to \$26,532 for upstate NY.

Section II. Performance

a. Impact on job creation and retention

Strengths

- FLREDC indicates that 2,208 jobs have already been created from Rounds I-IV and 5,958 jobs retained. The report indicates projections for the creation of 25,000 new jobs.
- FLREDC estimates that 115 jobs will be created as a result of Round IV CFA projects.
- The region reports 4.4% growth in average annual employment in the private sector, 2.9% growth in annual employment in the public sector, 10.4% growth in average annual wages, and 13.6% growth in total annual wages (between 2009 and 2014).
- The regional goal of growing 50,000 jobs is reflected in a focus on building capacity (e.g., venture capital, technical assistance for start-ups, lab equipment for colleges), which may result in slower short term job growth numbers while sustainably growing the economy.

Weaknesses

- None noted.

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

Strengths

- FLREDC has a multi-faceted approach to hard-to-place workers, with strategies specific to the various barriers facing these individuals and families, including public safety improvements, healthcare access, affordable housing and, healthy foods.
- The Veterans Task Force met with human resource directors to educate them on the unique abilities and skill sets of veterans, and began an initiative to provide veterans door-to-door rides to work.
- A new partnership was developed with the Rochester-Monroe Anti-Poverty Initiative.

Weaknesses

- While the planning to address job training for hard-to-place workers continues to be strong, specific accomplishments toward the training goals are lacking.

c. Business growth and leverage of private sector investments

Strengths

- The Finger Lakes region reports 3.6% growth in the number of establishments between 2009 and 2014.
- For the four previous CFA rounds, the ratio of total project cost to ESD Capital Fund investment in Priority Projects was 8:1. The leverage ratio for all CFA projects was 6.8:1.
- For 2014, the leverage ratio for Priority Projects was 7:1, and 9:1 for all CFA projects.
- The University of Rochester Center for Emerging and Innovative Sciences worked with 8 different companies last year on 13 projects for an estimated impact of more than \$35 million, including 21 new jobs and 40 retained jobs.

Weaknesses

- While FLREDC indicated it was the second largest exporting region in the state, total exports declined by 2% from 2009 to 2014. This was due to the large drop in chemical manufacturing in the region. Other exporting sectors are growing and this trend may be reversed in several years if it continues.

Section III. Progress

a. Advancement of the Region's 2014-15 Implementation Agenda

Strengths

- FLREDC presented informative summaries and specific project updates for the main state priorities, as well as updates on its regional priorities and related projects. These summaries and updates, with future proposed actions demonstrate continuity and commitment to the region's plan.
- Actions, accomplishments, and next steps related to support of the veterans community and elimination of barriers to employment were clearly identified by the FLREDC Veterans Task. For example, they sponsored three Veterans Entrepreneurship Seminars focused on real-world advice for local entrepreneurs and future business owners with the goal of creating jobs and growing veteran-owned companies.
- An ESD grant to expand Rochester Public Market is advancing an Opportunity Agenda goal of providing healthy food in distressed communities. Construction should be completed late 2016.
- A new transit center opened in Rochester in late 2014, improving bus service for city residents.

Weaknesses

- Most Opportunity Agenda projects identified refer to future projects and past grants awarded outside of the reporting period.

b. Advancement and completion of prior round Priority Projects

Strengths

- Over all four CFA rounds, 59 of the 67 Priority Projects (89%) are either completed or on schedule. Only two projects were cancelled or funding was declined, demonstrating a strong success rate.
- Of the 372 CFA projects from all four rounds, 319 are either completed or on schedule. Fifteen projects were cancelled or funding was declined.
- For 2014, 25 of the 30 Priority Projects (83%) are on schedule. One project is awaiting contract execution and two others are progressing slowly or have some concerns that need to be addressed. Over half of the CFA projects awarded in 2014 are not yet under contract.

Weaknesses

- No Priority Projects have been completed for Round III or IV, although these tend to be large and multi-phase capital projects. Seventeen other CFA projects are complete from Round III.

c. Ability to take the next steps in growing the regional economy

Strengths

- FLREDC provides a very strong explanation of its Regional Cluster Plan and has been positioning the region to be a global leader in the Optics, Photonics and Imaging (OPI) sector. Metrics provided by the FLREDC support a focus on the OPI sector.
- FLREDC has a number of new projects in areas that show strong growth potential, including in global exports.
- Since 2012, the region has been awarded four national advanced manufacturing jobs initiatives.
- FLREDC demonstrated strong results for innovation and other advanced manufacturing. This could lead to large payoffs, given the volume of patents being filed now and future manufacturing.

Weaknesses

- None noted.

Section IV. Projects

a. Solicitation and development of projects for regional economic growth, including transformational projects with large scale targeted job growth

Strengths

- Past accomplishments in the OPI sector are clearly described, and a detailed plan for how to continue progress in the future is provided. OPI has been selected as the region's priority cluster. Four Priority Projects were proposed in this sector.
- Funding is supported by FLREDC for a freeform optics profiler that will allow a consortium of companies to use precision testing equipment.

Weaknesses

- Only one OPI project is a major project, contained in the revitalization plan (not the progress report).

b. Identification of projects to advance State and regional priorities

Strengths

- Projects were advanced that address all state and regional priority areas. Summary tables were provided that correlate the projects, and future actions, to state priorities.
- Cornell proposes to modernize construct a new light manufacturing building in Geneva.
- Mixed use development to help invigorate the core of Rochester would be created by continued support for renovations in the Sibley Building, a proposed project endorsed by FLREDC.
- Eleven priority projects are advanced for the Global NY agenda and nine for the region's Opportunity Agenda, including a phase 2 of the Foodlink Food Hub that will expand the commercial kitchen into a regional food production, processing and training center.
- NY-BEST will purchase new equipment to perform safety testing at its battery prototyping center at RIT, leveraging a \$2 million ESD Capital grant against a total project cost of \$22.7 million.

Weaknesses

- Nineteen of the 36 priority projects were located in Monroe County, which is the population center of the region, but two counties had no priority projects at all.

c. Building and maintaining a project pipeline for future funding opportunities

Strengths

- Twenty work groups develop and drive projects forward.
- Thirty-six Priority Projects were proposed for Round V.
- FLREDC provides a good pipeline of future projects whose connections to various regional and state priorities are generally articulated.
- Work group summary pages list early stage projects in development.

Weaknesses

- A specific timeline for implementation actions would be helpful, as would additional information on some of the identified "pipeline projects." However, it is recognized that details of some projects are still confidential.

Section V. Participation

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

Strengths

- FLREDC took a comprehensive approach to soliciting input and making plans available for public comment.
- FLREDC created two forms online to solicit ideas for strategies and focus areas, and collected comments on draft versions of the Progress Report and priority projects.
- The region's comprehensive outreach effort with multiple avenues included:
 - 20 Work Groups focusing on project development with 450 members;

- Over 3,000 participants in the process;
- 14 public comment meetings held with over 1,500 attendees (although some of these included standard CFA meetings); and
- The Council engaged multiple news agencies to ensure coverage of public meetings and the development of the plan and priority projects.

Weaknesses

- None noted.

b. Collaboration with local government to transform the regional business climate

Strength

- Presentations were made to over 500 local government officials during annual meetings of the Monroe County Association of Villages, the Genesee Finger Lakes Regional Planning Council, and a monthly meeting of the Monroe County Town Supervisors Association.
- FLREDC supported a request from the Genesee/Finger Lakes Regional Planning Council for a local government efficiency grant for implementation of efficient and effective zoning code enforcement.

Weakness

- Although FLREDC reports collaboration with local government to transform the business climate, most descriptions of that work are vague.

c. Regional unity and support of the Progress Report

Strengths

- The FLREDC reports that all votes over the past four years have been unanimous.
- Demonstrations of support were provided in the revitalization plan.

Weaknesses

- None noted.

Finger Lakes Regional Economic Development Council

2015 Revitalization Plan Assessment

Section I. Progress

Foundations for Growth

a. Regional performance is clearly reported

Strengths

- The FLREDC presents their performance in the context of state and national performance.
- The data provided (mostly within the Progress Report) reveals a diverse economy, with significant growth in innovation activity.
- Private sector non-manufacturing employment grew 2.9% in the Rochester area from 2010 to 2015.

Weaknesses

- The region could have more clearly explained how the new 25,000 jobs referred to in the plan were broken up among various sectors.

b. Identification of challenges and opportunities was supported by data

Strengths

- The region used data from multiple, identified sources throughout the report to justify its direction. For example: STEM degrees granted per 100 degrees granted: 26 in the Finger Lakes, 18 nationally, and 16 in NYS (Source: National Center for Education Statistics). The region uses this information to build its strategy to enhance STEM programs that can provide a talent pipeline for growing regional businesses.
- The dichotomy of the economy between the City of Rochester and the suburban and surrounding areas was stark. More than half of Rochester children live in poverty, with 66,000 city residents in total living below the federal poverty line. The plan used that data to lay the foundation for its three enablers that are designed to prioritize growth that will be inclusive of the entire region.
- Vacancy rates for both residential and commercial occupancies are significantly down in the City of Rochester.

Weaknesses

- The economic challenges in the region are not all related to the opportunities for growth. The challenges mainly have to do with entrenched poverty; the opportunities have to do with specialized intellectual capital.

c. Positioning of region for success

Strengths

- The region focuses on expanding its significant existing strengths: support for the OPI industry, market

growth in agriculture, and broad innovative capacity in Next Generation manufacturing & technology.

