

2014 Regional Council Process & Consolidated Funding Applications

Background:

The Regional Economic Development Councils (REDCs) are a community driven, regional approach to economic development in New York State. Each Council consists of up to 30 business, academic and government leaders from throughout the Region.

In 2011, each of the ten Regional Councils were tasked with developing a five-year strategic plan that included a comprehensive vision for economic development for that region, regional strategies to achieve that vision, and specific priority projects that are significant, regionally supported and capable of stimulating economic investment. Empire State Development Corporation developed a competitive process in which Regional Council Strategic Plans containing recommendations for funding made by each Regional Council were reviewed by a Strategic Plan Review Committee consisting of two State Agency Commissioners and three economic development experts. Members of the 2011 Review Team included: Dall W. Forsythe, Senior Fellow at the Wagner School of Public Service at New York University and former Vice President for Finance and Operations at The Atlantic Philanthropies; Walter D. Broadnax, Professor of Public Administration at The Maxwell School of Syracuse University; Bruce J. Katz, Vice President at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program; Joan McDonald, Commissioner of the New York State Department of Transportation; and Cesar Perales, New York State Secretary of State. On December 8, 2011, the Governor and Legislative Leaders announced the winners of the first round of competition and one year later 97% of Round One projects were under contract and/or progressing.

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

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

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

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region’s plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were

published in the regions' Progress Report, which are publically available online at www.regionalcouncils.ny.gov. Projects were scored by both the state agencies and the Regional Councils. The agencies scored their projects based on a technical evaluation in adherence with existing funding program guidelines and awarded a project up to 80%. The remaining 20% is awarded by the Regional Councils, and were based off the following endorsement standards:

Statewide Endorsement Standards

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

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

2014 Competition:

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils competed in 2014 for up to \$150 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils in their regions.

By incentivizing implementation of the strategic plans, Regional Councils, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision. While project funding was awarded in all ten Regional Councils through the 2014 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) Implementation of regional strategic economic development plans;*
- 2) Performance in encouraging economic growth through job creation and investment;*
- 3) Identification of global marketing and export strategies;*

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

The 2014 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Commissioner and Civil Service President Jerry Boone, Office of General Services Commissioner Roann Destito, Environmental Facilities Corporation CEO Matthew Driscoll, Chair of NYS Tourism Advisory Council Cristyne Nicholas, Director of NYS Division of Veteran's Affairs Colonel Eric J. Hesse, Tax and Finance Commissioner Thomas Mattox, and the Director of the Trade Promotion Coordinating Committee, International Trade Administration Patrick Kirwan. The SIAT reviewed each region's Progress Report based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2014 activities and priorities to the SIAT which included PowerPoint presentations, videos, and regional exhibit booths. The SIAT was also given time to ask questions of the REDC's about their progress reports and regional priority projects.

The SIAT provided an assessment of each plan and made recommendations to Kenneth Adams, President & CEO, Empire State Development Corporation of the five reports that most closely aligned with the criteria outlined in the guidebook. President Adams accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded five regions with the top Progress Report up to \$35 million in funding consisting of \$25 million in capital grants and \$10 million in Excelsior tax credits for priority projects identified in their Strategic Plans. The balance of the incentives was awarded to projects identified by the Councils as in alignment with their strategies and priorities.

In addition, project sponsors applied for over \$500 million in economic development resources available from twelve state agencies through the Consolidated Funding Application (CFA). The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency review team analysis and agency discretion.

The 2014 REDC initiative was launched on April 28 and the CFA opened for applications on May 01 and closed on June 16. All details about CFA resources were made available online via the 2014 CFA Resources Available Document, the State Register and the New York State Contract Reporter. When the portal closed on June 16, agencies immediately began marking project eligibility. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation. On August 15, the REDCs submitted their final 2014 progress reports to the State. After the SIAT presentations concluded in September, the Inter-agency team met to review the projects and make final funding decisions.

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

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

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

On Thursday, December 11, 2014, the Governor announced that 852 projects totaling \$709.2 million had been awarded through Round Four of the Regional Economic Development Council initiative. Top Performer awards were given to the Finger Lakes, Southern Tier, Central New York, Mid-Hudson, and Long Island regions in adherence to the competition guidelines detailed above.

MEMORANDUM

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

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

Subject: Review of 2014 Regional Economic Development Councils' Progress

Date: December 9, 2014

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

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan which emphasized the region's unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development and create jobs statewide. Each year since, the plans have been updated to identify projects that continue to support each region's vision of its economic future.

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

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

2014 Competition

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

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

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

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

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

3) Identification of global marketing and export strategies.

Awards

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The **Western NY Regional Economic Development Council (WNYREDC)** continues to embrace its three core strategies of workforce enhancement, entrepreneurship and smart growth to provide a regional foundation by which its seven strategic industries can grow and prosper. The Regional Council has developed meaningful performance metrics that will allow for assessments of the Regions' social and economic progress and provide guidance for amendments where needed in their strategies and initiatives. The Region's commitment to workforce enhancement is evidenced by the number of education based priority projects which have been advanced by the WNYREDC. It also uses a three-prong approach to meeting the educational and workforce needs of the region's veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers.

