

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.

Mohawk Valley Regional Economic Development Council

2015 Progress Report Assessment

Section I. Planning

a. Quality of the Progress Report

Strengths

- Strategies were explained and given context with updated information on related projects and a clear agenda for future actions.
- The report layout makes it easy to read and to comprehend the council's intentions.

Weaknesses

- None noted.

b. Development of regional metrics to measure success

Strengths

- Clear data is provided regarding demographic changes, including data that indicates regional challenges.
- The region reports a 0.8% growth in the population over 25 years of age with a BA degree or higher between 2010 and 2013.
- Metrics provide a context for strategies and illustrate a thoughtful approach to the use of metrics in the planning process. For example, its Opportunity Agenda plans are backed by data regarding poverty in the region that extends beyond urban centers.
- Many good paying STEM jobs require only a two-year degree or specialized training certificate. With 18% of people with a high school diploma or less living in poverty, the MVREDC concluded that the region must focus on STEM-career training efforts.

Weaknesses

- It would be beneficial to see metrics that could better reflect the short-term positive changes in the region.

c. Identification of regional workforce development needs for key sectors

Strengths

- MVREDC brings together workforce development goals and state priorities.
- MVREDC engagement with Workforce Investment Boards (WIBs) helped the WIBs develop priority sectors for regional workforce plans.
- Emphasis is placed on preparing a wide spectrum of the workforce for high-tech industries.
- Plans to assist the refugee population are extensively addressed in the revitalization plan.
- MVREDC states that their cradle-to-career approach is completely informed by their strategies in promoting regional growth. They have been emphasizing STEM education and other tech-focused programs useful in meeting the needs of the cybersecurity and nanotechnology sectors.
- Many of the projects identified for hard-to-place workers were identified by an anti-poverty task force created to assist the MV500 revitalization planning effort.

- MVREDC identified the need for more health care workers, and supported a proposed training program that would be provided by MVCC.

Weaknesses

- Although addressed in the MVREDC revitalization plan, the progress report provides few specifics of how hard-to-place workers will be engaged, and how limited access to transportation for the rural poor could be addressed.

d. Readiness of the region

Strengths

- Exports grew 31% in the region since 2009, compared to 14.8% for the rest of the state.
- Some new Priority Projects would continue support for past Priority Projects, such as Griffis International Airport, which also received \$5 million in federal funding in 2015 for taxiway improvements and a hangar.
- Fage, the Greek yogurt manufacturer in the region which received Round I funding, expanded and created more than 100 jobs. The success of the yogurt industry is encouraging expansion of the region's dairy production capabilities, which has led to increased exports.

Weaknesses

- The region is increasingly focusing on research and development, but the lack of resources for this area in the past could mean slower implementation of some projects.

Section II. Performance

a. Impact on job creation and retention

Strengths

- The Mohawk Valley had a total of 71 CFA projects awarded in 2014, and estimates it will retain 23 jobs and create another 16 jobs.
- 2011-2014 CFA projects that are moving forward are estimated to result in 1,432 jobs retained and 520 jobs created.
- Average annual private wages grew 8.4% since 2010.
- The Computer Chip Commercialization Center (Quad-C) (2011 CFA) is a strong example of how the region is building successes in job growth – the Governor recently announced an estimated 1,500 General Electric employees will be housed there.
- The Marcy Nanocenter (2011 CFA) recently secured ams AG, a major international commercial manufacturer, as a tenant. The manufacturer will house approximately 700 employees.

Weaknesses

- There was an overall decline in average public sector employment (-8.9%) from 2009-2014, although the private sector did not experience as marked a decline.

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

Strengths

- Three P-TECH programs contribute to STEM training, and provide job shadowing and internships.
- Colleges that received past CFA awards are providing workforce training for strategic industries.
- Several worker training programs funded through past CFAs are mentioned, although the volume of people trained in 2014-2015 is not clear.
- MVREDC is working with several organizations to remove barriers to employment for refugees, Latino, lower-wage, and other hard-to-place workers. For example, a Workforce Investment Board representing 3 counties used CFA funding to provide literacy, workplace, and soft-skill training to refugees.

Weaknesses

- More information about refugee programs would have been beneficial and could help identify programs with potential for replication.

c. Business growth and leverage of private sector investments

Strengths

- The leverage of total project cost to ESD Capital Fund investment of all Priority Project in 2014 was 10:1, and an average of 6.7:1 for all Priority Projects from 2011-2014.
- The leverage of total project cost to CFA funds for all CFA projects in 2014 was 5:1, and an average of 6.8:1 for all CFA projects from 2011 -2014.
- The report includes many examples of the strong and continued relationships MVREDC has established with private firms throughout the region, such as the NUAIR Alliance.
- MVREDC is working with the Central New York International Business Alliance to create global connections to help existing and start-up businesses to grow.

Weaknesses

- Data from 2013 shows the number of private establishments contracted (-0.8% growth) to 10,240.

Section III. Progress

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

Strengths

- MVREDC is supporting NY Rising with four priority projects this round.
- There is continued emphasis on workforce development, and the Opportunity Agenda is moving forward as well.
- The success of the Marcy Nanocenter as a past achievement and the SUNY Poly Quad C project has led to MVREDC proposing more projects to build on the rise of nanotechnology and cyberotechnology.

Weaknesses

- It is unclear what role MVREDC had in the activities and projects described as implementing Global NY.

b. Advancement and completion of prior round Priority Projects

Strengths

- The majority of past Priority Projects are completed (29%) or on schedule (43%).
- The 15 Priority Projects from 2014 are all under contract and on schedule.
- Alternate sources of funding have been found for some past CFA projects to provide further growth opportunities.
- MVREDC points to the past project at Griffiss International Airport receiving federal funding through the Airport Improvement Program as an example of using state money as seed money for other investments.

Weaknesses

- A large percent (23%) of Priority Project contracts have been canceled or declined, although these declines or cancelations are generally beyond the control of MVREDC.

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

Strengths

- The progress report conveys a renewed excitement for the region's direction, especially with the realization of past ambitions via the Marcy Nanocenter and Quad-C.
- Due to the potential growth of nanotechnology, the region has been taking on more and more projects that fall into this industry and complementary businesses, thus creating an industry cluster of nanotechnology that can be linked with their official industry cluster of cybersecurity technology

Weaknesses

- A relatively weak level of past investment in innovation may hinder the speed of their progress.

Section IV. Projects

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

Strengths

- MVREDC chose cybersecurity as the regional cluster, and identified public institutions and private businesses that are already contributing to this cluster. MVREDC described potential new relationships among these groups and the barriers/opportunities that currently face the industry.
- Four cybersecurity projects are proposed, the largest of which is construction of the Innovation Network for Technology Convergence Facility in Utica, a 100,000 sq. ft. nano-cyber innovation accelerator center.
- Funding of continued improvements to SUNY Poly in Marcy will support the nanotechnology and cybersecurity cluster by creating a training center for research, development, prototyping, and education.
- Johnstown Renewables, recommended as a Priority Project, will build an acid whey treatment facility that will support the Greek yogurt industry and create 27 permanent jobs.

Weaknesses

- None noted.

b. Identification of projects to advance State and regional priorities

Strengths

- The MVREDC links 14 proposed projects to the Opportunity Agenda and 11 to Global New York.
- Several projects have been tagged as addressing NY Rising strategies, including rehabilitation of Main Street properties in Schoharie and relocation of the train station in Amsterdam.
- The Second Chance Manufacturing Worker Training, will provide job training in manufacturing and STEM-related fields to recently released state prisoners, helping them reenter the workforce and connecting them to a field that has workforce needs.