- The region has strong leadership capacity, both within and outside the Council, with extensive public input and a history of regional coordination (for example, the Finger Lakes Health Systems Agency, an award-winning regional health planning organization).
- The region has an excellent history of executing major CFA Priority Projects.
- The region produces patents at the 5th highest per-worker rate in the nation: three patents per 1000 workers, which is nearly three times the NYS rate and the U.S. rate.

Weaknesses

- Further detail on how the region will work with low-skilled individuals to participate in the expansion of the OPI industry would have been beneficial to see.
- The region receives only a small fraction of the state's venture capital investment.

Investment in the Region

d. Connectivity will lead to transformative change

Strengths

- Many of the project descriptions have cross-functional goals, outcomes and components.
- Two of the three sectors targeted (OPI and Ag & Food) demonstrate connectivity and how that will lead to transformative change.
- The strategies presented for each of the three sectors (and the goal to reduce poverty) are well thought-out and logical for each sector.

Weaknesses

- The third industry cluster (Next Generation Manufacturing) is relatively more competitive and insular, based more on competitive advantage and intellectual property. Transformative change in this sector will not come out of connectivity.

e. Targeting of innovative sectors

Strengths

- The three clusters selected are OPI, Agriculture and Food Production, Next Generation Manufacturing and Technology.
- OPI has been a core Finger Lakes sector for a century, and has undergone dramatic and sometimes turbulent changes. The impact of this history today and the legacy of former industrial giants is a large manufacturing base, a highly skilled and innovative workforce and start-up network, and cutting-edge research conducted both privately and at acclaimed universities.
- The plan provides a helpful visual for their strategic framework and lays out how the FLEDC views what they title enablers (Pathways to Prosperity, entrepreneurship and Development, and Higher Education and Research) with Quality of Life conditions (Education, Healthcare, Skilled Workforce, Diverse Economy, Cost of Living, Arts and Culture).
- The revitalization plan is very focused on these three industry sectors (and its fourth goal of reducing

poverty). All enabling projects feed into the economic and workforce infrastructure supporting these three sectors and/or reducing poverty.

Weaknesses

- None noted.

f. Unique regional strengths will overcome barriers to growth

Strengths

- The college and university sector is a significant asset with a uniquely placed edge for research and innovation. They are also excellent training venues for workforce development.
- The region understands that collaboration can overcome obstacles. Years of working together on community health indicators and health systems integration, during periods of market disruption and declining public support, led to measurable improvements in community health and increased state and federal government support for innovative regional programs.
- In the face of severe poverty and socioeconomic inequality, the FLREDC embraced the Rochester-Monroe Anti-Poverty Initiative as a significant regional asset. The URI Steering Committee and the FLREDC Workforce Development Work Group are both collaborating with the RMAPI, building synergies through shared missions and clear channels of communication.

Weaknesses

- Anti-poverty efforts focus on urban areas and rural poverty, especially outside of Monroe County, is not addressed in great detail.

g. Choice of areas for physical and community investment

Strengths

- The Downtown Innovation Zone in Rochester will focus \$140 million in new investment to create jobs in IT, photonics, software, and contribute to residential, retail and commercial activity occurring downtown. The Zone is intended to connect a number of neighborhoods into one ecosystem of innovative companies, workers, and academic institutions.
- Investments seem well balanced across industries with a high degree of crossover support:
 - OPI - \$50M
 - Ag and Food - \$75M
 - Next Gen Manufacturing - \$125M
 - Workforce Dev - \$100M
 - Entrepreneurship and Development - \$75M
 - Higher Ed and Research - \$75M

Weaknesses

- Anti-poverty efforts focus on urban areas and rural poverty, especially outside of Monroe County, is not addressed in great detail; however, over half of the projects are outside Monroe County, evidence of the

REDC's goal of full, nine-county benefits.

Section II. Planning

Strategies and Actions

a. Strategies to attract investment

Strengths

- The FLREDC conducted a very comprehensive outreach effort to become aware of opportunities in the region. There was significant interaction with local businesses and associations to gauge needs specific to particular industries and inform strategies.
- The FLREDC conducted significant research into the needs of the primary clusters within the Finger Lakes region, and developed strategies unique to each.

Weaknesses

- The revitalization plan presents some elements of the research conducted, but much of the analysis that informed the plan was left out.

b. Identification of actions required to support growth

Strengths

- The organization of the whole plan is based on the distinction between projects that lead to direct job and wealth growth from projects that build the economic and social infrastructure that enable growth.
- The revitalization plan acknowledges that different sectors need different combinations of financial backing, knowledge & innovation, and skilled vs entry-level workforce.

Weaknesses

- Although Pathways to Prosperity is identified as one of the plan enablers, only one project has been identified under this enabler, with four in development.

c. Use of other state initiatives

Strengths

- The FLREDC is building on previous sources of state and federal funding to create the AIM center, one of its key projects. The cluster of colleges and universities in the area also attract significant state and federal funding as well as co-investments from private sources.
- The Ag and Food sector within the revitalization plan is very complimentary to several key initiatives: the tourism goals of the wine region and brewery trails, the economic goals of the state's Taste NY and Farm to Table initiatives, the health goals to encourage children and adults to eat fresh, local foods, and the reduction of carbon emissions through increasing the consumption of locally grown foods (which results in less transportation).
- The Finger Lakes has made very good use of previous state initiatives, especially in the health care fields

with Medicaid redesign and system reforms.

- The interplay between the URI and the anti-poverty initiative significantly strengthens the revitalization plan. Reducing poverty is an uncommon goal within traditional economic development, but the level of commitment – in time, resources, and energy -- toward poverty reduction the REDC shows is noteworthy.

Weaknesses

- The plan does not detail the extent to which the region capitalizes on other state initiatives and funding sources.
- In its “Readiness” chapter, the region could make a stronger case that its history of success in implementation of major initiatives has positioned it well to now implement URI funding.

d. Sustainability of investments

Strengths

- The decision to invest in OPI and technology research is based on existing strengths, marketplace projections, and the support cluster of higher education and the workforce development system.
- Proposed investments in the agriculture sector are intended to meet growing demand for locally produced food. The investments support technologies that help increase yield in an environmentally sound manner, which is sustainable agriculture.
- State funds are properly proposed to be used as a one-time resource to get a project started, setting up the enterprise to succeed on its own going forward.

Weaknesses

- None noted.

e. Workforce development

Strengths

- Comprehensive explanation of linkages to the aging workforce (the population of the Region has shifted significantly in the past several decades - a significant portion of the work forces will be retiring in the next 10 years).
- Eight work groups were dedicated to this topic area and they developed 42 specific recommendations to be included in the plan. The FLREDC workforce development work group has met weekly for two years and knows the breadth and reach of the workforce development programs in the region. This work enabled the successful identification of programs that can be replicated or scaled up.

Weaknesses

- There are 43,000 hard of hearing or deaf people living in the region, the largest in country for ages 18-64. This can present special challenges for workforce training and may merit a stronger approach.

f. Hard to place workers

Strengths

- The REDC has focused on three groups of hard-to-place workers: at-risk high school students, the working poor & unemployed, and veterans. Each group presents different needs, and the programs being supported by the REDC are focused on removing those specific barriers to success.
- As described above, the FLREDC is working with the RMAPI to improve graduation rates, increase job readiness, reduce unemployment and decrease poverty in the region. Efforts will be focused on three target populations.
- The region reports that many companies moving into the Eastman Business Park committed to hiring at least 10% of their employees from hard-to-place worker populations.

Weaknesses

- Given that the Workforce Development Work Group exceeded its goal last year and placed over 350 individuals into jobs, the region should consider including more information on the types of jobs and workers placed.

Plan Implementation

g. Organizational structure identified

Strengths

- The region proposes a robust governance and implementation plan, using a broad coalition of support organizations and individuals with the strong, collaborative leadership of the workgroup model.
- Replicating the region's success in other regional coordination efforts, the FLREDC describes its comprehensive oversight and management plan for implementation.
- Each pillar (Optonics-Photonics-Imaging, Ag & Food Production, Next-Gen Manufacturing & Technology) and each enabler (Pathways to Prosperity, Entrepreneurship & Development, and Higher Ed & Research) has a dedicated advisory council, charged with coordinating project implementation.
- The revitalization plan sets out a very clear process for project approval. The process was clearly developed to incorporate goals of accountability, analytical rigor, and broad participation.

Weaknesses

- None noted.

h. Implementation plan and desired outcomes

Strengths

- Recipients of funding will be required to report on performance metrics; the URI Implementation Team will verify and publish these metrics. These metrics will be developed as each project is defined.
- Each approved project will be assigned a "project owner" who is responsible for tracking the progress of all funding streams and all economic impacts.

Weaknesses

- None noted.

i. Performance metrics tailored to goals

Strengths

- Individual project performance metrics will be developed based on the project details and may include items like state funding, private operating expenditures, private capital spending, and jobs created.
- The overall goals of the URI are job creation, wealth creation, private investment, and poverty reduction. These will also be tracked.

Weaknesses

- Although the region proposed a dashboard to measure future projects and clear performance metrics on past projects and industries as a whole, the proposed dashboards were lacking in specificity.

Section III. Projects

a. Projects for immediate implementation appear ready

Strengths

- The revitalization plan describes a vetting process to verify reasonableness and readiness of projects.
- Projects for immediate implementation appear ready to go. Project information is well presented, and each project's purpose and impact are closely tied to the FLREDC's URI goals.
- Ninety-two projects are described as ready to go within the first year.
- The ready-to-go projects are heavily weighted toward the more impactful sector projects than toward the “enabling” sector (the infrastructure-building categories). This will allow the REDC to generate good success rates sooner, because the rewards generated by the “enabling” projects (such as a better-educated workforce) by nature take longer to complete.