Conclusion

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

Central New York Regional Economic Development Council

2014 Progress Report Assessment

Section I. Implementation of the Regional Strategic Economic Development Plans

a. Support NY Rising Community Reconstruction Plan projects

Strength

- The Central New York Regional Economic Development Council (CNYREDC), with the help of its NY Energy Regional Innovation Cluster Transformational Initiative Team, identified infrastructure expertise that can contribute to building resilient communities across the state.

Weakness

- Initial recovery projects, publicly identified by the NY Rising Madison County Planning Committee prior to release of the CNYREDC progress report, are not acknowledged or supported in the CNYREDC report.

b. Maintain a Project Pipeline

Strengths

- The CNYREDC partnered with local professional services providers to provide detailed briefings on how to submit grants, and deployed a new web-based prequalification survey. The pipeline of projects appears steady and aligns with CNYREDC priorities, including those related to veterans and global exports.
- Priority projects were selected that are directly related to strategic goals while targeting industry sectors, advancing new opportunities for businesses and residents, and providing a strong economic return on investment for New York.
- All priority projects advance at least 1 strategic goal, 61 percent meet at least 2, and 11 percent meet all 3. In addition, 20 projects support regional and state priorities.

c. Address Regional workforce development needs for key sectors

Strengths

- Strategic investments were made in urban education systems, apprenticeship programs, and workforce alignment. The CNYREDC recognizes that it has to retain highly-educated, young professionals and change the perception of career paths in advanced manufacturing. There are several grassroots efforts to attract and retain college graduates. The “Say Yes to Education Syracuse” program is adapting to introduce students to specific career pathways.
- CNYREDC engaged area business leaders to identify priorities for funding and program development.
- Recognition was given by the CNYREDC of the opportunities that its large population of veterans can provide for the workforce and development of several programs to support them.

- The Council engaged SUNY Onondaga Community College, Onondaga/Cortland/Madison Counties BOCES and SUNY College of Environmental Science and Forestry in a partnership to provide needed training in industry recognized certification programs.
- CNYREDC has been working to push workforce alignment and training to the forefront of community discussions. For example, as part of its opportunity agenda, it has a pilot program “Salt Works” that provides training to create artisan furniture from reclaimed materials. It has a “Next Generation Job Linkage Work Group” that is identifying unmet workforce training needs.

Weakness

- Overall coordination of the multiple job training programs seems to be lacking.

d. Refine the Regional Opportunity Agenda

Strengths

- The CNYREDC Opportunity Agenda is making progress on two critical components – linking low-income residents to quality jobs, and helping residents develop businesses in their communities through targeted business development and incubation programs.
- The “Work Train” provides a workforce development platform, serving the needs of both employers and job seekers. It is adaptive, within different industries and across different skill levels and has received a commitment of \$1 million from local foundations to operate over the next 3 years.
- Implementation steps include starting to scale up the Opportunity Agenda strategies beyond Syracuse.

Weakness

- The CNYREDC advanced few opportunity agenda projects for funding this year.

e. Promote Veterans’ participation in the workforce

Strengths

- CNYREDC’s Veteran’s Work Group has developed strategies to ensure veterans acquire skills needed to transition into the workforce and contribute to economic growth. The strategies are: better understand the veteran support ecosystem; align veteran engagement activities in the workforce system, and catalyze veteran entrepreneurship.
- CNYREDC has also identified ways that veterans may be uniquely qualified to contribute to targeted industry clusters.
- A high number of veteran-related priority projects (17 out of 36) were proposed for the upcoming year.

f. NYSUNY 2020 Challenge Grants

Strengths

- Includes imaginative proposals that relate to the CNYREDC’s goals, including the SUNY Institute of Environmental Health and Environmental Medicine which will create jobs, new startup companies, and contribute new patents.
- CNYREDC created a SUNY 2020 Work Group of businesses and academic leaders to help SUNYs with their planning and to provide an overview of the CNYREDC vision to help guide the colleges

as they move forward in the Challenge Grant Process and oversee the execution of the current projects.

Weakness

- Local government should also be included in these efforts and in the Work Group to ensure needed infrastructure and support aligns with these plans.

g. Cleaner, Greener Communities Sustainability Plans

Strengths

- Several projects are supported that would help implement sustainability goals in the CFA, including an effort to establish a regional collaborative solar photovoltaic procurement program in Central New York which is leveraging support from the US Department of Energy.
- The region's sustainability plan is being implemented, with five projects awarded grants totaling \$3,145,000 from NYSERDA. The Central NY Regional Planning and Development Board is identifying, developing and assisting communities in their efforts to secure funding through NYSERDA.
- The Board has also been helping municipalities adopt zoning ordinances and the state's model solar PV permit.

h. Innovation Hot Spots

Central New York's Innovation Hot Spot was awarded in 2013 and is actively engaging prospects and integrating the Hot Spot benefits into the region's existing incubation, commercialization and acceleration offerings. It is guided by a 21 member council.