Weaknesses

- The relevance of many projects to state priorities is difficult to ascertain due to incomplete or conflicting project descriptions and charts.

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

Strengths

- The Project Development Committee, a networked group of county-level economic development professionals, conducted outreach and surveyed potential applicants to build a pipeline of projects. Potential project applicants were encouraged to fill out a priority project survey and attend CFA workshops.
- Social media was used to identify applicants, as were industry specific events like the Craft Brewing Micro-Summit and Clean Energy Conference.
- The progress report lists many projects that used other sources of funding to further the region's plans.

Weaknesses

- None noted.

Section V. Participation

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

Strengths

- MVREDC used community outreach and surveys in order to solicit the community's opinion.
- MVREDC clearly engaged in every county in the region and attempted to involve people from the full spectrum of the community.
- The report highlights many different events and meetings MVREDC held throughout the past year that benefitted development of both the revitalization plan and progress report.
- The Project Development Committee (PDC) solicited projects, prioritized ready projects that fit into key initiatives, and built a pipeline of projects for the future.
- MV500 was formed to draft the revitalization plan, but also served to engage the public and private sectors, government, and education in the identification of ways to implement regional strategies.

Weaknesses

- None noted.

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

Strengths

- One of the council's strategies is to modernize the civic institutions in the region, which essentially involves working with local governments to consolidate services and revenues and create projects that can help keep property tax burdens to a minimum. Past regional (not necessarily REDC) actions are described.
- The REDC held a County Leadership Summit, although no details are provided on the event.

Weaknesses

- There are no projects proposed in partnership with local governments, with the exception of a consolidation study for police departments in Frankfurt (Herkimer County).

c. Regional unity and support of the Progress Report

Strengths

- The report points to collaboration across the region.
- Work groups have members from a variety industries and counties.
- Regional unity was demonstrated in the revitalization plan by the members of MV500, who wrote in their letter of support that they are "speaking with one voice."

Weaknesses

- None noted.

2015 Revitalization Plan Assessment

Section I. Progress

Foundations for Growth

a. Regional performance clearly reported

Strengths

- The region relied on data provided by the University at Buffalo Regional Institute (UBRI) and on public data sources to present its economic performance. The Council clearly highlighted the trends they want to take advantage of and the aspects of the region's economic performance that they seek to improve.

Weaknesses

- At times, the narrative was difficult to follow.

b. Identification of challenges and opportunities was supported by data

Strengths

- The council uses UBRI data on averages wages and the percentage of industry employment to identify STEM industries as a target industry to boost – data shows it is only 24% of the region's economy and yet has the highest average wages.
- The region is realistic about the challenges it needs to overcome, including its high unemployment rates, low incomes, and demographic problems related to out-migration.
- The direction of the plan is consistent, building on opportunities and challenges identified in previous years, especially as it addresses the lack of available qualified labor for STEM jobs and poverty concerns.
- The Council expanded its understanding of regional challenges and opportunities by conducting public surveys with everyday residents that asked them how they viewed their community and what they identified as strengths, weaknesses, and opportunities.
- While the MV has lost population, its ability to attract immigrants and refugees has helped ameliorate this loss. Utica has resettled over 15,000 refugees from 26 different countries since 1981. Amsterdam has seen a 65% increase in the Hispanic and Latino population since 2000. The region identifies the opportunity for economic and social growth that this foreign-born population presents.

Weaknesses

- Given the existence of various institutions of higher education in the area, with 953,000 students and an annual graduation of 7,300 students, retention of area graduates merits a stronger focus.

c. Positioning of region for success

Strengths

- The region presents a strong argument that it is poised for growth, based on the diversity of proposed job-creating projects that focus on middle and high skilled jobs. Targets are identified for each major strategy.

- Foundations for a substantial “electronics market” are laid by recent large-scale projects in nanotechnology and Unmanned Aircraft Systems (UAS). The plan identifies opportunities for specialization that have potential to increase wage and employment concentrations. There are currently 62 electronic markets, agents, and brokers firms in the region, with 321 related jobs.
- The region has experienced a 31% growth in exports from 2009-2012 and identified that computers and electronics were one of the top five industries that contributed to the growth.

Weaknesses

- The section outlining the opportunities that exist in the region could have been expanded upon to justify the plan’s direction.

Investment in the Region

d. Connectivity will lead to transformative change

Strengths

- The region prioritized increasing connectivity among hard-to-place workers and in its main industry focus areas, including commercialization in C4I and cybersecurity; UAS testing, R&D, data analysis and exploitation technologies; agribusiness; and agritourism. Projects were proposed that would increase connectivity in each area.
- The different areas of investment complement each other and some build on each other, especially in the agritourism projects.
- Cybersecurity is poised as an area of growth and the region is leveraging its resources (with Utica College, for example) to generate investment. The region is leveraging the substantial cybersecurity expertise and capabilities of the Air Force Research Laboratory in Rome (AFRL), SUNY Poly, Griffiss Institute, and Utica College to propose dataRAMPART, a cybersecurity center with a malware analysis center to be linked to Utica College’s cybersecurity curriculum that will provide malware analysis and incident response services.
- The region presents investments in the financial and insurance industry sector, in decline since the financial crisis, as a potential tool to attract STEM workers who may have spouses with employment needs, but who are not in STEM fields. The region believes investments like these will retain individuals in the region.

Weaknesses

- The region lacks established or planned connections with local government, despite their representation in the Council and MV500 (the representative group that came together to build the URI plan).

e. Targeting of innovative sectors

Strengths

- The region includes innovative technologies in all three of its identified industry targets – STEM, Agribusiness, and Tourism – to generate innovation.

- Cybersecurity, the region's chosen industry cluster for the Progress Report, is integrated into the URI plan. For example, the region is building R&D partnerships by aligning its assets (Utica College, SUNY Poly, and the Air Force Research Lab) to support business investment and expansion opportunities, particularly in transitioning the region's cyber capability from defense to non-defense realms.
- The region presents plans for using technology to boost the agricultural and tourism economies, such as the use of unmanned aerial vehicles for field profitability mapping and insect infestation.
- The region identifies the potential for medical innovation in the pharmaceutical manufacturing (medical cannabis).

Weaknesses

- More details on the 1% FOR US ALL program would have been helpful. The program would require that one percent of the funds provided for eligible MV500-funded capital projects be spent on public artwork, cultural programming, civic innovations, or connections to underserved neighborhoods. More criteria on the selection process would strengthen the proposal.

f. Unique regional strengths will overcome barriers to growth

Strengths

- The region's investment in its growing foreign-born population is based on existing research that substantiates the importance of this population group as an economic driver. It is important to see that the region recognizes this.
- Data shows the region has experienced a strong export growth (31% from 2009 to 2012) and the plan seizes on this expansion as a sector in which investment can generate further growth.
- Harnessing the national and international reputation of the region's Baseball Hall of Fame through the addition of a recreational park (Indoor Waterpark-Resorts Complex) could allow families to stay in the area longer, making long-distance trips to the region more worthwhile.

Weaknesses

- None noted.

g. Choice of areas for physical and community investment

Strengths

- The region clearly identifies some physical areas for investment: historic manufacturing communities along the Mohawk River and the Barge Canal. Completion of the Mohawk Valley section of the Erie Canal Trail and associated pathways are a strong focus of the plan. The region intends to complete the section from Sylvan Beach to Amsterdam and includes a list of pipeline projects that would help accomplish this goal.
- Community investment projects are centralized around cities in the middle or southern part of the region, in three of the areas that the Census identifies as being home to vulnerable working populations (Utica, Gloversville and Amsterdam).