Weaknesses

- More than half of the Year One projects are in the Agriculture sector. While it was not required for the revitalization plan submission to provide any project detail, the description of agriculture sector investments does not give substantial information on what this very large number of projects might entail.

b. Conceptual projects have next steps identified

Strengths

- For each proposed conceptual project, the plan describes the project vision, its context within the overall strategy for the region, and the impact on each of the three primary clusters and the fourth goal of poverty reduction.

Weaknesses

- The FLREDC did not always identify the next steps required to move conceptual projects forward, although they did apply risk-based discounts to the estimated fiscal impact of the conceptual projects.

c. Project pipeline

Strengths

- The plan describes the process to solicit and vet project proposals, and to then verify reasonableness of interest and potential results.
- A major project with potential to advance the pipeline is STAMP, the Science and Technology Advanced Manufacturing Park, in Genesee County, with connections to trained workforce from nearby colleges, Buffalo, and Rochester. The region describes the park as nearly shovel-ready and has one large project pending that could create 1,000 direct jobs in the region.

Weaknesses

- The data does not include a regional distribution of the pipeline projects.

Section IV. Participation

a. Community outreach

Strengths

- There was a very strong outreach effort, including editorial board meetings and call-in radio shows with REDC members. There were over 700 downloads & comments on the draft plan.
- Twitter, Facebook and the FLREDC website were used to publicize the plan and meetings.

Weaknesses

- Paper copies were available at libraries only in Monroe County.

b. Business engagement

Strengths

- Businesses were fully engaged in all aspects of the FLREDC revitalization plan process and product. The FLREDC received letters of support from business associations representing hundreds of local employers and employing thousands of FLREDC residents.

Weaknesses

- None noted.

c. Engagement of local government leaders

Strengths

- A joint letter of support was signed by the chair of almost every county legislature or board of supervisors, and by every county's IDA or economic development agency.

Weaknesses

- As local government support is likely to be pivotal to the Downtown Innovation Zones, it would have been helpful to have specific expressions of support from local leaders in regards to these projects.

d. Collaboration and regional support

Strengths

- The Council held a special workshop for all 450 Work Group members. The Council established a Steering Committee that met 14 times to guide the creation of the URI. A dedicated URI Work Team was established and met 20 times.
- Overall the region appeared unified in its support of the plan, as evidenced by the letters of support received and variety of companies involved in pending applications.

Weaknesses

- None noted.

Section V. Performance

a. Significant increase in private sector jobs projected

Strengths

- Based on the data the region collected, \$6.4 billion in private investment from private companies would be achieved if the revitalization plan projects are funded. This is projected to create 8,200 direct jobs and 9,000 indirect and induced jobs.
- URI-eligible (Year One) projects leverage \$3.8 billion in private investment and generate the creation of 5,200 direct jobs (projections of indirect and induced jobs are not presented).
- The food and agriculture industry is an efficient use of economic development funds, because it generates a relatively high number of jobs with an incentive grant. (It also has the greatest potential to lift people out of poverty and onto a career ladder in a growing industry.) The food and agriculture sector has the highest number of ready-to-go projects (56 out of 92).

Weaknesses

- Of the projected 5,200 direct jobs projected from the ready-to-go projects, nearly 20% are from a single project, which could indicate some risk.

b. Increase of regional wealth likely

Strengths

- The plan is crafted to increase regional wealth, with two of its three sectors squarely in the above-average wage category and with a number of ready projects.

Weaknesses

- The region's impressive focus on pulling people out of poverty and into the workforce may initially result in a lower average wage, but the region is focused on moving that population up a career ladder.

c. Private sector investment expected to meet 5:1 ratio

Strengths

- The FLREDC stated that they only included private investment in leverage figures if they judged it to be credible, defensible, and aligned with the guidelines. Relevant industry leaders assessed each project for credibility and proposals for near-term investments included anticipated investments by line item, and operational spending.
- The region categorized projects as "in development" if some funding sources were not finalized or confirmed and stated that they conducted a discounted probability analysis to ensure they did not overstate the potential for leveraged dollars. Projects under this category are anticipated to lead to \$2.6 billion in private investment and create 3,017 direct jobs.
- The FLREDC identified projects that are not URI-eligible, but will nevertheless contribute to the regional economy.
- The 92 year-one projects alone could result in a leverage ratio of 13:1.