i. Interregional Collaboration

Strengths

- Interregional cooperation is pervasive in the region based on the larger *CenterState Agenda for Economic Opportunity* which spans five Regional Councils.
- The CenterState Agenda is a well-organized and thoughtful effort and several interregional projects have been completed, such as establishment of a new venture capital fund for the region; expansion of the Central New York International Business Alliance; and designation by the FAA of an Unmanned Aerial Systems (UAS) Test site in the Mohawk Valley and Central New York.
- The CNYREDC submitted an application for 2014 to develop a fully instrumented UAS test site across the Central NY and Mohawk Valley regions.

j. Implementation gaps

Weaknesses

- The progress report lists many good projects, but it does not fully explain how they are linked to each other and to the CNYREDC's efforts.
- Few projects are proposed to directly address poverty.

k. New priorities and strategies

- New strategies are provided relating to veterans and global marketing and export.
- The CNREDC indicates new support for innovation districts, and plans to build on the successes occurring in Syracuse's Near West Side and Tech Corridor. A CNY Revitalization Fund for community development is proposed to continue revitalization efforts.

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

a. Job Creation and Investment

Strengths

- Early job figures for projects in rounds 1-3, indicate that 187 jobs have been created and 1,678 have been retained. Creation of 2,236 jobs is projected.
- The REDC's Performance Metrics indicate that the total number of jobs in the region has increased by 2.2% over the past 3 years and unemployment has dropped from 8.6% to 5.8% in 3 years.
- Through its three rounds of funding the CNYREDC has invested in projects to achieve its goals and matched them with other private and public funding sources.
- Several new and existing job creation programs have been funded, including for opportunity areas and veterans.
- There are several workforce development programs.

Weaknesses

- Job growth remains behind many other regions and the region is experiencing historic lows in its total labor force.
- A majority of the projects are on schedule, so sluggish project job creation numbers may be because the projects are not yet completed or that job figures are not yet available.

b. Status of past priority projects

Strengths

- In the first three REDC Consolidated Funding Application (CFA) rounds, 91 priority projects were funded totaling \$105,244,557, which leveraged additional investments of \$654,809,677.
- A high percentage of the projects are on track as planned. Eighty-four priority projects are running on schedule and without issue.
- Overall, of the 238 projects funded by the first three CFA rounds, the vast majority (207) are moving forward as planned. Only 8 have been terminated.
- Armory Square Ventures, a new early stage and venture fund targeting investment in NYS companies, launched an initial capital call of \$15 million in mid-2014.
- The Northeast UAS Airspace Integration Research Alliance was selected by the FAA as one of 6 test sites for unmanned aircraft systems in the country.

c. Collaborate with Local Governments

Strengths

- One of the Council's three fundamental goals is to revitalize the region's communities. There is a team charged with engaging local government officials.
- The CNYREDC has started a new project with Onondaga County – "Consensus" – to conduct a government efficiency analysis for the county.

Weaknesses

- There are several projects that have local governmental partners, particularly related to infrastructure and governmental support for projects, but there doesn't seem to be a direct coordination effort between the CNYREDC and the local governments.

d. Performance Measures

Strengths

- The CNYREDC has several types of performance measures including overall regional performance indicators, detailed industry performance, performance metrics, and project-based performance.
- A CNYREDC priority over the past year was to develop and monitor metrics that show quantitatively the direct impact of its goals and strategies.
- The CNYREDC is taking a more detailed look into the performance of its targeted industry clusters and has added two new indicators related to its strategic goals – Total Employment in Foreign-Owned Enterprises and Net Establishment Change (business churn).

Section III. Identification of Global Marketing and Export Strategies

a. Develop Global marketing and export strategies

Strengths

- The CNYREDC joined forces with the Mohawk Valley Regional Economic Development Council to develop a joint Global NY Plan that appears well thought-out and holistic, and builds on the CenterState Export Plan developed under the Brookings Institution's *Global Cities Initiative*.
- Work has begun to enhance know-how about exportation, reconstituting the Central New York International Business Alliance to serve as the lead group to promote exports, launch new educational programs, and provide website assistance.
- Emphasis on manufacturers of building systems that heat and cool buildings, refrigerate produce, and control manufacturing processes is appropriate, given the region has twice the national average of firms in the clean energy sub-concentration known as AM-TEC.

b. Global marketing and export projects

Strengths

- The region has seen a number of foreign investment projects in the past 5 years, such as Fage USA, Ommegang, and Sovena. Additional projects are proposed.

- Implementing the Global Plan resulted in a more effective Central New York International Business Alliance.
- Fifteen specific examples that have created or are expected to create over 500 new jobs were cited by the CNYREDC.