Weaknesses

- In towns with fewer than 5,000 people in the region, 25% live in poverty. Although the region’s focus on urban poverty was supported by available data, rural poverty does require a different approach and could have been addressed in greater detail.

Section II. Planning

Strategies and Actions

a. Strategies to attract investment

Strengths

- The region builds on its Global NY initiative to attract international investment and employment.
- The region leverages current manufacturing and tourism strengths, including the plan to build a recreational park around the Baseball Hall of Fame.

Weaknesses

- Although acknowledging that the 5:1 ratio is not applicable to all projects, a clear plan for increasing private investment is not readily evident.

b. Identification of actions required to support growth

Strengths

- The region presents a clear narrative of actions required to support growth: building the workforce development pipeline, establishing and strengthening existing global connections to expand export markets for STEM intensive industries, and marketing the region’s assets to attract foreign direct investment.
- The region highlights the need to build a sustainable education and workforce development ecosystem that focuses on all ages, with specific paths to education and ultimately employment.
- The region requests funds for the acquisition and installation of nanotech manufacturing training equipment for SUNY Poly. The equipment would support other workforce training programs and potentially would feed trainees into SUNY Poly’s corporate partners at the Innovation Acceleration Facility and its Advanced Manufacturing Performance partnership.

Weaknesses

- Although the region states that hard-to-place workers are in need of targeted programs and proposes a “one-stop” model for workforce preparation, this strategy may lack centralization (described in the Workforce Innovation Center and the Community Impact Center).

c. Use of other state initiatives

Strengths

- The region builds upon past state investments in its Opportunity Agenda, agribusinesses, and advanced industries.

Weaknesses

- The plan builds more on past investments rather than contemplating new ways to incorporate existing state initiatives. When the region states that it is leveraging other state investments, those investments are not always made clear.

d. Sustainability of investments

Strengths

- The plan leverages partnerships of all sorts, between different regions (evident in the nanotechnology and semiconductor industries) and builds on already established businesses and their expertise, such as Indium Corporation and its knowledge of foreign exports.
- The ams/GE investment announcements can serve as indicators that prior investments – specifically in the Marcy Nanocenter and Quad C – are making the region stronger and positioning it for further growth.
- Long-term impacts are well outlined, with 15-30 year projections jobs generated/businesses attracted.

Weaknesses

- It would be helpful to have more detail on how projects or initiatives with high state investment will be balanced by projects with higher leverage ratios, for example, the Mohawk Valley Advanced Manufacturing Institute (with a 2:1 ratio of funding).

e. Workforce development

Strengths

- Strategies are linked to future and present industry demands. The plan uses apprenticeship type programs to align people with employment needs. Based on UBRI's finding that 30% of STEM jobs are blue-collar jobs, the plan focuses on pathways that require less education than four-year degree programs or advanced college degrees.
- The region establishes links for process improvements between current employers who lack qualified workers (insurance, metals production, precision metalworking, etc.) and anchor academic institutions.
- The plan highlights a SUNY Poly proposal to establish a Workforce Innovation Center with educational institutions, including the National Science Foundation's training arm and Bridge 360, a Texas firm.

Weaknesses

- It is unclear whether steps have been established to ensure that employers fulfill workforce development commitments, especially in cases where there may be a cost to doing so.

f. Hard-to-place workers

Strengths

- The plan properly incorporates the implications of the UBRI Regional Assessment indicators that 1) the region is facing looming "retirement cliffs" and 2) the region's need to fill on average 1810 middle skill jobs, mainly in manufacturing and the STEM field which do not necessarily need four-year degrees.

Weaknesses

- The role of the proposed Workforce Innovation Center, although a highlight, needs clarification. The region states that the Center will focus on educating/training the refugee community, veterans, and other hard-to-place workers, but retention is not mentioned and it is unclear whether the Center is one of Multi-Institutional Education-Community Impact Centers later mentioned in the plan.

Plan Implementation

h. Organizational structure identified

Strengths

- The plan uses clear guiding principles as parameters to guide the plan's implementation and frame the focus of the investments.
- Strategy groups are charged with clear goals and tasks per sector (Agriculture & Food Systems, Tourism, STEM and Education, Smart Growth and Mighty Waters, etc.) and will be overseen by the MV500 team responsible for tracking success and meeting milestones.
- Project tracking and monitoring will be maintained at the project website. Metrics are outlined for each strategy with helpful visuals. Detailed budgets, including funding sources, are provided for priority projects.

Weaknesses

- Although implementation strategies are discussed throughout the plan, the section dealing directly with plan implementation is somewhat general.

i. Implementation plan and desired outcomes

Strengths

- Outcomes are outlined with expected job creation metrics that are realistic in the context of the region's self-identified need to address poverty and unemployment figures, as well as its significant industrial potential.

Weaknesses

- The format chosen to outline the plan implementation can be confusing, but does lead to an understanding of the desired outcomes.

j. Performance metrics and reporting

Strengths

- Outcomes are outlined and tailored to each strategy and its related industry goals, including expected job creation, wage growth, gross domestic product growth, enrollment figures, profitability measures, export value, inventory, and visitor spending.

Weaknesses

- Although a deep base of an educated workforce is needed to support the growth of STEM industries, the strong focus of the plan on a "talent pipeline" to fulfill future jobs is difficult to measure.

- It is not evident how the region will measure progress and performance of specific initiatives.

Section III. Projects

a. Projects for immediate implementation appear ready

Strengths

- A timeline for implementation is provided for each of the projects and several of them are stated to be ready to start within 6 months.
- Under each industry, strategies are outlined that specify already initiated projects that draw on other state initiatives, such as AGT Services, which builds on GE's Power Turbine Center. AGT will purchase and install a high-speed balance machine to enhance their services of repair and rebuilding of power generators. In doing so, it will generate 25 jobs. Another example is New Age Renewables, which is proposing innovative technology for an acid whey treatment facility and builds on dairy production and FAGE. Twenty-seven jobs will be created.

Weaknesses

- None noted.

b. Conceptual projects have next steps identified

Strengths

- The region provides a list of 29 pipeline projects.

Weaknesses

- Conceptual projects are not clearly identified as such and next steps for pipeline projects are not consistently identified.

c. Project pipeline

Strengths

- The pipeline includes projects with the potential to benefit from the national economy, such as dataRAMPART, the cybersecurity center.
- Projected impact of shovel-ready URI projects indicates that the region is ready to leverage state investment for those particular projects.

Weaknesses

- The region did not lay out how it intends to solicit or build new projects.

Section IV. Participation

a. Community outreach

Strengths

- The region used a variety of survey tools to identify what the community sees as growth areas and to gather information on how individuals see themselves contributing to this growth.
- Many different events were undertaken to “listen” to the community.
- The selection of projects was informed by a series of public outreach tools, comprised of 8 public meetings across counties, over 50 strategy team meetings, and paper and online survey instruments (with 969 survey respondents).

Weaknesses

- Since the region stated that it considered the community’s opinion, the report would have been enriched by the inclusion of some survey questions/responses.

b. Business engagement

Strengths

- Business engagement is a leading force of the region’s plan and business leaders express a strong commitment to the community’s development.

Weaknesses

- The region’s exploration of using EB-5 Issuance visas to engage international investment should take into consideration that this program might face some future limitations due to federal uncertainty.

c. Engagement of local government leaders

Strengths

- The plan highlights projects involving different localities across the region, from Camden (pipeline project) to the Northville (brownfields also a pipeline project). Local government representatives are members of the Council and the MV500.
- A representative of the Oneida Nation, Ray Halbritter, is also Co-Chair of the MV500.