Weaknesses

- It would have been helpful to see a comprehensive list of non-URI-eligible projects to develop an understanding of how they will enhance particular URI strategies.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51194	Finger Lakes	Arts	Arts CHPG I	Inspiring Beauty Exhibit	Memorial Art Gallery of the University of Rochester	62	10	72	\$45,000.00	Awarded
52671	Finger Lakes	Arts	Arts CHPG I	Rochester Fringe Festival 2016	Rochester Fringe Festival	49	20	69	\$63,000.00	Awarded
51318	Finger Lakes	Arts	Arts CHPG I	Making Music, Making Strides	Hochstein School of Music and Dance	45	20	65	\$16,815.00	Awarded
55780	Finger Lakes	Arts	Arts CHPG I	Greentopia FILM ARTS	Friends of the GardenAerial DBA Greentopia	46	10	56	\$0.00	Not-Awarded
52323	Finger Lakes	Arts	Arts CHPG I	Enhance Erie Canalway Ticket to Ride	Erie Canalway Heritage Fund Inc	31	10	41	\$0.00	Not-Awarded
52347	Finger Lakes	Arts	Arts CHPG I	Rochester Memoir Project	Writers Books	30	5	35	\$0.00	Not-Awarded
51669	Finger Lakes	Arts	Arts CHPG I	Building Community with To Kill A Mockingbird	Geva Theatre Center, Inc.	24	10	34	\$0.00	Not-Awarded
57451	Finger Lakes	Arts	Arts CHPG I	Rochester Philharmonic Orchestra Education Video Project	Rochester Philharmonic Orchestra Inc	23	10	33	\$0.00	Not-Awarded
50358	Finger Lakes	Arts	Arts CHPG I	Wyoming County Rural Arts Initiative	Arts Council for Wyoming County	17	15	32	\$0.00	Not-Awarded
51467	Finger Lakes	Arts	Arts CHPG I	Finger Lakes Opera 2016	Research Foundation for SUNY on behalf of SUNY Geneseo	18	10	28	\$0.00	Not-Awarded
51795	Finger Lakes	Arts	Arts CHPG P	Multi-Purpose Community Space Planning	Little Theatre Film Society	69	10	79	\$40,162.00	Awarded
55643	Finger Lakes	Arts	Arts CHPG P	Women's Rights National Historical Park Upgrade	Friends of Women's Rights National Historical Park	68	10	78	\$49,500.00	Awarded
54933	Finger Lakes	Arts	Arts CHPG P	African Arts, Culture and Heritage Extended Learning Program	Baobab Cultural Center	50	10	60	\$48,906.00	Awarded
55859	Finger Lakes	Arts	Arts CHPG P	Regional Expansion and Audience Development	Rochester City Ballet	50	10	60	\$19,400.00	Awarded
56151	Finger Lakes	Arts	Arts CHPG P	Experience The Journey	DEEP Arts, Inc	37	5	42	\$0.00	Not-Awarded
55406	Finger Lakes	Arts	Arts CHPG P	Finger Lakes Initiative for Cultural Access	George Eastman House	29	10	39	\$0.00	Not-Awarded
52342	Finger Lakes	Arts	Arts CHPG P	ACH New Initiatives Planning	Community Design Center of Rochester	29	10	39	\$0.00	Not-Awarded
51744	Finger Lakes	Arts	Arts CHPG P	ArtsEd Planning Rochester	Arts Cultural Council for Greater Rochester	23	15	38	\$0.00	Not-Awarded
56273	Finger Lakes	Arts	Arts CHPG P	Visual Artist Resource Blueprint	Genesee Center for the Arts and Education	26	10	36	\$0.00	Not-Awarded
56078	Finger Lakes	Arts	Arts CHPG P	The Art and Science of Music	Rochester Museum Science Center	23	10	33	\$0.00	Not-Awarded
52387	Finger Lakes	Arts	Arts CHPG P	Village of Wyoming Strategic Plan	Village of Wyoming	20	10	30	\$0.00	Not-Awarded
51274	Finger Lakes	Arts	Arts WIP	Expanded Marketing Capacity	BOA Editions	65	15	80	\$17,277.00	Awarded
50727	Finger Lakes	Arts	Arts WIP	Expanded Programmatic Capacity	Genesee-Orleans Regional Arts Council	64	10	74	\$37,500.00	Awarded
51586	Finger Lakes	Arts	Arts WIP	Expanded Programmatic Outreach	Borinquen Dance Theatre	63	10	73	\$39,520.00	Awarded
52067	Finger Lakes	Arts	Arts WIP	The It's A Wonderful Life Museum Acquisition Project	The Seneca Falls It's A Wonderful Life Museum Archives	17	10	27	\$0.00	Not-Awarded
51162	Finger Lakes	Canals	Canals	Brockport Canal Improvement Project	Village of Brockport	78	10	88	\$75,000.00	Awarded
53021	Finger Lakes	Canals	Canals	Palmyra Canal Trail Connector and Terminal Wall Extension	Village of Palmyra	76	10	86	\$124,000.00	Awarded
55777	Finger Lakes	Canals	Canals	Waterfront to Downtown Connectivity Project	Village of Waterloo	65	20	85	\$145,000.00	Awarded
51634	Finger Lakes	Canals	Canals	Center for Great Women	National Womens Hall Of Fame	61	20	81	\$0.00	Not-Awarded
53133	Finger Lakes	Canals	Canals	PLEX Park	Bergmann Associates	60	10	70	\$0.00	Not-Awarded
51677	Finger Lakes	Canals	Canals	Bents Opera House Restoration Phase II	Orleans Renaissance Group	44	20	64	\$0.00	Not-Awarded
55321	Finger Lakes	Canals	Canals	Gateway to Optics and Science	Rochester Museum Science Center	29	15	44	\$0.00	Not-Awarded
53545	Finger Lakes	Canals	Canals	RBC Fairport Boathouse	Rochester Boat Club	38	5	43	\$0.00	Not-Awarded
53901	Finger Lakes	Canals	Canals	150th Anniversary of Memorial Day - May 2016; Save our Museum	National Memorial Day Museum	28	10	38	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56745	Finger Lakes	DEC	DEC EPG	Village of Bergen Wastewater Treatment Plant Phosphorus Reduction Engineering Study	Village of Bergen	80	20	100	\$30,000.00	Awarded
55996	Finger Lakes	DEC	DEC EPG	Village of Interlaken Wastewater Treatment Plant Engineering Study	Village of Interlaken	80	15	95	\$30,000.00	Awarded
56740	Finger Lakes	DEC	DEC EPG	Village of Penn Yan Engineering Study	Village of Penn Yan	80	15	95	\$30,000.00	Awarded
56843	Finger Lakes	DEC	DEC EPG	Village of Sodus Engineering Planning Study	Village of Sodus	80	15	95	\$30,000.00	Awarded
56376	Finger Lakes	DEC	DEC EPG	Village of Waterloo Engineering Study	Village of Waterloo	80	15	95	\$100,000.00	Awarded
54302	Finger Lakes	DEC	DEC EPG	Phase II Collection System Study	Livingston County	76	10	86	\$0.00	Not-Awarded
52313	Finger Lakes	DEC	DEC EPG	WWTP engineering planning grant	Town of Farmington	72	10	82	\$0.00	Not-Awarded
51345	Finger Lakes	DEC	DEC EPG	Village of Attica Wastewater Treatment Plant Upgrade Engineering Study	Village of Attica	56	20	76	\$0.00	Not-Awarded
55250	Finger Lakes	DEC	DEC EPG	Dundee inflow and infil study	Village of Dundee	50	20	70	\$0.00	Not-Awarded
54137	Finger Lakes	DEC	DEC EPG	Phase I Collection System Study	Village of LeRoy	60	10	70	\$0.00	Not-Awarded
56540	Finger Lakes	DEC	DEC EPG	General Wastewater and Collection System Evaluation	Village of Avon	38	20	58	\$0.00	Not-Awarded
50988	Finger Lakes	DEC	DEC EPG	Town of Lyons Engineering Study	Town of Lyons	29	20	49	\$0.00	Not-Awarded
50876	Finger Lakes	DEC	DEC EPG	Village of Nunda Wastewater Treatment Engineering Study	Village of Nunda	29	20	49	\$0.00	Not-Awarded
56305	Finger Lakes	DEC	DEC EPG	Collection System Study	Village of Elba	30	15	45	\$0.00	Not-Awarded
54690	Finger Lakes	DEC	DEC EPG	Collection System Study	Village of Warsaw	30	15	45	\$0.00	Not-Awarded
53218	Finger Lakes	DEC	DEC EPG	Town of Milo Water and Sewer Districts	Town of Milo	21	20	41	\$0.00	Not-Awarded
54770	Finger Lakes	DEC	DEC EPG	Wastewater Collection System Study	Town of Oakfield	19	15	34	\$0.00	Not-Awarded
55386	Finger Lakes	DEC	DEC WQIP NSAC	Honeoye Lake Inlet Restoration Project	Ontario County Soil Water Conservation District	73	15	88	\$300,000.00	Awarded
56046	Finger Lakes	DEC	DEC WQIP NSAC	Monroe County Stream Restoration Project	Monroe County Soil and Water Conservation District	63	15	78	\$483,126.00	Awarded
53936	Finger Lakes	DEC	DEC WQIP NSAC	Town of Geneseo Municipal Salt Storage Facility	Livingston County Soil and Water Conservation District	55	10	65	\$234,375.00	Awarded
52714	Finger Lakes	DEC	DEC WQIP NSAC	Town of Canandaigua Enhanced Stormwater Treatment Equipment	Town of Canandaigua	55	5	60	\$120,000.00	Awarded
57649	Finger Lakes	DEC	DEC WQIP NSAC	Lower Ganaragua Creek Stream Management	Wayne County Soil and Water Conservation District	43	15	58	\$72,965.00	Awarded
51941	Finger Lakes	DEC	DEC WQIP NSAC	CMAC Performing Arts Center Stormwater Project	Ontario County Soil Water Conservation District	35	15	50	\$76,700.00	Awarded
52293	Finger Lakes	DEC	DEC WQIP NSAC	Promotion and Protection of Canandaigua Lake Phase II	City of Canandaigua/Canandaigua Lake Watershed Council	28	15	43	\$0.00	Not-Awarded
54607	Finger Lakes	DEC	DEC WQIP NSAC	Salt Storage Facility	Town of Greece	31	10	41	\$0.00	Not-Awarded
52271	Finger Lakes	DEC	DEC WQIP NSAC	Town of Williamson Highway Department NutrientSediment Salt Storage Facility	Town of Williamson	18	10	28	\$0.00	Not-Awarded