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
40484	Central New York	Arts	Arts APCE	CRT Downtown Performance Art Facility	Cortland Repertory Theatre	66.67	20	86.67	\$7,000.00	Awarded
41888	Central New York	Arts	Arts APCE	Lighting and Creative Artist Workstations at Light Work Lab	Light Work	66.11	15	81.11	\$35,000.00	Awarded
40501	Central New York	Arts	Arts CHPG	Auburn Public Cinema Innovation Project	Auburn Public Theater	69.05	20	89.05	\$54,600.00	Awarded
42183	Central New York	Arts	Arts CHPG	Prendergast to Pollock' Exhibition Support	Everson Museum of Art	51.25	20	71.25	\$30,000.00	Awarded
42740	Central New York	Arts	Arts CHPG	Glory Denied Project	Syracuse Opera	58.75	10	68.75	\$47,600.00	Awarded
39358	Central New York	Arts	Arts CHPG	CNY Arts Economic Development 2014	CNY Arts, Inc.	39.05	20	59.05	\$0.00	Not-Awarded
43265	Central New York	Arts	Arts CHPG	Creative Placemaking Fellows Program	Syracuse University Office of Community Engagement and Economic Development	36.67	10	46.67	\$0.00	Not-Awarded
40883	Central New York	Canals	Canals	City of Syracuse Canalway Trail	City of Syracuse	69	15	84	\$45,000.00	Awarded
41726	Central New York	Canals	Canals	Consolidated Funding	Tonw of Clay	59	20	79	\$0.00	Not-Awarded
39487	Central New York	Canals	Canals	Parks Boat Launch Rehabilitations	Village of Baldwinsville	50	20	70	\$0.00	Not-Awarded
40697	Central New York	Canals	Canals	Visitor Center	Village of Baldwinsville	46	15	61	\$0.00	Not-Awarded
40904	Central New York	DEC	DEC EPGP	Erie Boulevard Storage System Investigation for Water Quality Enhancement	Onondaga County Department of Water Environment Protection	76	20	96	\$50,000.00	Awarded
40773	Central New York	DEC	DEC EPGP	Meadowbrook Limestone Wastewater Treatment Plant Enhanced Wet Weather Operations Planning	Onondaga County Department of Water Environment Protection	58	20	78	\$30,000.00	Awarded
40388	Central New York	DEC	DEC EPGP	Bridgeport Sewer District Extension No. 1	Town of Sullivan	36	20	56	\$30,000.00	Awarded
42411	Central New York	DEC	DEC EPGP	Village of Homer Sewer System Inflow and Infiltration Study	Village of Homer	27	20	47	\$30,000.00	Awarded
42524	Central New York	DEC	DEC EPGP	Village of Central Square Wastewater Treatment Plant Improvements	Village of Central Square	23	20	43	\$30,000.00	Awarded
42603	Central New York	DOL	DOL UWT	Advanced Manufacturing Technician Training	Cayuga Community College	42.7	20	62.7	\$100,000.00	Awarded
42555	Central New York	DOL	DOL UWT	Foundational Skills Training	Syracuse University	34.2	20	54.2	\$0.00	Not-Awarded
41170	Central New York	DOS	DOS CSBG	CayugaSeneca Community Action Agency Employment Pathways	CayugaSeneca Community Action Agency Inc	66.4	20	86.4	\$115,098.00	Awarded
40514	Central New York	DOS	DOS CSBG	Job Assistance Readiness Training JART	Oswego County Opportunities Inc	63	20	83	\$0.00	Not-Awarded
40425	Central New York	DOS	DOS CSBG	Dignity Works	Catholic Charities of Onondga County	55.5	20	75.5	\$0.00	Not-Awarded
41158	Central New York	DOS	DOS CSBG	PostGraduation Employment for LowIncome First Generation College Graduates	On Point for College	47.5	15	62.5	\$0.00	Not-Awarded
42082	Central New York	DOS	DOS LGE	Smart Water Network for the City of Cortland, Town of Cortlandville, and Village of Homer	City of Cortland	52.56	20	72.56	\$600,000.00	Awarded
39949	Central New York	DOS	DOS LWRP	ReConnecting the Erie Canalway - A Call for Innovative Thinking	Town of DeWitt	72	10	82	\$124,000.00	Awarded
40881	Central New York	DOS	DOS LWRP	Onondaga Creek Public Access Improvements	City of Syracuse	60.8	20	80.8	\$370,000.00	Awarded
41726	Central New York	DOS	DOS LWRP	Three Rivers Point Revitalization	Town of Clay	59.2	20	79.2	\$0.00	Not-Awarded
40009	Central New York	EFC	EFC GIGP	Green ARB	Research Foundation for SUNY	65	20	85	\$500,000.00	Awarded
39196	Central New York	EFC	EFC GIGP	Onondaga West Quad Green Infrastructure Makeover	Onondaga Community College	55	10	65	\$0.00	Not-Awarded
42764	Central New York	EFC	EFC GIGP	Cortland Wetlands Enhancement and Flood Mitigation	Cortland County Soil and Water Conservation District	25	20	45	\$0.00	Not-Awarded