Weaknesses

- Although representation is evident, engagement in project implementation is not clear.

d. Collaboration and regional support

Strengths

- The plan demonstrates substantive collaboration across industrial sectors and healthy community engagement. For example, collaboration is central to the plan to modernize the agricultural marketing and

distribution infrastructure of the region. The creation of a Mohawk Valley Food Systems Network (MVFSN) exemplifies this. MVFSN will establish a network of agricultural stakeholders to develop export plans for 12 farm-based businesses in 2016-17. Outcomes will include an agricultural asset map, the development of an interactive database and inventory of 3500 producers, connection of 140 existing farms to new buyers, and a market outlet in NYC for Mohawk Valley products.

Weaknesses

- Collaboration across different levels of governments could be more detailed.

Section V. Performance

a. Significant increase in private sector jobs projected

Strengths

- The plan projects creation of 3,100 jobs and retention of 1,246 jobs for the first year.
- In 15 years, the plan projects an increase of 17,000 jobs, just over 9,000 STEM jobs and 600 UAS jobs.
- The ams Alliance (semiconductor wafer fabrication) is expected to create 1,000 direct jobs and 500 indirect jobs. Indirect multiplier jobs are also cited for this project: 5 year - 1,478 and 10 year - 4,025.
- The jobs projected are poised to benefit cross-sectors of the population, with a substantial focus on middle-paying jobs. This is a realistic approach based on the area's present economic realities.

Weaknesses

- Some descriptions or listings of future projects are too general to properly assess their impact, such as the sports/tourism projects in Amsterdam and Utica or the Utica Memorial Auditorium.

b. Increase of regional wealth likely

Strengths

- The jobs created will pay above average wages for the region. The targeted wages are realistic based on the training and educational attainment presented in the plan.
- The plan has a comprehensive and holistic approach to enhancing its wealth, not only by raising the employment rate but also by investing in the vibrancy of its towns.

Weaknesses

- Export of electronic market products is one of the region's strong growth areas, as the report highlights, but additional investment in this area leveraged from national and international markets could be stronger.

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

Strengths

- The plan includes investments that far exceed the 5:1 ratio, such as the ams High Performance Analog Semiconductor Expansion (14:1) and the B&B Ranch Manufacturing Expansion (10:1).

- The overall balance of projects presented would appear to meet the desired ratio.