53199	Finger Lakes	DEC	DEC WQIP WTID	Disinfection and Upgrades to the Springwater Wastewater Treatment Facility	Town of Springwater	61	20	81	\$2,071,237.00	Awarded
53505	Finger Lakes	DEC	DEC WQIP WTID	Farmington Wastewater Disinfection Project	Town of Farmington	63	15	78	\$1,551,250.00	Awarded
52314	Finger Lakes	DEC	DEC WQIP WTID	Dansville Wastewater Disinfection Project	Village of Dansville	63	10	73	\$532,950.00	Awarded
52041	Finger Lakes	DEC	DEC WQIP WTI	Arcade WWTP Upgrade and Expansion	Village of Arcade	63	20	83	\$0.00	Not-Awarded
54806	Finger Lakes	DEC	DEC WQIP WTI	Wastewater Sustainability Project	Village of Oakfield	61	20	81	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
58119	Finger Lakes	DEC	DEC WQIP WTI	WWTF Improvements	Village of LeRoy	61	20	81	\$0.00	Not-Awarded
53368	Finger Lakes	DEC	DEC WQIP WTI	Town of Wayne Wastewater Treatment System	Town of Wayne	60	20	80	\$0.00	Not-Awarded
54359	Finger Lakes	DEC	DEC WQIP WTI	Lakeville WWTF Improvements	Livingston County Water Sewer Authority (LCWSA)	63	15	78	\$0.00	Not-Awarded
54304	Finger Lakes	DEC	DEC WQIP WTI	Collection System Study and WWTF Improvements	Village of Perry	41	15	56	\$0.00	Not-Awarded
51403	Finger Lakes	DEC	DEC WQIP WTI	Pembroke WQIP Phase II - Hamlet	Town of Pembroke	18	20	38	\$0.00	Not-Awarded
57911	Finger Lakes	DEC	DEC WQIP WTI	Pembroke WQIP Phase II - WWTP	Town of Pembroke	18	20	38	\$0.00	Not-Awarded
53516	Finger Lakes	DOL	DOL EET	Sewing Machine Operator Training	Hickey Freeman Tailored Clothing, Inc.	59	20	79	\$23,076.00	Awarded
53870	Finger Lakes	DOL	DOL EET	Quality and Management Training	Heritage Christian Services, Inc.	44.86	20	64.86	\$62,000.00	Awarded
54852	Finger Lakes	DOL	DOL EET	Supervisory Training	Mary Cariola Children's Center, Inc.	46.46	15	61.46	\$0.00	Not-Awarded
52762	Finger Lakes	DOL	DOL EET	Information Technology Training	NYSARC, Inc., Ontario County Chapter	40.04	20	60.04	\$0.00	Not-Awarded
56058	Finger Lakes	DOL	DOL EET	Sterile Manufacturing and Equipment Training	Unither US Corp.	37.94	20	57.94	\$0.00	Not-Awarded
52317	Finger Lakes	DOL	DOL EET	Education and Child Development Training	Mary Cariola Children's Center, Inc.	41.51	15	56.51	\$0.00	Not-Awarded
53256	Finger Lakes	DOL	DOL EET	Operational Software Training	Jamko Technical Solutions, Inc.	31.72	20	51.72	\$0.00	Not-Awarded
55507	Finger Lakes	DOL	DOL EET	Information Technology Training	Kink, Inc.	36.68	15	51.68	\$0.00	Not-Awarded
50358	Finger Lakes	DOL	DOL EET	Museum Curator Training	Arts Council for Wyoming County	29.68	15	44.68	\$0.00	Not-Awarded
50630	Finger Lakes	DOL	DOL EET	Neighborhood Revitalization Training	Community Action in Self Help, Inc.	32.31	10	42.31	\$0.00	Not-Awarded
53516	Finger Lakes	DOL	DOL NHT	Sewing Machine Operator Training	Hickey Freeman Tailored Clothing, Inc.	60.5	20	80.5	\$76,924.00	Awarded
53465	Finger Lakes	DOL	DOL NHT	Personal Care Aide Training	NYSARC, Inc., Seneca-Cayuga Counties Chapter dba Seneca Cayuga ARC	62	15	77	\$45,500.00	Awarded
53256	Finger Lakes	DOL	DOL NHT	Operational Software Training	Jamko Technical Solutions, Inc.	30	20	50	\$0.00	Not-Awarded
55806	Finger Lakes	DOL	DOL SPTP	Office, Warehouse, and Service Training	Rochester Rehabilitation Center, Inc.	64	20	84	\$80,000.00	Awarded
54966	Finger Lakes	DOL	DOL SPTP	Electronic Assembly and Soldering Training	Rochester Institute of Technology	49.81	20	69.81	\$50,000.00	Awarded
57971	Finger Lakes	DOL	DOL SPTP	Multi-sector Careers Training	Veterans Outreach Center, Inc.	53.33	15	68.33	\$100,000.00	Awarded
51548	Finger Lakes	DOL	DOL SPTP	Health Care and Manufacturing Training	Finger Lakes Community College	46.28	20	66.28	\$22,000.00	Awarded
56605	Finger Lakes	DOL	DOL SPTP	Food Safety Training	Wayne County Action Program, Inc.	46.68	15	61.68	\$0.00	Not-Awarded
50375	Finger Lakes	DOL	DOL SPTP	Landscaping Training	Friends of the GardenAerial, Inc. dba Greentopia	44.48	15	59.48	\$0.00	Not-Awarded
51048	Finger Lakes	DOL	DOL SPTP	Culinary Arts Training	Rochester City School District, Office of Adult and Career Education Services	41.5	15	56.5	\$0.00	Not-Awarded
53256	Finger Lakes	DOL	DOL SPTP	Operational Software Training	Jamko Technical Solutions, Inc.	22.03	20	42.03	\$0.00	Not-Awarded
52438	Finger Lakes	DOL	DOL SPTP	Work Readiness Training	The Community Place of Greater Rochester, Inc.	21.33	15	36.33	\$0.00	Not-Awarded
55806	Finger Lakes	DOL	DOL UWT	Office, Warehouse, and Service Training	Rochester Rehabilitation Center, Inc.	55	20	75	\$20,000.00	Awarded
57888	Finger Lakes	DOL	DOL UWT	Electronic Assembly and Soldering Training	Rochester Institute of Technology	51.28	20	71.28	\$50,000.00	Awarded
56682	Finger Lakes	DOL	DOL UWT	Nurse Assistant Training	Wayne-Finger Lakes BOCES	50.5	20	70.5	\$65,120.00	Awarded
51548	Finger Lakes	DOL	DOL UWT	Health Care and Manufacturing Training	Finger Lakes Community College	47.09	20	67.09	\$76,500.00	Awarded
57802	Finger Lakes	DOL	DOL UWT	Commercial Driver Training	Wayne-Finger Lakes BOCES	45.28	20	65.28	\$33,600.00	Awarded
53256	Finger Lakes	DOL	DOL UWT	Operational Software Training	Jamko Technical Solutions, Inc.	40.46	20	60.46	\$0.00	Not-Awarded
52438	Finger Lakes	DOL	DOL UWT	Workforce Development Training	The Community Place of Greater Rochester, Inc.	41.23	15	56.23	\$0.00	Not-Awarded
51844	Finger Lakes	DOS	DOS LGE	Implementation of Efficient and Effective Zoning Code and Enforcement in Wyoming County	Genesee/Finger Lakes Regional Planning Council	51.07	20	71.07	\$99,996.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
55836	Finger Lakes	DOS	DOS LGE	Shared Transportation Services	Letchworth Central School and Perry Central School	42.93	15	57.93	\$0.00	Not-Awarded
54638	Finger Lakes	DOS	DOS LGE P	Law Enforcement Shared Service and Efficiency Study	Orleans County	48.53	20	68.53	\$36,000.00	Awarded
57253	Finger Lakes	DOS	DOS LGE P	Town of Victor Public Safety Services Analysis	Town of Victor	48	10	58	\$24,000.00	Awarded
54279	Finger Lakes	DOS	DOS LWRP	Wilkins Creek SubWatershed Stormwater Study	Town of Livonia	70.4	15	85.4	\$14,000.00	Awarded
52949	Finger Lakes	DOS	DOS LWRP	Design of West River Wall Renovations	City of Rochester	68.8	15	83.8	\$750,000.00	Awarded
52293	Finger Lakes	DOS	DOS LWRP	Promotion and Protection of Canandaigua Lake Phase II	City of Canandaigua	68	15	83	\$643,000.00	Awarded
50416	Finger Lakes	DOS	DOS LWRP	Sandbar Waterfront Park Improvements Design	Town of Webster	68	15	83	\$118,000.00	Awarded
52923	Finger Lakes	DOS	DOS LWRP	Seneca Lake Access Improvements Phase 4 Design	City of Geneva	60	20	80	\$70,000.00	Awarded
55777	Finger Lakes	DOS	DOS LWRP	Waterfront to Downtown Trail Connection	Village of Waterloo	58.4	20	78.4	\$145,000.00	Awarded
57206	Finger Lakes	DOS	DOS LWRP	Erie Harbor Enhancements Phase II Design	City of Rochester	63.2	15	78.2	\$100,000.00	Awarded
55032	Finger Lakes	DOS	DOS LWRP	Design of Charles Carroll Park Plaza Renovations	City of Rochester	62.4	15	77.4	\$400,000.00	Awarded
55805	Finger Lakes	DOS	DOS LWRP	Kendall-Yates-Carlton Local Waterfront Revitalization Program Update	Orleans County	67.2	10	77.2	\$40,000.00	Awarded
57371	Finger Lakes	DOS	DOS LWRP	Waterfront and Downtown Revitalization Strategy	Village of LeRoy	65.6	10	75.6	\$20,000.00	Awarded
53662	Finger Lakes	EFC	EFC GIGP	I-Square Sustainability	I-Square, LLC	48	20	68	\$800,000.00	Awarded
55455	Finger Lakes	EFC	EFC GIGP	Regional Green Infrastructure Showcase at Rochester Museum and Science Center - Phase II	Water Education Collaborative Rochester museum and Science Center	56	10	66	\$526,300.00	Awarded
51548	Finger Lakes	EFC	EFC GIGP	Workforce Development Economic Success	Finger Lakes Community College	31	20	51	\$0.00	Not-Awarded
52293	Finger Lakes	EFC	EFC GIGP	Promotion and Protection of Canandaigua Lake Phase II	City of Canandaigua / Canandaigua Lake Watershed Council	34	15	49	\$0.00	Not-Awarded
56126	Finger Lakes	ESD	ESD BISP	NY-BEST BRIDGE Incubator - Energy Storage Business Accelerator	New York Battery and Energy Storage Technology Consortium (NY-BEST)	56.75	20	76.75	\$0.00	Not-Awarded
56764	Finger Lakes	URI	URI	Keuka Business Park Building Acquisition	Finger Lakes Economic Development Center	69	20	89	\$150,000.00	Awarded