43224	Central New York	EFC	EFC GIGP	Village of East Syracuse Hartwell Avenue and Highland Avenue Green Improvements	Village of East Syracuse	32	10	42	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42813	Central New York	EFC	EFC GIGP	Crestview Terrace Pervious Pavement Pilot	Town of Geddes	18	10	28	\$0.00	Not-Awarded
43032	Central New York	ESD	ESD EJP	Establish Hops Yard and Micro Malting	Oran Station Brewing Supplies LLC	72	20	92	\$100,000.00	Awarded
35685	Central New York	ESD	ESD EJP	Research and Software Development	Euphony, Inc.	70	20	90	\$150,000.00	Awarded
39512	Central New York	ESD	ESD EJP	Manufacturing Expansion Project	US Intercorp LLC	67	20	87	\$750,000.00	Awarded
39934	Central New York	ESD	ESD EJP	New Facility for Production Expansion	Sullivan Bongio Bazinet, Inc.	66	20	86	\$200,000.00	Awarded
37541	Central New York	ESD	ESD EJP	Prototype Facility Development	Stonewell Bodies Machine Inc.	66	20	86	\$400,000.00	Awarded
42685	Central New York	ESD	ESD EJP	Facility Relocation	Cortland Company, Inc.	65	20	85	\$100,000.00	Awarded
43299	Central New York	ESD	ESD EJP	Safe Sustainable Seafood	Big Red Partners	34	15	49	\$0.00	Not-Awarded
42974	Central New York	ESD	ESD EJP	Ellys Acres Farm	Ellys Acres Farm LLC	38	5	43	\$0.00	Not-Awarded
41876	Central New York	ESD	ESD EJP	XBELT	EMPIRE FILTRATION LLC	34	0	34	\$0.00	Not-Awarded
39866	Central New York	ESD	ESD Grants	New Facility	The Decorated Cookie Company, LLC	74	20	94	\$400,000.00	Awarded
42074	Central New York	ESD	ESD Grants	Emergency Department Expansion	Crouse Health System, Inc.	73	20	93	\$2,000,000.00	Awarded
41216	Central New York	ESD	ESD Grants	Owens Road Entrance Improvements	Sunoco, Inc.	73	20	93	\$200,000.00	Awarded
43032	Central New York	ESD	ESD Grants	Brewery Expansion Project	Oran Station Brewing Supplies LLC	72	20	92	\$25,000.00	Awarded
41464	Central New York	ESD	ESD Grants	Inner HarborNorth Side Infrastructure Improvements	Onondaga County Department of Water Environment Protection	72	20	92	\$960,000.00	Awarded
40747	Central New York	ESD	ESD Grants	New Hotel	Cazenovia Hospitality LLC	71	20	91	\$1,280,000.00	Awarded
39965	Central New York	ESD	ESD Grants	201 East Jefferson St. Redevelopment	201 East Jefferson Street, LLC	71	20	91	\$225,000.00	Awarded
39934	Central New York	ESD	ESD Grants	Business Expansion	Sullivan Bongio Bazinet Inc	71	20	91	\$150,000.00	Awarded
37541	Central New York	ESD	ESD Grants	Prototype Facility Development	Stonewell Bodies & Machine, Inc.	71	20	91	\$300,000.00	Awarded
42179	Central New York	ESD	ESD Grants	Phase II SKY Armory	Infinity Armory, LLC	70	20	90	\$400,000.00	Awarded
41908	Central New York	ESD	ESD Grants	New Farm Brewery Facility	Good Nature Brewing, Inc.	70	20	90	\$250,000.00	Awarded
41295	Central New York	ESD	ESD Grants	Skanoth-Great Law of Peace Center Buildout	Onondaga Historical Association	70	20	90	\$80,000.00	Awarded
40213	Central New York	ESD	ESD Grants	UAS Test Range Instrumentation	Northeast UAS Airspace Integration Research Alliance, Inc.	70	20	90	\$2,000,000.00	Awarded
42641	Central New York	ESD	ESD Grants	Hotel Syracuse Redevelopment	Syracuse Community Hotel Restoration Company I, LLC	69	20	89	\$3,645,000.00	Awarded
42129	Central New York	ESD	ESD Grants	Auburn Smart Grid Implementation	City of Auburn	69	20	89	\$1,200,000.00	Awarded
39911	Central New York	ESD	ESD Grants	Building Redevelopment	Paradise Companies II, LLC	69	20	89	\$2,315,000.00	Awarded
39774	Central New York	ESD	ESD Grants	Building Redevelopment for Agritourism-based Destination	Twenty East, LLC	69	20	89	\$30,000.00	Awarded
41345	Central New York	ESD	ESD Grants	Engineered Hardwood Flooring Panel Project	Hardwood Transformations Inc	68	20	88	\$125,000.00	Awarded
39396	Central New York	ESD	ESD Grants	Tailwater Barn Banquet Facility	Altmar Genesee, LLC	68	20	88	\$200,000.00	Awarded
41726	Central New York	ESD	ESD Grants	Waterfront Redevelopment	Town of Clay	67	20	87	\$400,000.00	Awarded
39512	Central New York	ESD	ESD Grants	CES Heating Systems Business Creation	US Intercorp LLC	67	20	87	\$1,000,000.00	Awarded