Weaknesses

- Some of the proposed investments do not meet the 5:1 proposed ratio, although as mentioned above, some projects exceed the ratio and a balance can be projected.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51520	Mohawk Valley	Arts	Arts CHPG I	A Thousands Face, A World of Stories: Photographs by Steve McCurry	Munson-Williams-Proctor Arts Institute	49	20	69	\$61,110.00	Awarded
52062	Mohawk Valley	Arts	Arts CHPG I	Schoharie County GeoTourism Trails	Schoharie Area Long Term	53	10	63	\$90,000.00	Awarded
51732	Mohawk Valley	Arts	Arts CHPG I	2016 Application - Photography Exhibit	New York State Historical Association	21	20	41	\$0.00	Not-Awarded
50456	Mohawk Valley	Arts	Arts CHPG I	NYSCAREDC 2016	Sculpture Space Inc	27	5	32	\$0.00	Not-Awarded
55609	Mohawk Valley	Arts	Arts CHPG P	Downtown Oneonta Entertainment District Planning Study	City of Oneonta	20	20	40	\$0.00	Not-Awarded
14339	Mohawk Valley	Arts	Arts WIP	Expanded Marketing and Outreach Capacity	Iroquois Indian Museum	67	20	87	\$30,000.00	Awarded
53301	Mohawk Valley	Arts	Arts WIP	Expanded Development Capacity	Catskill Symphony Orchestra	61	5	66	\$30,000.00	Awarded
52727	Mohawk Valley	Canals	Canals	Village of Fonda Canalside Park Improvements Project	Village of Fonda	55	20	75	\$30,000.00	Awarded
51913	Mohawk Valley	Canals	Canals	Village of Fultonville Dock Phase 2	Village of Fultonville	54	20	74	\$50,000.00	Awarded
52823	Mohawk Valley	Canals	Canals	Bike Trail Restoration Project	Montgomery County	62	10	72	\$100,000.00	Awarded
54810	Mohawk Valley	Canals	Canals	Village of Sylvan Beach Bathhouse and Welcome Center	TMS Building Associates LLC	61	10	71	\$0.00	Not-Awarded
51976	Mohawk Valley	Canals	Canals	Mohawk Valley Villages/47 Main Street Project/Diefendorf Hall	Friends of Fort Plain Inc	35	20	55	\$0.00	Not-Awarded
55264	Mohawk Valley	Canals	Canals	Village of Sylvan Beach Local Waterfront Revitalization Program and Comprehensive Plan	TMS Building Associates LLC	0	10	10	\$0.00	Not-Awarded
56185	Mohawk Valley	DEC	DEC EPG	Baggs Square Combined Sewer Inflow Reduction Study	City of Utica	76	10	86	\$0.00	Not-Awarded
53692	Mohawk Valley	DEC	DEC EPG	Palatine Bridge Wastewater	Lamont Engineers	80	5	85	\$0.00	Not-Awarded
53223	Mohawk Valley	DEC	DEC EPG	WWTP Engineering Planning Grant	City of Oneonta	76	5	81	\$0.00	Not-Awarded
57067	Mohawk Valley	DEC	DEC EPG	Sewer Inflow Infiltration Study	Village of Sharon Springs	60	20	80	\$0.00	Not-Awarded
54689	Mohawk Valley	DEC	DEC EPG	Village of Mohawk Sewer System Evaluation Survey	Barton Loguidice DPC	60	15	75	\$0.00	Not-Awarded
55542	Mohawk Valley	DEC	DEC EPG	GJJWTF Disinfection	GloversvilleJohnstown Joint Wastewater Treatment Facility	56	5	61	\$0.00	Not-Awarded
52032	Mohawk Valley	DEC	DEC EPG	Wastewater Project	Village of Middleburgh	33	20	53	\$0.00	Not-Awarded
54566	Mohawk Valley	DEC	DEC EPG	Montgomery County Sewer District Consolidation Plan	Montgomery County	32	20	52	\$0.00	Not-Awarded
55803	Mohawk Valley	DEC	DEC EPG	Ilion Wastewater System Inflow and Infiltration Study	Village of Ilion	30	15	45	\$0.00	Not-Awarded
54026	Mohawk Valley	DEC	DEC EPG	Village of Cobleskill Wastewater Treatment Upgrades and II Improvements Project	Village of Cobleskill	29	10	39	\$0.00	Not-Awarded
56299	Mohawk Valley	DEC	DEC EPG	Canadarago Lake Sewer Study	Village of Richfield Springs	32	5	37	\$0.00	Not-Awarded
54958	Mohawk Valley	DEC	DEC EPG	Waterville Wastewater Improvements	Lamont Engineers PC	29	5	34	\$0.00	Not-Awarded
51396	Mohawk Valley	DEC	DEC EPG	Webb Wastewater Planning Grant	Central Adirondack Partnership CAP21	29	5	34	\$0.00	Not-Awarded
57159	Mohawk Valley	DEC	DEC WQIP NSAC	Fulton County Hydroseeding Program	Fulton County Soil and Water Conservation District	31	15	46	\$31,500.00	Awarded
54313	Mohawk Valley	DEC	DEC WQIP NSAC	Columbia Parkway Improvements Project	Village of Ilion	36	5	41	\$0.00	Not-Awarded
55701	Mohawk Valley	DEC	DEC WQIP NSAC	Salt Storage Facility	Town of New Hartford	31	5	36	\$0.00	Not-Awarded
57529	Mohawk Valley	DEC	DEC WQIP NSAC	Cobleskill Stormwater Retrofit Project	Village of Cobleskill	13	20	33	\$0.00	Not-Awarded
51454	Mohawk Valley	DEC	DEC WQIP WTID	Amsterdam Wastewater Diniffection Project	City of Amsterdam	73	20	93	\$183,353.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
55542	Mohawk Valley	DEC	DEC WQIP WTID	Gloversville-Johnstown Wastewater Disinfection Project	Gloversville-Johnstown Wastewater Treatment Facility	61	5	66	\$1,100,000.00	Awarded
55222	Mohawk Valley	DEC	DEC WQIP WTI	V of Cooperstown Wastewater Treatment Plant Improvements	Village of Cooperstown	63	20	83	\$0.00	Not-Awarded
53943	Mohawk Valley	DEC	DEC WQIP WTI	Oneida County Water Resource Recovery Project	Oneida County Department of Water Quality and Water Pollution Control	68	15	83	\$0.00	Not-Awarded
53949	Mohawk Valley	DEC	DEC WQIP WTI	Village of Whitesboro Sanitary Sewer Rehabilitation	Village of Whitesboro	63	15	78	\$0.00	Not-Awarded
56321	Mohawk Valley	DEC	DEC WQIP WTI	Downtown Utica CSO Control and Green Infrastructure Improvements	City of Utica	61	15	76	\$0.00	Not-Awarded
54801	Mohawk Valley	DEC	DEC WQIP WTI	Oneida County WPCP High Rate Disinfection	Oneida County	61	5	66	\$0.00	Not-Awarded
55853	Mohawk Valley	DEC	DEC WQIP WTI	Sharon Springs Wastewater System Improvement Project	Village of Sharon Springs	45	20	65	\$0.00	Not-Awarded
56990	Mohawk Valley	DEC	DEC WQIP WTI	Waste Water Treatment Expansion	CITY OF SHERRILL	36	20	56	\$0.00	Not-Awarded
53831	Mohawk Valley	DEC	DEC WQIP WTI	Village of Oneida Castle Sanitary Sewer Collection System	VILLAGE OF ONEIDA CASTLE	31	10	41	\$0.00	Not-Awarded
55512	Mohawk Valley	DEC	DEC WQIP WTI	Town of Vernon Sanitary Sewer Collection System	TOWN OF VERNON	16	5	21	\$0.00	Not-Awarded
57168	Mohawk Valley	DOL	DOL EET	Farm Worker Training	Upstate Cerebral Palsy, Inc.	16.8	10	26.8	\$0.00	Not-Awarded
57168	Mohawk Valley	DOL	DOL NHT	Farm Worker Training	Upstate Cerebral Palsy, Inc.	30	10	40	\$0.00	Not-Awarded
52151	Mohawk Valley	DOL	DOL SPTP	Production Technician Training	Workforce Investment Board of Herkimer, Madison and Oneida Counties, Inc.	39.28	20	59.28	\$0.00	Not-Awarded
57168	Mohawk Valley	DOL	DOL SPTP	Farm Worker Training	Upstate Cerebral Palsy, Inc.	14	10	24	\$0.00	Not-Awarded
52816	Mohawk Valley	DOL	DOL UWT	Nurse Assistant Training	Mohawk Valley Community College	53.7	20	73.7	\$99,560.00	Awarded
57168	Mohawk Valley	DOL	DOL UWT	Farm Worker Training	Upstate Cerebral Palsy, Inc.	15.13	10	25.13	\$0.00	Not-Awarded