56544	Finger Lakes	URI	URI	Canandaigua Lakefront Redevelopment ProjectFinal Phases	Canandaigua Lake Pinnacle North Waterfront Development	68	20	88	\$2,000,000.00	Awarded
54227	Finger Lakes	URI	URI	Marquart Bros. Potato Chip Plant	Marquart Bros LLC	68	20	88	\$900,000.00	Awarded
50732	Finger Lakes	URI	URI	Cornell Agriclutlure Food Technology Park New Manufacturing Building	Cornell Agriculture Food Technology Park	68	20	88	\$500,000.00	Awarded
57368	Finger Lakes	URI	URI	Rochester Chase Tower Access Improvements	Gallina Development Corporation (Tower 195, LLC)	66	20	86	\$200,000.00	Awarded
56663	Finger Lakes	URI	URI	Wayne Finger Boces Advance Manufacturing Education	WFL BOCES	64	20	84	\$1,000,000.00	Awarded
55079	Finger Lakes	URI	URI	Foodlink Food Commercial Kitchen Expansion	Foodlink Inc	64	20	84	\$250,000.00	Awarded
52748	Finger Lakes	URI	URI	Orleans County Agriculture Processing Facility Business Park	Orleans County Economic Development Agency	64	20	84	\$600,000.00	Awarded
55858	Finger Lakes	URI	URI	Greenidge Gas Conversion Project	Greenidge Generation Holdings LLC	63	20	83	\$2,000,000.00	Awarded
55453	Finger Lakes	URI	URI	Modernization of MCC Applied Technologies Center	Monroe Community College	63	20	83	\$57,000.00	Awarded
54816	Finger Lakes	URI	URI	Bristol Mountain New Ski Resort Inn and Lodge	Bristol Mountain Ski Resort	63	20	83	\$300,000.00	Awarded
53882	Finger Lakes	URI	URI	Advanced Battery Assembly Plant at EBP	Cadenza Innovation LLC	63	20	83	\$200,000.00	Awarded
51646	Finger Lakes	URI	URI	Fishers Ridge Phase I Infrastructure	DiMarco Group	68	15	83	\$1,000,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56295	Finger Lakes	URI	URI	Kingsbury Touchscreen Sensor Quality Lab	Kingsbury	62	20	82	\$200,000.00	Awarded
56210	Finger Lakes	URI	URI	Additive Manufacturing Center at RIT	Rochester Institute of Technology	62	20	82	\$100,000.00	Awarded
56164	Finger Lakes	URI	URI	CityGate Erie Canal Public Venue	Anthony J Costello Son (Spencer) Development, LLC	62	20	82	\$2,000,000.00	Awarded
56058	Finger Lakes	URI	URI	Unither Corp Production Expansion	Unither US Corporation	62	20	82	\$1,000,000.00	Awarded
56233	Finger Lakes	URI	URI	NOHMs Technologies Electrolyte Manufacturing Equipment Purchase	NOHMs Technologies	61	20	81	\$135,000.00	Awarded
56197	Finger Lakes	URI	URI	University of Rochester Goergen Institute for Data Science	University of Rochester	61	20	81	\$1,000,000.00	Awarded
55708	Finger Lakes	URI	URI	Sibley Building Phase II	WinnDevelopment	61	20	81	\$3,500,000.00	Awarded
51251	Finger Lakes	URI	URI	STAMP Water Infrastructure	Town of Alabama	61	20	81	\$1,500,000.00	Awarded
50561	Finger Lakes	URI	URI	YMCA Regional Campus	The YMCA of Greater Rochester	66	15	81	\$200,000.00	Awarded
57518	Finger Lakes	URI	URI	Keuka College Center For Business Analytics and Health Information	Keuka College	60	20	80	\$125,000.00	Awarded
57285	Finger Lakes	URI	URI	Edison Career and Technology High School	Rochester City School District	65	15	80	\$83,000.00	Awarded
55871	Finger Lakes	URI	URI	University Preparatory School Career and Technical Education Center	University Preparatory Charter School for Young Men	70	10	80	\$150,000.00	Awarded
54761	Finger Lakes	URI	URI	Seneca Park Zoo Master Plan Improvements Phase 1a	Seneca Park Zoo Society	60	20	80	\$1,500,000.00	Awarded
54142	Finger Lakes	URI	URI	Seneca County Sewer 318	Seneca County	60	20	80	\$1,500,000.00	Awarded
51570	Finger Lakes	URI	URI	Roberts Wesleyan Smith Science Building Renovation	Roberts Wesleyan College	60	20	80	\$1,000,000.00	Awarded
56893	Finger Lakes	URI	URI	Regional Veterans Service Center	Veterans Outreach Center	59	20	79	\$150,000.00	Awarded
56623	Finger Lakes	URI	URI	Rochester Riverside Convention Center Renovation	City of Rochester, N.Y.	59	20	79	\$1,500,000.00	Awarded
53542	Finger Lakes	URI	URI	Genesee Biogas Pretreatment	Genesee Biogas LLC	59	20	79	\$750,000.00	Awarded
51677	Finger Lakes	URI	URI	Bents Opera House Restoration	Orleans Renaissance Group	59	20	79	\$70,000.00	Awarded
56730	Finger Lakes	URI	URI	Energy Storage Ecosystem Resources - Safety Testing and Cylindrical Cell Prototyping	NY BEST	58	20	78	\$2,000,000.00	Awarded
56121	Finger Lakes	URI	URI	New York Photonics Freeform Optics Profiler	New York Photonics	58	20	78	\$160,000.00	Awarded
52833	Finger Lakes	URI	URI	LeRoy Food and Technology Park	Genesee County Economic Development Center	58	20	78	\$420,000.00	Awarded
55149	Finger Lakes	URI	URI	Boys and Girls Club of Rochester	Boys Girls Clubs of Rochester, Inc.	57	20	77	\$300,000.00	Awarded
54260	Finger Lakes	URI	URI	Genesee Valley Agri-Business Park Infrastructure	Genesee Gateway Local Development Corporation	57	20	77	\$500,000.00	Awarded
52976	Finger Lakes	URI	URI	Eastman School of Music Messinger Hall Renovation	Renovation of the Eastman School of Music's Messinger for new teaching studios, classrooms, offices and a parent waiting area.	56	20	76	\$500,000.00	Awarded
52041	Finger Lakes	URI	URI	Arcade Sewer	Village of Arcade	56	20	76	\$500,000.00	Awarded
57178	Finger Lakes	URI	URI	SUNY Polytechnic Institute Micro Electromechanical Systems Equipment Relocation	Research Foundation for SUNY	54	20	74	\$0.00	Not-Awarded
55910	Finger Lakes	URI	URI	Modernization of Cornell's Food and Farm-Based Beverage Technologies Faciltiy	Cornell's New York State Agricultural Experiment Station	54	20	74	\$0.00	Not-Awarded
54480	Finger Lakes	URI	URI	Excel Center	Goodwill of the Finger Lakes	59	15	74	\$0.00	Not-Awarded
52813	Finger Lakes	URI	URI	Ibero Training and Loan Program	Ibero American Investors Corporation	54	20	74	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51634	Finger Lakes	URI	URI	National Womens Hall Of Fame	National Womens Hall of Fame Center for Great Women	53	20	73	\$0.00	Not-Awarded
50365	Finger Lakes	URI	URI	Geva Theatre Renovation	Geva Theatre Center, Inc.	53	20	73	\$0.00	Not-Awarded
57043	Finger Lakes	URI	URI	Inner Loop North Highway Removal Study	City of Rochester	56	15	71	\$0.00	Not-Awarded
56526	Finger Lakes	URI	URI	CityGate Development	Anthony J Costello Son (Spencer) Development LLC	56	15	71	\$0.00	Not-Awarded
57327	Finger Lakes	URI	URI	St. John Fisher Lab upgrade	St. John Fisher College	50	20	70	\$0.00	Not-Awarded
57725	Finger Lakes	URI	URI	Micro/Nano Gyroscope Development Center	Research Foundation for SUNY	47	20	67	\$0.00	Not-Awarded
55454	Finger Lakes	URI	URI	Rochester Genesee Regional Transportation Service Building Replacement	Rochester Genesee Regional Transportation Authority	51	15	66	\$0.00	Not-Awarded
51533	Finger Lakes	URI	URI	10 Chapin St. Canandaigua Renovation	DHD Ventures	54	10	64	\$0.00	Not-Awarded
55970	Finger Lakes	URI	URI	Greater Rochester International Airport-Business Aviation Airline Support Complex	Monroe County Airport Authority	53	10	63	\$0.00	Not-Awarded
53411	Finger Lakes	URI	URI	Junior Achievements Center for Free Enterprise	Junior Achievement	53	10	63	\$0.00	Not-Awarded
51994	Finger Lakes	URI	URI	Bill Grays Regional Iceplex Upgrade Project	Monroe Community Sports Centre Corporation	52	10	62	\$0.00	Not-Awarded
57469	Finger Lakes	URI	URI	Manufacturing Direct Investment Program	The Rochester Technology and Manufacturing Association, .	41	20	61	\$0.00	Not-Awarded
55321	Finger Lakes	URI	URI	Rochester Museum Science Center Gateway to Optics and Science	Rochester Museum Science Center	46	15	61	\$0.00	Not-Awarded
56597	Finger Lakes	URI	URI	Rochester Lyric Opera Building Renovation	Rochester Lyric Opera	49	10	59	\$0.00	Not-Awarded
54144	Finger Lakes	URI	URI	Hillside Children's Center Project	Hillside Children's Center	48	10	58	\$0.00	Not-Awarded
53917	Finger Lakes	URI	URI	Mary Cariola Children's Center-Browncroft Home	Mary Cariola Childrens Center	47	10	57	\$0.00	Not-Awarded
56439	Finger Lakes	URI	URI	City of Rochester E. Main Street Reconstruction	City of Rochester	39	15	54	\$0.00	Not-Awarded
56033	Finger Lakes	URI	URI	Project Lilac 2	1699 Ridge Road E Corporation	49	5	54	\$0.00	Not-Awarded
50385	Finger Lakes	URI	URI	High Falls Gorge Zipline	Friends of the GardenAerial	44	10	54	\$0.00	Not-Awarded
52793	Finger Lakes	URI	URI	Wine Symposium of the Finger Lakes Inc	Wine Symposium of the Finger Lakes Inc	42	10	52	\$0.00	Not-Awarded