39018	Central New York	ESD	ESD Grants	Center for Art and Culture	Colgate University	67	20	87	\$750,000.00	Awarded
41162	Central New York	ESD	ESD Grants	Expansion of Manufacturing Operations	Bauer Performance Lacrosse, Inc.	66	20	86	\$20,000.00	Awarded
38746	Central New York	ESD	ESD Grants	Auburn Floors and Piccirillo Building Redevelopment	VG Rentals, Inc.	66	20	86	\$700,000.00	Awarded
42685	Central New York	ESD	ESD Grants	Facility Relocation	Cortland Company, Inc.	65	20	85	\$225,000.00	Awarded
42427	Central New York	ESD	ESD Grants	CG Meaker Redevelopment Project	538 Erie Boulevard West LLC	65	20	85	\$1,000,000.00	Awarded
42295	Central New York	ESD	ESD Grants	Northside Training and Entrepreneurship Center	St. Joseph's Hospital Health Center	65	20	85	\$360,000.00	Awarded
41970	Central New York	ESD	ESD Grants	Inner Harbor Housing/Mixed-Use Development	Empire Housing and Development Corporation	65	20	85	\$750,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
41709	Central New York	ESD	ESD Grants	Phase 2 Expansion	EBAC, LLC	65	20	85	\$200,000.00	Awarded
40944	Central New York	ESD	ESD Grants	Health Services Expansion	Le Moyne College	65	20	85	\$1,500,000.00	Awarded
39913	Central New York	ESD	ESD Grants	QuasiEquity Fund	Central New York Enterprise Development Corporation	65	20	85	\$500,000.00	Awarded
43271	Central New York	ESD	ESD Grants	Redhouse Arts And Culture Complex	Red House Arts Center, Inc	64	20	84	\$900,000.00	Awarded
38740	Central New York	ESD	ESD Grants	Smart Regrowth Sustainable Corners for Neighborhood Revitalization	Home HeadQuarters, Inc.	60	20	80	\$260,000.00	Awarded
40033	Central New York	ESD	ESD Grants	Carnegie Building Rehabilitation	Onondaga County	58	20	78	\$350,000.00	Awarded
42277	Central New York	ESD	ESD Grants	Banquet Hall and Inn Expansion	The Brewster Inn	59	15	74	\$300,000.00	Awarded
42270	Central New York	ESD	ESD Grants	NASCAR Major Events	Central New York Raceway Park, Inc.	61	5	66	\$0.00	Not-Awarded
42226	Central New York	ESD	ESD Grants	Connect Central New York Start-Up Zones with Gigabit Network	New Visions Communications, Inc	50	15	65	\$0.00	Not-Awarded
42098	Central New York	ESD	ESD Grants	Building Towards the Future Container Reuse Demonstration Project	712-714 East Fayette Group, LLC	50	15	65	\$0.00	Not-Awarded
38690	Central New York	ESD	ESD Grants	Green Woods Ranch	Green Woods Ranch LLC	49	10	59	\$0.00	Not-Awarded
43292	Central New York	ESD	ESD Grants	Upstate Simulation Center	SUNY Upstate Medical University	48	10	58	\$0.00	Not-Awarded
41353	Central New York	ESD	ESD Grants	Jefferson Center Apartments	Jefferson Center Associates, LLC.	48	10	58	\$0.00	Not-Awarded
40195	Central New York	ESD	ESD Grants	Syracuse Village Hawley Avenue	mrsowens.com Cultural Ventures LLC	48	10	58	\$0.00	Not-Awarded
41622	Central New York	ESD	ESD Grants	Crouse Community Center	Crouse Community Center	46	10	56	\$0.00	Not-Awarded
39606	Central New York	ESD	ESD Grants	Rippin Ridge Farm Distillery	Rippin Ridge Farm	45	10	55	\$0.00	Not-Awarded
43309	Central New York	ESD	ESD Grants	Resilient Building Technology Lab Construction	Syracuse University	44	10	54	\$0.00	Not-Awarded
39013	Central New York	ESD	ESD Grants	Pop UP Downtown	Downtown Committee of Syracuse, Inc.	44	10	54	\$0.00	Not-Awarded
39055	Central New York	ESD	ESD Grants	E Fayette Street Club	Boys & Girls Clubs of Syracuse, Inc.	42	10	52	\$0.00	Not-Awarded
43173	Central New York	ESD	ESD Grants	Mixed Use Development Project	614 South Crouse Avenue, LLC	41	10	51	\$0.00	Not-Awarded
42038	Central New York	ESD	ESD Grants	Whitlock Building Commercial Redevelopment	Whitlock Partners, Ltd.	40	10	50	\$0.00	Not-Awarded
39892	Central New York	ESD	ESD Grants	Addis Building Preservation	Acropolis Development	40	10	50	\$0.00	Not-Awarded
43299	Central New York	ESD	ESD Grants	Controlled Environment Agriculture Facility Expansion	Big Red Partners, LLC	34	15	49	\$0.00	Not-Awarded
38827	Central New York	ESD	ESD Grants	Syracuse Community Health Center Renovation Project	Syracuse Community Health Center, Inc.	41	5	46	\$0.00	Not-Awarded