56266	Mohawk Valley	DOS	DOS LGE	HighwaySewer Department JetterVac Unit	Village of Cobleskill	21.87	0	21.87	\$0.00	Not-Awarded
52212	Mohawk Valley	DOS	DOS LGE P	Town and Village of Frankfort Police Consolidation Study	Village of Frankfort	56	20	76	\$21,000.00	Awarded
55815	Mohawk Valley	DOS	DOS LWRP	Soldiers and Sailors Memorial Park Improvements	Village of St. Johnsville	68.8	20	88.8	\$75,000.00	Awarded
57532	Mohawk Valley	DOS	DOS LWRP	Planning for Relocation of the Amtrak Station	City of Amsterdam	67.2	20	87.2	\$115,000.00	Awarded
55768	Mohawk Valley	DOS	DOS LWRP	Fulmer GreenPlain Park North	Village of Mohawk	62.4	20	82.4	\$124,227.00	Awarded
55264	Mohawk Valley	DOS	DOS LWRP	Local Waterfront Revitalization Program and Comprehensive Plan	Village of Sylvan Beach	71.2	10	81.2	\$16,250.00	Awarded
54810	Mohawk Valley	DOS	DOS LWRP	Design of Bathhouse and Welcome Center	Village of Sylvan Beach	68.8	10	78.8	\$103,000.00	Awarded
53632	Mohawk Valley	DOS	DOS LWRP	Mohawk River Watershed Management Plan Implementation - Stream Restoration	Oneida County	58.4	20	78.4	\$907,600.00	Awarded
54330	Mohawk Valley	EFC	EFC GIGP	Race to the Harbor	City of Rome	36	20	56	\$450,000.00	Awarded
53042	Mohawk Valley	EFC	EFC GIGP	Burchard Lane Green Infrastructure Improvements	O'Brien Gere Engineers	30	20	50	\$0.00	Not-Awarded
53982	Mohawk Valley	ESD	ESD BISP	Mohawk Valley Food and Dairy NYS Certified Business Incubator	SUNY Cobleskill	68	20	88	\$125,000.00	Awarded
57094	Mohawk Valley	ESD	ESD EJP	Facility and Equipment Expansion	PAR Technology Corporation	69	20	89	\$330,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
42858	Mohawk Valley	ESD	ESD EJP	Pellet Manufacturing Facility	Erie Pellets, Inc.	65	20	85	\$530,000.00	Awarded
54974	Mohawk Valley	ESD	ESD EJP	New Facility	New Age Renewable Energy Corporation	65	20	85	\$940,000.00	Awarded
57094	Mohawk Valley	ESD	ESD Grants	Information Technology Expansion Project	PAR Technology Corporation	69	20	89	\$900,000.00	Awarded
55765	Mohawk Valley	ESD	ESD Grants	Innovation Network for Technology Convergence Facility	Fort Schuyler Management Corporation	69	20	89	\$5,000,000.00	Awarded
57871	Mohawk Valley	ESD	ESD Grants	Memory Lane Day Care Center II	Amsterdam Industrial Development Agency	68	20	88	\$50,000.00	Awarded
54306	Mohawk Valley	ESD	ESD Grants	NATHAN Nathan Littauer Hospital Primary Care Perth	NATHAN LITTAUER HOSPITAL NURSING HOME, INC	68	20	88	\$240,000.00	Awarded
53734	Mohawk Valley	ESD	ESD Grants	Center for Craft Food and Beverage	Hartwick College	67	20	87	\$68,000.00	Awarded
52468	Mohawk Valley	ESD	ESD Grants	Robinson Road Sewer Improvements	Town of Kirkland	67	20	87	\$360,000.00	Awarded
51496	Mohawk Valley	ESD	ESD Grants	MVCC Advanced Manufacturing Institute	Mohawk Valley Community College	67	20	87	\$1,800,000.00	Awarded
58009	Mohawk Valley	ESD	ESD Grants	Griffiss UAS Technology Center	Oneida County	66	20	86	\$2,860,000.00	Awarded
56260	Mohawk Valley	ESD	ESD Grants	Advanced Manufacturing Workforce Development Center	Fort Schuyler Management Corporation	66	20	86	\$1,100,000.00	Awarded
56243	Mohawk Valley	ESD	ESD Grants	Grocery Expansion Project	Compassion Coalition Inc	66	20	86	\$160,000.00	Awarded
55744	Mohawk Valley	ESD	ESD Grants	Nathan Littauer Hospital Dialysis Center	NATHAN LITTAUER HOSPITAL NURSING HOME, INC	66	20	86	\$300,000.00	Awarded
54329	Mohawk Valley	ESD	ESD Grants	Nathan Littauer Hospital Primary Care Fonda	NATHAN LITTAUER HOSPITAL NURSING HOME, INC	66	20	86	\$200,000.00	Awarded
52145	Mohawk Valley	ESD	ESD Grants	JUMPSTART FULTON COUNTY REPAIR INTERCONNECTION BETWEEN TWO 2 CITIES WATER SYSTEMS	FULTON COUNTY	66	20	86	\$51,000.00	Awarded
55825	Mohawk Valley	ESD	ESD Grants	Modern Commercial Laundry Facility	Robison Smith, Inc	65	20	85	\$1,700,000.00	Awarded
54974	Mohawk Valley	ESD	ESD Grants	Johnstown Renewables	New Age Renewable Energy	65	20	85	\$2,000,000.00	Awarded
54004	Mohawk Valley	ESD	ESD Grants	BB Ranch Manufacturing Expansion	BB Ranch, Guest House, Spa and Equestrian Center	65	20	85	\$110,000.00	Awarded
54003	Mohawk Valley	ESD	ESD Grants	Malt and Barley Manufacturing	Generations Malting Company	65	20	85	\$250,000.00	Awarded
53068	Mohawk Valley	ESD	ESD Grants	Stevens Building Redevelopment Oneonta	Klugo Enterprises LLC	65	20	85	\$120,000.00	Awarded
52716	Mohawk Valley	ESD	ESD Grants	Mair Magaw Information Systems	Mair Magaw Information Systems LLC	65	20	85	\$400,000.00	Awarded
51420	Mohawk Valley	ESD	ESD Grants	The Global Village at FM	Fulmont College Association	65	20	85	\$3,725,000.00	Awarded
51270	Mohawk Valley	ESD	ESD Grants	Gloversville Public Library structural improvements	Gloversville Public Library	65	20	85	\$500,000.00	Awarded
42858	Mohawk Valley	ESD	ESD Grants	Erie Pellet Capital project	Erie Pellets Inc.	65	20	85	\$170,000.00	Awarded
57429	Mohawk Valley	ESD	ESD Grants	Main Street Reconstruction Project	Village of Cobleskill	64	20	84	\$220,000.00	Awarded
54116	Mohawk Valley	ESD	ESD Grants	Rehabilitation of Main St Properties	Village of Schoharie	64	20	84	\$300,000.00	Awarded
56966	Mohawk Valley	ESD	ESD Grants	AGT Services Expansion	Amsterdam Industrial Development Agency	63	20	83	\$3,000,000.00	Awarded
54250	Mohawk Valley	ESD	ESD Grants	Baggs Square Thincubator Lofts	Bagg's Square Partners, LLC	63	20	83	\$900,000.00	Awarded
56842	Mohawk Valley	ESD	ESD Grants	Oneonta Rail Yards Redevelopment	County of Otsego Industrial Development Agency	61	20	81	\$500,000.00	Awarded
51045	Mohawk Valley	ESD	ESD Grants	St Johns One Church Street 2015 Expansion and Revitalization Project	St. John's Episcopal Church	60	20	80	\$80,000.00	Awarded
53824	Mohawk Valley	ESD	ESD Grants	Water System Storage and Distribution Improvements	Village of Cobleskill	59	20	79	\$200,000.00	Awarded
53205	Mohawk Valley	ESD	ESD Grants	Smith Brothers Standard Furniture Building Rejuvenation	Village of Herkimer	57	20	77	\$250,000.00	Awarded
56055	Mohawk Valley	ESD	ESD Grants	Bulk Storage Diversification	TJ Allen Bulk Services LLC	55	20	75	\$46,000.00	Awarded
52224	Mohawk Valley	ESD	ESD Grants	TRYON TECHNOLOGY PARK DEMOLITION	FULTON COUNTY	59	15	74	\$10,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
57647	Mohawk Valley	ESD	ESD Grants	Utica Memorial Auditorium Critical Facility and Campus Improvements	Upper Mohawk Valley Memorial Auditorium Authority	62	10	72	\$500,000.00	Awarded
57168	Mohawk Valley	ESD	ESD Grants	Root Farm Development	Upstate Cerebral Palsy	62	10	72	\$200,000.00	Awarded