56902	Finger Lakes	URI	URI	Finger Lakes Museum	Finger Lakes Cultural Natural History Museum	40	10	50	\$0.00	Not-Awarded
55655	Finger Lakes	URI	URI	Geneva Hotel	City of Geneva	40	10	50	\$0.00	Not-Awarded
50358	Finger Lakes	URI	URI	Arts Council Wyoming County	Arts Council for Wyoming County	34	15	49	\$0.00	Not-Awarded
56276	Finger Lakes	URI	URI	Boundary Breaks Vinyard	Boundary Breaks LLC	40	5	45	\$0.00	Not-Awarded
56547	Finger Lakes	URI	URI	Keuka College Track and Field Complex	Keuka College	27	15	42	\$0.00	Not-Awarded
57184	Finger Lakes	URI	URI	National Warplane Museum Genesee	National Warplane Museum	30	10	40	\$0.00	Not-Awarded
53901	Finger Lakes	URI	URI	150th Anniversary of Memorial Day - May 2016; Save our Museum	National Memorial Day Museum	0	10	10	\$0.00	Not-Awarded
55997	Finger Lakes	ESD	ESD MNY	National International Tourism Marketing for The Strong the Finger Lakes Region	The Strong	76.67	20	96.67	\$151,450.00	Awarded
56434	Finger Lakes	ESD	ESD MNY	A Welcome Surprise! Canadian Tourist Marketing Campaign	Visit Rochester	71.67	20	91.67	\$275,000.00	Awarded
51634	Finger Lakes	ESD	ESD MNY	Center for Great Women	National Women's Hall of Fame	70	20	90	\$250,000.00	Awarded
52798	Finger Lakes	ESD	ESD MNY	Wine Water and Wonders: Phase III	Finger Lakes Tourism Alliance	68.33	20	88.33	\$400,000.00	Awarded
54816	Finger Lakes	ESD	ESD MNY	Mountainside Inn and Lodging	Ski Bristol Mountain	64	20	84	\$234,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53246	Finger Lakes	ESD	ESD MNY	Haunted History Trail of New York State 2016 Initiatives	Genesee County Chamber of Commerce	68.33	15	83.33	\$60,000.00	Awarded
52473	Finger Lakes	ESD	ESD MNY	CONY Marketing Plan	Campground Owners of NYS, Inc.	68.67	10	78.67	\$144,194.00	Awarded
52671	Finger Lakes	ESD	ESD MNY	Rochester Fringe Festival 2016	Rochester Fringe Festival, Inc.	56.33	20	76.33	\$75,497.00	Awarded
57151	Finger Lakes	ESD	ESD MNY	Marketing George Eastman House, Photography and Americas National Parks	George Eastman House	55.67	15	70.67	\$0.00	Not-Awarded
56860	Finger Lakes	ESD	ESD MNY	Renovations for Blue Cross Arena at the War Memorial	City of Rochester	49.67	20	69.67	\$0.00	Not-Awarded
52944	Finger Lakes	ESD	ESD MNY	Finger Lakes Museum Trail	Finger Lakes Tourism Alliance	52.33	15	67.33	\$0.00	Not-Awarded
56440	Finger Lakes	ESD	ESD MNY	Genesee/Finger Lakes Family Vacation Planner	Visit Rochester	51.67	15	66.67	\$0.00	Not-Awarded
51994	Finger Lakes	ESD	ESD MNY	Bill Grays Regional Iceplex Upgrade Project	Bill Grays Regional Iceplex	56	10	66	\$0.00	Not-Awarded
54718	Finger Lakes	ESD	ESD MNY	Frontier Field Renovations Phase II	Monroe County	49	15	64	\$0.00	Not-Awarded
55635	Finger Lakes	ESD	ESD MNY	Finger Lakes Regional Marketing Plan	Finger Lakes Tourism Alliance	51.67	10	61.67	\$0.00	Not-Awarded
54461	Finger Lakes	ESD	ESD MNY	Finger Lakes Region: Niche Brochures	Finger Lakes Tourism Alliance	50.75	10	60.75	\$0.00	Not-Awarded
51194	Finger Lakes	ESD	ESD MNY	Inspiring Beauty Special Exhibition Promotion	University of Rochester	49.67	10	59.67	\$0.00	Not-Awarded
57098	Finger Lakes	ESD	ESD MNY	Rochester Craft Beverage Trail Promotion	Break The Ice Media	49.33	10	59.33	\$0.00	Not-Awarded
54939	Finger Lakes	ESD	ESD MNY	Promoting NY Golf in International Markets	New York Golf Trail LLC	48.33	10	58.33	\$0.00	Not-Awarded
56597	Finger Lakes	ESD	ESD MNY	Rochester Lyric Opera Renovations	Rochester Lyric Opera	47.67	10	57.67	\$0.00	Not-Awarded
51467	Finger Lakes	ESD	ESD MNY	Finger Lakes Opera Marketing Promotion	The Research Foundation for the State University of New York	47	10	57	\$0.00	Not-Awarded
50385	Finger Lakes	ESD	ESD MNY	High Falls Gorge Zipline Waterway Destination Tourism	Greentopia	46	10	56	\$0.00	Not-Awarded
53901	Finger Lakes	ESD	ESD MNY	150th Anniversary of Memorial Day	Waterloo Library Historical Society	44.67	10	54.67	\$0.00	Not-Awarded
54976	Finger Lakes	ESD	ESD MNY	Rochester Antiques Show	Thriftwares	42.67	10	52.67	\$0.00	Not-Awarded
53770	Finger Lakes	ESD	ESD MNY	Seneca Scenic Byway Implementation Plan	Seneca Lake Byway, Inc.	41.33	10	51.33	\$0.00	Not-Awarded
57184	Finger Lakes	ESD	ESD MNY	National War Museum Display Hangar Programming	National Warplane Museum	40	10	50	\$0.00	Not-Awarded
50365	Finger Lakes	ESD	ESD MNY	Historic Armory Renovation	Geva Theatre Center	38.67	10	48.67	\$0.00	Not-Awarded
55443	Finger Lakes	ESD	ESD MNY	Finger Lakes Food Wine Festival	The New York Wine and Culinary Center, Inc.	33	15	48	\$0.00	Not-Awarded
50355	Finger Lakes	ESD	ESD MNY	Fashion Week of Rochester	The Center for Youth Services, Inc.	33.67	5	38.67	\$0.00	Not-Awarded
53118	Finger Lakes	ESD	ESD MNY	High Falls Film Festival	High Falls Film Festival	26.67	10	36.67	\$0.00	Not-Awarded
57308	Finger Lakes	ESD	ESD SPFS	Harvester Park Feasibility and Subdivision Plan	Batavia Development Corporation	66	20	86	\$15,000.00	Awarded
57744	Finger Lakes	ESD	ESD SPFS	Sea Breeze Revitalization Plan	Town of Irondequoit	64	15	79	\$35,000.00	Awarded
56425	Finger Lakes	ESD	ESD SPFS	Victor Route 96 Infrastructure and Planning Study	Town of Victor	55	15	70	\$30,000.00	Awarded
54771	Finger Lakes	ESD	ESD SPFS	Geneva Downtown Parking Study	City of Geneva	57	10	67	\$20,000.00	Awarded
55064	Finger Lakes	ESD	ESD SPFS	Middle Skills Initiative	Ad Council of Rochester	51	10	61	\$0.00	Not-Awarded
53218	Finger Lakes	HCR	HCR CDBGCP	Town of Milo Water Study	Town of Milo	68.08	20	88.08	\$50,000.00	Awarded
53458	Finger Lakes	HCR	HCR CDBGCP	Town of Jerusalem Drinking Water Study	Town of Jerusalem	67.77	20	87.77	\$50,000.00	Awarded
53238	Finger Lakes	HCR	HCR CDBGCP	Village of Attica Capital Improvement Plan	Village of Attica	66.72	15	81.72	\$47,500.00	Awarded
55147	Finger Lakes	HCR	HCR CDBGCP	City of Batavia Engineering Report	City of Batavia	60.03	15	75.03	\$0.00	Not-Awarded
55252	Finger Lakes	HCR	HCR CDBGCP	Village of Avon Engineering Report	Village of Avon	57.31	15	72.31	\$0.00	Not-Awarded
54286	Finger Lakes	HCR	HCR CDBGCP	Town of Elba Water Consortium Study	Town of Elba	56.1	10	66.1	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
54771	Finger Lakes	HCR	HCR CDBGCP	City of Geneva Parking Study	City of Geneva	40.01	10	50.01	\$0.00	Not-Awarded
52387	Finger Lakes	HCR	HCR CDBGCP	Village of Wyoming Master Plan	Village of Wyoming	20.87	10	30.87	\$0.00	Not-Awarded
53392	Finger Lakes	HCR	HCR CDBGME	Orleans County Microenterprise Program	Orleans County	62	20	82	\$200,000.00	Awarded
52637	Finger Lakes	HCR	HCR CDBGME	City of Geneva Microenterprise Program	City of Geneva	54	20	74	\$200,000.00	Awarded
52746	Finger Lakes	HCR	HCR CDBGME	Wyoming County Microenterprise Program	Wyoming County	58	10	68	\$200,000.00	Awarded
53072	Finger Lakes	HCR	HCR CDBGPF	Village of Waterloo Homeless Women's Facility Improvements	Village of Waterloo	47.27	15	62.27	\$400,000.00	Awarded
51196	Finger Lakes	HCR	HCR CDBGPI	Town of Milo Water District #3 Improvements	Town of Milo	48.79	20	68.79	\$576,000.00	Awarded
52864	Finger Lakes	HCR	HCR CDBGPI	Village of Perry Storm Sewer Improvements	Village of Perry	46.61	20	66.61	\$600,000.00	Awarded
51007	Finger Lakes	HCR	HCR CDBGPI	South Street Neighborhood Sewer Installation	Village of Red Creek	41.23	20	61.23	\$596,000.00	Awarded
52213	Finger Lakes	HCR	HCR CDBGPI	Village of Naples Public Sewer System	Village of Naples	41.29	15	56.29	\$600,000.00	Awarded
54554	Finger Lakes	HCR	HCR CDBGPI	City of Batavia State Street/Lewis Place Sewer Improvements	City of Batavia	34	15	49	\$0.00	Not-Awarded
57602	Finger Lakes	HCR	HCR NYMS	Waterloo New York Main Street Program	Village of Waterloo	69	15	84	\$300,000.00	Awarded
54961	Finger Lakes	HCR	HCR NYMS	Livingston County New York Main Street Program	Livingston County Development Corporation	63	15	78	\$500,000.00	Awarded
54405	Finger Lakes	HCR	HCR NYMS	Perry Downtown Revitalization	Village of Perry	61	15	76	\$275,000.00	Awarded
56021	Finger Lakes	HCR	HCR NYMS	Medina NY Main Street	Orleans Chamber of Commerce	60	15	75	\$335,000.00	Awarded
57970	Finger Lakes	HCR	HCR NYMS	Newberry Building Anchor Revitalization	Batavia Development Corporation	60	10	70	\$500,000.00	Awarded
51066	Finger Lakes	HCR	HCR NYMS	East Rochester Main Street Phase II	TownVillage of East Rochester	51	15	66	\$0.00	Not-Awarded