42237	Central New York	ESD	ESD Grants	Summerwind Skaneateles MultiUse Development	Summerwind LLC	44	0	44	\$0.00	Not-Awarded
42300	Central New York	ESD	ESD Grants	Network Core Upgrade	Dreamscape Online LLC	33	5	38	\$0.00	Not-Awarded
39966	Central New York	ESD	ESD Grants	Business Technology Resort	IN-NOVA.1 LLC	31	5	36	\$0.00	Not-Awarded
41672	Central New York	ESD	ESD Grants	Business Expansion	Dreissig Apparel, Inc.	24	5	29	\$0.00	Not-Awarded
42079	Central New York	ESD	ESD MNY	Lake Ontario Cross Regional Promotion	Oswego County	67.5	20	87.5	\$190,440.00	Awarded
41908	Central New York	ESD	ESD MNY	New Farm Brewery Facility	Good Nature Brewing, Inc.	57	20	77	\$100,000.00	Awarded
39358	Central New York	ESD	ESD MNY	CNY Arts Economic Development 2014	CNY Arts, Inc.	56	20	76	\$100,000.00	Awarded
43279	Central New York	ESD	ESD MNY	Syracuse Destination Brand Marketing Plan	Syracuse Convention Visitors Bureau	62.5	10	72.5	\$375,000.00	Awarded
42488	Central New York	ESD	ESD MNY	Ski Cortland	Cortland Downtown Partnership	62	10	72	\$840,000.00	Awarded
42314	Central New York	ESD	ESD MNY	Lake Street Bridge Public Plaza Enhancement Project	City of Ithaca	61	10	71	\$97,500.00	Awarded
41295	Central New York	ESD	ESD MNY	Skanoth-Great Law of Peace Center Buildout	Onondaga Historical Association	51	20	71	\$80,000.00	Awarded
39018	Central New York	ESD	ESD MNY	Center for Art and Culture	Colgate University	44	20	64	\$0.00	Not-Awarded
39949	Central New York	ESD	ESD MNY	ReConnecting the Erie Canalway	Town of DeWitt	42.5	10	52.5	\$0.00	Not-Awarded
42277	Central New York	ESD	ESD MNY	2014 Plan	The Brewster Inn	35.5	15	50.5	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
39774	Central New York	ESD	ESD MNY	Twenty East	Twenty East	30	20	50	\$0.00	Not-Awarded
40563	Central New York	ESD	ESD MNY	Seward House Museum Educational Center	Seward House Museum	23	20	43	\$0.00	Not-Awarded
42474	Central New York	ESD	ESD MNY	Barn Distillery/Tasting Room	Madison County Distillery, LLC.	26.5	15	41.5	\$0.00	Not-Awarded
40528	Central New York	ESD	ESD MNY	Cultural Heritage Visitor Center	Town of Montezuma	24	15	39	\$0.00	Not-Awarded
38690	Central New York	ESD	ESD MNY	Green Woods Ranch	Green Woods Ranch LLC	23	10	33	\$0.00	Not-Awarded
39523	Central New York	ESD	ESD MNY	WeddingEvent Venue	Poolville Country Store LLC	19.5	10	29.5	\$0.00	Not-Awarded
40315	Central New York	ESD	ESD MNY	Syracuse Jet Facility	Syracuse Jet Real Estate Management LLC	18	10	28	\$0.00	Not-Awarded
40195	Central New York	ESD	ESD MNY	Syracuse Village Hawley Avenue	mrsowenscom Cultural Ventures LLC	9	10	19	\$0.00	Not-Awarded
42974	Central New York	ESD	ESD MNY	Ellys Acres Farm	Ellys Acres Farm LLC	13	5	18	\$0.00	Not-Awarded
41093	Central New York	ESD	ESD SPFS	Selkirk Point Redevelopment Strategic Planning and Design	CNY Enterprise Development Corporation	66	20	86	\$100,000.00	Awarded
42946	Central New York	ESD	ESD SPFS	Mizpah Tower Structural Analysis and Feasibility	Syracuse Economic Development Corporation	65	20	85	\$25,000.00	Awarded
42704	Central New York	ESD	ESD SPFS	Incubator Collaboration Feasibility Study	County of Oswego Industrial Development Agency (COIDA)	65	20	85	\$30,000.00	Awarded
40195	Central New York	ESD	ESD SPFS	Syracuse Village Hawley Avenue	mrsowenscom Cultural Ventures LLC	48	10	58	\$0.00	Not-Awarded
39724	Central New York	HCR	HCR CDBGCP	City of Cortland Downtown Market Analysis	City of Cortland	75	20	95	\$50,000.00	Awarded
41872	Central New York	HCR	HCR CDBGME	City of Cortland Microenterprise Assistance Program	City of Cortland	51	20	71	\$200,000.00	Awarded
42349	Central New York	HCR	HCR CDBGPI	City of Cortland Otter Creek Culvert Repairs	City of Cortland	41	20	61	\$600,000.00	Awarded
38896	Central New York	HCR	HCR NYMS	V. Weedsport Main Street Program 2014	Village of Weedsport	59	20	79	\$250,000.00	Awarded
41392	Central New York	HCR	HCR NYMS	West Fayette Main Street Project	Near West Side Initiative, Inc.	62	15	77	\$250,000.00	Awarded
40510	Central New York	HCR	HCR NYMS	Auburn Floors Anchor Project	City of Auburn	61	15	76	\$250,000.00	Awarded