52228	Mohawk Valley	ESD	ESD Grants	TRYON TECH. PARK INCUBATOR/TRAINING CENTER RENOVATION	FULTON COUNTY	57	15	72	\$30,000.00	Awarded
56854	Mohawk Valley	ESD	ESD Grants	Upper Susquehanna Regional Ag Center	County of Otsego Industrial Development Agency	56	15	71	\$700,000.00	Awarded
53943	Mohawk Valley	ESD	ESD Grants	Oneida County Water Resource Recovery Project	Oneida County	56	15	71	\$1,000,000.00	Awarded
52422	Mohawk Valley	ESD	ESD Grants	Ace of Diamonds 2016 Tourism Enhancement Project	Ace of Diamonds Mine and Campground	49	20	69	\$0.00	Not-Awarded
52210	Mohawk Valley	ESD	ESD Grants	FULTON COUNTY DEVELOPMENT STRATEGY	FULTON COUNTY	48	20	68	\$0.00	Not-Awarded
56894	Mohawk Valley	ESD	ESD Grants	Oneonta Route 205 Corridor Study	County of Otsego Industrial Development Agency	49	15	64	\$0.00	Not-Awarded
54476	Mohawk Valley	ESD	ESD Grants	MNC Time to Market Phase 2	MV EDGE	54	10	64	\$0.00	Not-Awarded
54453	Mohawk Valley	ESD	ESD Grants	FULTONMONTGOMERY REGIONAL BUSINESS PARK	FULTON COUNTY IDA	49	15	64	\$0.00	Not-Awarded
52150	Mohawk Valley	ESD	ESD Grants	JUMPSTART FULTON COUNTY SMARTWATERS DESIGN OF HALES MILLS RD EXT WATER SEWER LINES ESTABLISH DISTRICTS	FULTON COUNTY	49	15	64	\$0.00	Not-Awarded
52148	Mohawk Valley	ESD	ESD Grants	UMPSTART FULTON COUNTY SMARTWATERS DESIGN VAILS MILLS WASTRWATER COLLECTION AND TREATMENT SYSTEM AND ESTABLISH SEWER DISTRICT	FULTON COUNTY	49	15	64	\$0.00	Not-Awarded
52146	Mohawk Valley	ESD	ESD Grants	JUMPSTART FULTON COUNTY SMARTWATERS PRELIMINARY ENGINEERING FOR COUNTY WATER SYSTEM	FULTON COUNTY	49	15	64	\$0.00	Not-Awarded
54913	Mohawk Valley	ESD	ESD Grants	Utica Harbor Mixed Use Development Phase	Harbor Point Development Corporation	48	15	63	\$0.00	Not-Awarded
53616	Mohawk Valley	ESD	ESD Grants	RMH Primary Care for Healthy Communities	Rome Memorial Hospital, Inc.	50	10	60	\$0.00	Not-Awarded
56996	Mohawk Valley	ESD	ESD Grants	Rome Cable Redevelopment	Rome Industrial Development Corporation	48	10	58	\$0.00	Not-Awarded
56868	Mohawk Valley	ESD	ESD Grants	Herkimer/Otsego Joint Business Park	County of Otsego Industrial Development Agency	48	10	58	\$0.00	Not-Awarded
53449	Mohawk Valley	ESD	ESD Grants	Regional Resource Recovery	City of Rome	51	5	56	\$0.00	Not-Awarded
56079	Mohawk Valley	ESD	ESD Grants	Historic Redevelopment Cronk Building	Lahinch Group LLC	39	15	54	\$0.00	Not-Awarded
57968	Mohawk Valley	ESD	ESD Grants	Cobleskill Fairgrounds Infrastructure Improvements	Cobleskill Agricultural Society	48	5	53	\$0.00	Not-Awarded
50969	Mohawk Valley	ESD	ESD Grants	Holland Patent Building Expansion	Oneida County Rural Telephone Company	43	10	53	\$0.00	Not-Awarded
56899	Mohawk Valley	ESD	ESD Grants	Oneonta Airport Logistics Development Project	County of Otsego Industrial Development Agency	36	15	51	\$0.00	Not-Awarded
56541	Mohawk Valley	ESD	ESD Grants	B240 Redevelopment	Griffiss Local Development Corporation	41	10	51	\$0.00	Not-Awarded
57979	Mohawk Valley	ESD	ESD Grants	Griffiss International Airport Building 100	Oneida County	45	5	50	\$0.00	Not-Awarded
57622	Mohawk Valley	ESD	ESD Grants	Damaschke Field Master Plan Implementation	County of Otsego Industrial Development Agency	43	5	48	\$0.00	Not-Awarded
55931	Mohawk Valley	ESD	ESD Grants	Project Greenhouse	Herkimer County Industrial Development Agency	37	10	47	\$0.00	Not-Awarded
52669	Mohawk Valley	ESD	ESD Grants	Irish Clutural Center and Tourism Project	Irish Cultural and Historical Society of the Mohawk Valley	42	5	47	\$0.00	Not-Awarded
57712	Mohawk Valley	ESD	ESD Grants	Highway Garage Building	Town of Cobleskill	45	0	45	\$0.00	Not-Awarded
56975	Mohawk Valley	ESD	ESD Grants	Snow Removal Equipment Building at Griffiss International Airport	County of Oneida	38	5	43	\$0.00	Not-Awarded
50836	Mohawk Valley	ESD	ESD Grants	Village Wide Small Business Assistance Program	Village of St. Johnsville	30	10	40	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
57260	Mohawk Valley	ESD	ESD Grants	The Capri Building	Circle 8 Development LLC	38	0	38	\$0.00	Not-Awarded
53137	Mohawk Valley	ESD	ESD Grants	Village of Herkimer - Small Business Assistance Program	Village of Herkimer	28	10	38	\$0.00	Not-Awarded
57896	Mohawk Valley	ESD	ESD Grants	Hotel Utica	Utica First LLC	29	0	29	\$0.00	Not-Awarded
51732	Mohawk Valley	ESD	ESD MNY	Photography Special Exhibit: Ansel Adams	Fenimore Art Museum	74.33	20	94.33	\$108,258.00	Awarded
57283	Mohawk Valley	ESD	ESD MNY	Mohawk Valley Path Through History Cycling Trails	Workforce Investment Board of Herkimer, Oneida, Madison Counties	68	20	88	\$291,500.00	Awarded
51520	Mohawk Valley	ESD	ESD MNY	A Thousands Face, A World of Stories: Photographs by Steve McCurry	Munson-Williams-Proctor Arts Institute	66.33	20	86.33	\$30,000.00	Awarded
55843	Mohawk Valley	ESD	ESD MNY	Baseball Hall of Fame Global Marketing Campaign	National Baseball Hall of Fame and Museum, Inc.	64.67	20	84.67	\$131,400.00	Awarded
52422	Mohawk Valley	ESD	ESD MNY	Ace of Diamonds Tourism Enhancement Project	Ace of Diamonds Mine and Campground	59.67	20	79.67	\$138,468.00	Awarded
50351	Mohawk Valley	ESD	ESD MNY	Arts Tourism: It's all within View!	Arts Guild of Old Forge, Inc.	48	20	68	\$0.00	Not-Awarded
54949	Mohawk Valley	ESD	ESD MNY	South American Rain Forest Exhibit Phase One	Utica Zoological Society	47.33	5	52.33	\$0.00	Not-Awarded
56358	Mohawk Valley	ESD	ESD MNY	Market Little Falls	Young Mens Christian Assn. of Little Falls	41	10	51	\$0.00	Not-Awarded
54830	Mohawk Valley	ESD	ESD MNY	Revitalizing the Utica Childrens Museum: a Community Building Asset	Utica Children's Museum	43.67	5	48.67	\$0.00	Not-Awarded
52218	Mohawk Valley	ESD	ESD MNY	Fulton County Regional Tourism Branding Project	Fulton County	31.33	15	46.33	\$0.00	Not-Awarded
52669	Mohawk Valley	ESD	ESD MNY	Mohawk Valley 2016 Irish Cltural Center and Tourism Project	Irish Cultural and Historical Society of the Mohawk Valley	34.67	5	39.67	\$0.00	Not-Awarded
55499	Mohawk Valley	ESD	ESD MNY	Historic Site Marketing Initiative	Shrine of Our Lady of Martyrs	23.67	5	28.67	\$0.00	Not-Awarded
57629	Mohawk Valley	ESD	ESD SPFS	Cooperstown and Charlotte Valley Railroad Feasibility Study	County of Otsego Industrial Development Agency	66	20	86	\$20,000.00	Awarded
52210	Mohawk Valley	ESD	ESD SPFS	Fulton County Development Strategy	Fulton County	65	20	85	\$20,000.00	Awarded
51940	Mohawk Valley	ESD	ESD SPFS	West Canada Creek Flood Mitigation Plan	Town of Herkimer	59	20	79	\$50,000.00	Awarded
56801	Mohawk Valley	ESD	ESD SPFS	Boonville Industrial Site Development	Village of Boonville	61	15	76	\$5,000.00	Awarded