51209	Finger Lakes	HCR	HCR NYMS	Main Street Revitalization Grant Project	Village of Red Creek	51	15	66	\$0.00	Not-Awarded
51647	Finger Lakes	HCR	HCR NYMS	Seneca Falls Main Street Phase II	Town of Seneca Falls	56	10	66	\$0.00	Not-Awarded
56927	Finger Lakes	HCR	HCR NYMS	South Main Street Revitalization	City of Canandaigua	56	10	66	\$0.00	Not-Awarded
50365	Finger Lakes	HCR	HCR NYMS	Historic Armory Renovation	Geva Theatre Center, Inc.	44	20	64	\$0.00	Not-Awarded
54216	Finger Lakes	HCR	HCR NYMS	Main Street Revitalization	Webster Community Coalition for Economic Development Corp	51	10	61	\$0.00	Not-Awarded
51511	Finger Lakes	HCR	HCR NYMS	Little Theatre Historic Renovation Project	Little Theatre Film Society Inc.	39	15	54	\$0.00	Not-Awarded
51735	Finger Lakes	HCR	HCR NYMS	Downtown Warsaw Cultural Heritage and Arts Anchor	Warsaw Historical Society	37	10	47	\$0.00	Not-Awarded
55046	Finger Lakes	HCR	HCR NYMS	ISLA Housing	ISLA Housing Development	20	15	35	\$0.00	Not-Awarded
52817	Finger Lakes	HCR	HCR NYMS-TA	Avon Building Redevelopment Analysis and Design	Livingston County Development Corporation	69	15	84	\$20,000.00	Awarded
52901	Finger Lakes	HCR	HCR NYMS-TA	Village of Leicester Downtown Planning Study	Livingston County Development Corporation	69	15	84	\$20,000.00	Awarded
56354	Finger Lakes	HCR	HCR NYMS-TA	Downtown Bergen Revitalization	Village of Bergen	54	15	69	\$20,000.00	Awarded
56346	Finger Lakes	HCR	HCR NYMS-TA	Downtown Scottsville Revitalization	Village of Scottsville	17	15	32	\$0.00	Not-Awarded
56713	Finger Lakes	HCR	HCR NYMS-TA	Main Street Building Feasibility Study	Village of Naples	17	10	27	\$0.00	Not-Awarded
55811	Finger Lakes	NYSERDA	NYSERDA CGC3	NY Community Project	EV Connect	74.15	15	89.15	\$257,143.00	Awarded
53662	Finger Lakes	NYSERDA	NYSERDA CGC3	ISquare Sustainability Project	ISquare LLC	53.57	20	73.57	\$0.00	Not-Awarded
51884	Finger Lakes	NYSERDA	NYSERDA CGC3	Western Upstate NYS Communities Partnership	Willdan Energy Solutions	48.23	10	58.23	\$0.00	Not-Awarded
52800	Finger Lakes	NYSERDA	NYSERDA CGC3	New York State Green Guide	Greentopia	29.59	10	39.59	\$0.00	Not-Awarded
51617	Finger Lakes	NYSERDA	NYSERDA CGC3	Vacuum Oil Site	DHD Ventures	2.14	20	22.14	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51971	Finger Lakes	Parks	OPRHP HAS A	Historic Cornwall Estate Lake Ontario Nature Park Acquisition Project	Genesee Land Trust Inc	48	15	63	\$0.00	Not-Awarded
52067	Finger Lakes	Parks	OPRHP HAS A	The It's A Wonderful Life Museum Acquisition Project	The Seneca Falls It's A Wonderful Life Museum Archives	42	10	52	\$0.00	Not-Awarded
51634	Finger Lakes	Parks	OPRHP HAS D	Center for Great Women	National Women's Hall of Fame	49	20	69	\$500,000.00	Awarded
50396	Finger Lakes	Parks	OPRHP HAS D	Hillside Cemetery Chapel Restoration, 2015	Town of Clarendon	49.5	15	64.5	\$126,210.00	Awarded
51829	Finger Lakes	Parks	OPRHP HAS D	Beechwood State Park Basic Amenities	Town of Sodus	50.5	10	60.5	\$0.00	Not-Awarded
52067	Finger Lakes	Parks	OPRHP HP A	The It's A Wonderful Life Museum Acquisition Project	The Seneca Falls It's A Wonderful Life Museum Archives	35	10	45	\$0.00	Not-Awarded
51677	Finger Lakes	Parks	OPRHP HP D	Bents Opera House Restoration Phase II	Orleans Renaissance Group, Inc.	43	20	63	\$150,000.00	Awarded
55348	Finger Lakes	Parks	OPRHP HP D	National Historic Landmark Restoration	George Eastman House	43	20	63	\$0.00	Not-Awarded
52377	Finger Lakes	Parks	OPRHP HP D	Woodlawn Cemetery Chapel	Canandaigua Cemetery Association	45.5	15	60.5	\$0.00	Not-Awarded
54381	Finger Lakes	Parks	OPRHP HP D	1816 Meetinghouse Exterior Restoration	1816 Farmington Quaker Meetinghouse Museum	43	10	53	\$0.00	Not-Awarded
50396	Finger Lakes	Parks	OPRHP HP D	Hillside Cemetery Chapel Restoration, 2015	Town of Clarendon, NY	38	15	53	\$0.00	Not-Awarded
54759	Finger Lakes	Parks	OPRHP HP D	Five Arch Bridge Stabilization and Restoration Project	Village of Avon	37.5	15	52.5	\$0.00	Not-Awarded
51681	Finger Lakes	Parks	OPRHP HP D	1903 Conservatory Complex part 2	Sonnenberg Gardens and Mansion	35	15	50	\$0.00	Not-Awarded
50365	Finger Lakes	Parks	OPRHP HP D	Historic Armory Renovation	Geva Theatre Center, Inc.	29	20	49	\$0.00	Not-Awarded
51511	Finger Lakes	Parks	OPRHP HP D	Little Theatre Historic Renovation Project	Little Theatre Film Society Inc.	32.5	15	47.5	\$0.00	Not-Awarded
53901	Finger Lakes	Parks	OPRHP HP D	150th Anniversary of Memorial Day - May 2016; Save our Museum	National Memorial Day Museum	35	10	45	\$0.00	Not-Awarded
53772	Finger Lakes	Parks	OPRHP HP D	Village of Honeoye Falls Auditorium Renovation	Village of Honeoye Falls New York	18	10	28	\$0.00	Not-Awarded
53757	Finger Lakes	Parks	OPRHP HP D/A	Land Bank / Pulaski Library	City of Rochester	50.5	10	60.5	\$0.00	Not-Awarded
47741	Finger Lakes	Parks	OPRHP HP D/P	Livingston County Museum Implementation of Facilities Master Plan	Livingston County Historical Society	26	20	46	\$0.00	Not-Awarded
56195	Finger Lakes	Parks	OPRHP HP P	Ontario County Courthouse Renovations	Ontario County Planning Department	32.5	10	42.5	\$0.00	Not-Awarded
52940	Finger Lakes	Parks	OPRHP HP P	GAR Memorial Hall Restoration Project	Town of Portage	31.5	10	41.5	\$0.00	Not-Awarded
51971	Finger Lakes	Parks	OPRHP PKS A	Historic Cornwall Estate Lake Ontario Nature Park Acquisition Project	Genesee Land Trust, Inc.	59	15	74	\$300,000.00	Awarded
53021	Finger Lakes	Parks	OPRHP PKS D	Palmyra Canal Trail Connector and Terminal Wall Extension	Village of Palmyra	65.5	10	75.5	\$192,500.00	Awarded
51829	Finger Lakes	Parks	OPRHP PKS D	Beechwood State Park Basic Amenities	Town of Sodus	63.5	10	73.5	\$76,387.00	Awarded
50869	Finger Lakes	Parks	OPRHP PKS D	Construction of Park Lodge	Town of Sweden	58	15	73	\$446,145.00	Awarded
53133	Finger Lakes	Parks	OPRHP PKS D	PLEX Park	Bergmann Associates	58	10	68	\$0.00	Not-Awarded
53013	Finger Lakes	Parks	OPRHP PKS D	Rebuild Bullard Park	Village of Albion	57.5	10	67.5	\$0.00	Not-Awarded
52711	Finger Lakes	Parks	OPRHP PKS D	Blue Cut Nature Center Park Development Project	Wayne County Economic Development and Planning Dept	50.5	10	60.5	\$0.00	Not-Awarded
49411	Finger Lakes	Parks	OPRHP PKS D	Master Plan for the Development of a Unique 315 Acre Property in the Town of Rush	Town of Rush	43	15	58	\$0.00	Not-Awarded
51818	Finger Lakes	Parks	OPRHP PKS D/P	Town of Gates Parks Development Project	Town of Gates	51	15	66	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
52442	Finger Lakes	Parks	OPRHP PKS D/P	Jennejahn Lodge improvements	Village of Hilton	48	10	58	\$0.00	Not-Awarded
55956	Finger Lakes	Parks	OPRHP PKS P	Project Planning for Improvements to Ontario County Beach and Deep Run County Park on Canandaigua Lake	Ontario County	53.5	15	68.5	\$36,000.00	Awarded
55593	Finger Lakes	Parks	OPRHP RTP	Ellicott Trail Easement Acquisition	City of Batavia	24.5	15	39.5	\$0.00	Not-Awarded
57036	Finger Lakes	Parks	OPRHP RTP	Cumming Nature Center Trails	Rochester Museum Science Center	23.5	15	38.5	\$0.00	Not-Awarded

2015 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 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 NSAC	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
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 SPTP	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
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD BISP	Business Incubator Support Program
ESD	ESD EJP	Excelsior Jobs Program
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 CDBGPF	Community Development Block Grant - Public Facilities
HCR	HCR CDBGPI	Community Development Block Grant - Public Infrastructure
HCR	HCR NYMS	New York Main Street
HCR	HCR NYMS-TA	New York Main Street Technical Assistance
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP D/P	Historic Property (Development & Planning)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS A/D	Parks (Acquisition & Development)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS D/A	Parks (Development & Acquisition)
OPRHP	OPRHP PKS D/P	Parks (Development & Planning)
OPRHP	OPRHP PKS P	Parks (Planning)
OPRHP	OPRHP RTP D	Recreational Trails Program
URI	URI	Upstate Revitalization Initiative