39901	Central New York	HCR	HCR NYMS	V. Jordan Main St Program 2014	Onondaga County	51	20	71	\$200,000.00	Awarded
39278	Central New York	HCR	HCR NYMS	Harwood Drive Improvement Project	Village of Lacona	50	15	65	\$0.00	Not-Awarded
42160	Central New York	HCR	HCR NYMS	Auburn Schines Theater Revitalization	Cayuga County Arts Council Inc	39	10	49	\$0.00	Not-Awarded
40851	Central New York	HCR	HCR NYMSTA	CNY Arts Center Case Lee House Feasibility Study	CNY Arts Center Inc	42	20	62	\$20,000.00	Awarded
42442	Central New York	HCR	HCR NYMSTA	City of Oneida Downtown Feasibility Studies	City of Oneida	37	20	57	\$20,000.00	Awarded
42070	Central New York	NYSERDA	NYSERDA CGC2	Central New York Inland Port Wetlands Mitigation Bank Pilot Project	Central New York Regional Planning & Development Board	59	20	79	\$249,750.00	Awarded
39729	Central New York	NYSERDA	NYSERDA CGC2	Cortland City Wide Pedestrian and Bicycle Improvement Plan	City of Cortland	58.4	20	78.4	\$39,000.00	Awarded
40394	Central New York	NYSERDA	NYSERDA CGC2	Oswego Route 104 Complete Streets Plan	City of Oswego	57.6	20	77.6	\$225,000.00	Awarded
43555	Central New York	NYSERDA	NYSERDA CGC2	Syracuse Gateway	Woolley Morris	42.6	15	57.6	\$0.00	Not-Awarded
41723	Central New York	NYSERDA	NYSERDA CGC2	Kohilo Wind Manufacturing	Kohilo Wind	31.2	10	41.2	\$0.00	Not-Awarded
38740	Central New York	NYSERDA	NYSERDA CGC3	Syracuse Smart Regrowth Sustainable Corners	Home HeadQuarters	64	20	84	\$1,555,000.00	Awarded
39896	Central New York	NYSERDA	NYSERDA CGC3	Energize New York Clean Energy Market Transformation	Energy Improvement Corporation	63.86	10	73.86	\$3,000,000.00	Awarded
42129	Central New York	NYSERDA	NYSERDA CGC3	Auburn Smart Grid Implementation	City of Auburn	42.86	20	62.86	\$0.00	Not-Awarded
43229	Central New York	NYSERDA	NYSERDA CGC3	City of Cortland Regional Wastewater Sludge Composting	City of Cortland	39.14	20	59.14	\$0.00	Not-Awarded
42986	Central New York	NYSERDA	NYSERDA CGC3	Northeast Gateway and Clinton Avenue Enhancement Initiative (Phase 2)	City of Cortland	43	10	53	\$0.00	Not-Awarded
41893	Central New York	NYSERDA	NYSERDA CGC3	Agricultural and Renewable Energy (ARE) Business Park	JUM Global, LLC	32.86	20	52.86	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
39966	Central New York	NYSERDA	NYSERDA CGC3	In-Nova.1, LLC., Technology Resort in Oswego	INNOVA1LLC	21.29	5	26.29	\$0.00	Not-Awarded
41736	Central New York	Parks	Parks HAS P	New City Park	Syracuse Urban Renewal Agency	41	20	61	\$0.00	Not-Awarded
40507	Central New York	Parks	Parks HP A	Northern Madison County Erie Canal Gateway Visitor Center	Village of Canastota	45.5	15	60.5	\$0.00	Not-Awarded
38834	Central New York	Parks	Parks HP D	Roof Restoration	George Rebecca Barnes Foundation	53	20	73	\$300,000.00	Awarded
40524	Central New York	Parks	Parks HP D	Opendore Project Phase 3	Howland Stone Store Museum	51	10	61	\$0.00	Not-Awarded
40563	Central New York	Parks	Parks HP D	Seward House Museum Educational Center	Seward House Museum	31.5	20	51.5	\$0.00	Not-Awarded
41175	Central New York	Parks	Parks HP D	Cortland Fire Headquarters Rehabilitation	City of Cortland	41	10	51	\$0.00	Not-Awarded
39468	Central New York	Parks	Parks HP D	City Hall Preservation	City of Oswego	32.5	15	47.5	\$0.00	Not-Awarded
40033	Central New York	Parks	Parks HP D	Carnegie Building Rehabilitation	Onondaga County	26.5	20	46.5	\$0.00	Not-Awarded
40522	Central New York	Parks	Parks HP D	State Street UMC Restoration Project	State Street United Methodist Church	35	10	45	\$0.00	Not-Awarded
42140	Central New York	Parks	Parks PKS A	Skaneateles Highlands Acquisition and Enhancement Project	Finger Lakes Land Trust, Inc.	42.5	10	52.5	\$306,525.00	Awarded
38968	Central New York	Parks	Parks PKS D	Willis Carrier Recreation Center	Town of DeWitt	46.75	20	66.75	\$500,000.00	Awarded
41726	Central New York	Parks	Parks PKS D	Three Rivers Point	Town of Clay	39.25	20	59.25	\$0.00	Not-Awarded
42491	Central New York	Parks	Parks PKS P	LaFayette Parks Planning Project	Town of LaFayette	47.25	15	62.25	\$0.00	Not-Awarded

Program Legend

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