56894	Mohawk Valley	ESD	ESD SPFS	Oneonta Route 205 Corridor Study	County of Otsego Industrial Development Agency	49	15	64	\$30,000.00	Awarded
56899	Mohawk Valley	ESD	ESD SPFS	Oneonta Airport Logistics Development Project	County of Otsego Industrial Development Agency	48	15	63	\$50,000.00	Awarded
56237	Mohawk Valley	ESD	ESD SPFS	City of Oneonta Comprehensive Plan Update	Otsego County Industrial Development Agency	47	15	62	\$0.00	Not-Awarded
54882	Mohawk Valley	ESD	ESD SPFS	Unadilla Main Street Revitalization	County of Otsego Industrial Development Agency	47	15	62	\$0.00	Not-Awarded
54504	Mohawk Valley	ESD	ESD SPFS	MVHS Planning ReUse Study	MV EDGE	46	15	61	\$0.00	Not-Awarded
57567	Mohawk Valley	ESD	ESD SPFS	Technology Heights Development Study	Griffiss Local Development Corporation	48	10	58	\$0.00	Not-Awarded
56868	Mohawk Valley	ESD	ESD SPFS	Herkimer/Otsego Joint Business Park	County of Otsego Industrial Development Agency	48	10	58	\$0.00	Not-Awarded
57474	Mohawk Valley	ESD	ESD SPFS	Village of Clinton Infrastructure Improvement study	Village of Clinton	47	10	57	\$0.00	Not-Awarded
54751	Mohawk Valley	ESD	ESD SPFS	Griffss Int'l Airport Site Development	Oneida County	47	10	57	\$0.00	Not-Awarded
53753	Mohawk Valley	ESD	ESD SPFS	Library Annex Renovation Project	The Community Library of Cobleskill	46	10	56	\$0.00	Not-Awarded
51921	Mohawk Valley	ESD	ESD SPFS	Town Water Supply Development Master Plan	Town of Herkimer	44	10	54	\$0.00	Not-Awarded
51622	Mohawk Valley	ESD	ESD SPFS	Village Master Plan A Strategy for Tomorrow	Village of Herkimer	39	15	54	\$0.00	Not-Awarded
51590	Mohawk Valley	ESD	ESD SPFS	Comprehensive Plan Alignment Advancement Project	Village of St. Johnsville	39	10	49	\$0.00	Not-Awarded
55007	Mohawk Valley	ESD	ESD SPFS	MVEDD Comprehensive Plan Incentive Program	Mohawk Valley Economic Development District (MVEDD)	37	10	47	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51940	Mohawk Valley	HCR	HCR CDBGCP	Town of Herkimer West Canada Creek Project	Town of Herkimer	52.44	20	72.44	\$0.00	Not-Awarded
52032	Mohawk Valley	HCR	HCR CDBGCP	Village of Middleburgh Wastewater Study	Village of Middleburgh	48.77	20	68.77	\$0.00	Not-Awarded
54945	Mohawk Valley	HCR	HCR CDBGCP	Town of Marshall Community Needs Strategic Plan	Town of Marshall	42.66	15	57.66	\$0.00	Not-Awarded
51590	Mohawk Valley	HCR	HCR CDBGCP	Village of St. Johnsville Comprehensive Plan	Village of St. Johnsville	31.26	10	41.26	\$0.00	Not-Awarded
51921	Mohawk Valley	HCR	HCR CDBGCP	Town of Herkimer Master Plan	Town of Herkimer	26.44	10	36.44	\$0.00	Not-Awarded
51622	Mohawk Valley	HCR	HCR CDBGCP	Village of Herkimer Master Plan	Village of Herkimer	20.36	15	35.36	\$0.00	Not-Awarded
51430	Mohawk Valley	HCR	HCR CDBGME	Fulton County Microenterprise Program	Fulton County	56	20	76	\$200,000.00	Awarded
52158	Mohawk Valley	HCR	HCR CDBGME	Schoharie County Microenterprise Program	Schoharie County	48	20	68	\$200,000.00	Awarded
53405	Mohawk Valley	HCR	HCR CDBGME	Otsego County Microenterprise Program	Otsego County	47	20	67	\$200,000.00	Awarded
51459	Mohawk Valley	HCR	HCR CDBGME	City of Amsterdam Microenterprise Program	City of Amsterdam	45	20	65	\$0.00	Not-Awarded
51044	Mohawk Valley	HCR	HCR CDBGPF	Town of Johnstown Food Pantry	City of Johnstown	40.31	20	60.31	\$400,000.00	Awarded
55040	Mohawk Valley	HCR	HCR CDBGPF	ARC Otsego Community Residential Facilities Improvements	Otsego County	50.49	5	55.49	\$400,000.00	Awarded
53837	Mohawk Valley	HCR	HCR CDBGPF	Village of Cobleskill Sidewalk Improvements	Village of Cobleskill	38.54	5	43.54	\$200,000.00	Awarded
53824	Mohawk Valley	HCR	HCR CDBGPI	Village of Cobleskill Water System Storage Facilities Improvements Project	Village of Cobleskill	36	20	56	\$600,000.00	Awarded
54944	Mohawk Valley	HCR	HCR CDBGPI	City of Oneonta Water Main Improvements	City of Oneonta	44.9	10	54.9	\$600,000.00	Awarded
53120	Mohawk Valley	HCR	HCR CDBGPI	Village of Herkimer Hydraulic Canal Phase III	Village of Herkimer	40.86	10	50.86	\$505,000.00	Awarded
55188	Mohawk Valley	HCR	HCR CDBGPI	Village of Boonville Storm water Box/Culvert Project	Village of Boonville	24.83	5	29.83	\$0.00	Not-Awarded
51224	Mohawk Valley	HCR	HCR NYMS	Camden Downtown Facade Improvement	Village of Camden	58	10	68	\$380,800.00	Awarded
56504	Mohawk Valley	HCR	HCR NYMS	Into the New Century NYMS Project	City of Utica	53	15	68	\$300,000.00	Awarded
50839	Mohawk Valley	HCR	HCR NYMS	2015 Central Business District Improvement Project	Village of St Johnsville	55	10	65	\$0.00	Not-Awarded
53205	Mohawk Valley	HCR	HCR NYMS	Smith Brothers Standard Furniture Building Rejuvenation	Village of Herkimer	44	20	64	\$0.00	Not-Awarded
54116	Mohawk Valley	HCR	HCR NYMS	Rehabilitation of Main St Properties Village of Schoharie	Village of Schoharie	34	20	54	\$0.00	Not-Awarded
53057	Mohawk Valley	HCR	HCR NYMS	Stevens Building Redevelopment	City of Oneonta	30	20	50	\$0.00	Not-Awarded
54193	Mohawk Valley	HCR	HCR NYMS	Renovations to the Midtown Utica Community Center	The Midtown Utica Community Center	23	20	43	\$0.00	Not-Awarded
51468	Mohawk Valley	HCR	HCR NYMS	City of Amsterdam Main Street Revitalization	Montgomery County Economic Development	15	20	35	\$0.00	Not-Awarded
56059	Mohawk Valley	HCR	HCR NYMS-TA	Unity Hall and West Hill School Critical Conditions Remediation	Mohawk Valley Collective, Inc.	62	10	72	\$20,000.00	Awarded
52819	Mohawk Valley	HCR	HCR NYMS-TA	Downtown Building Redevelopment Analysis and Design	Village of Waterville	51	10	61	\$20,000.00	Awarded
56675	Mohawk Valley	HCR	HCR NYMS-TA	Bagg's Square Regeneration	Bagg's Square Association	38	15	53	\$20,000.00	Awarded
55811	Mohawk Valley	NYSERDA	NYSERDA CGC3	NY Community Project	EV Connect	74.15	15	89.15	\$257,143.00	Awarded
53356	Mohawk Valley	NYSERDA	NYSERDA CGC3	Cleaner Greener Category 3 Community Partnership	Capital District Regional Planning Commission	77.7	5	82.7	\$750,000.00	Awarded
57356	Mohawk Valley	NYSERDA	NYSERDA CGC3	Animating the Electric Vehicle Market in New York State	Energetics Incorporated	75.6	5	80.6	\$1,500,000.00	Awarded
53449	Mohawk Valley	NYSERDA	NYSERDA CGC3	Regional Resource Recovery	City of Rome	43.25	5	48.25	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51270	Mohawk Valley	Parks	OPRHP HP D	Necessary structural library improvements	Gloversville Public Library	56	20	76	\$500,000.00	Awarded
51976	Mohawk Valley	Parks	OPRHP HP D	Mohawk Valley Villages/47 Main Street Project/Diefendorf Hall	Friends of Fort Plain Inc	47.5	20	67.5	\$0.00	Not-Awarded
54187	Mohawk Valley	Parks	OPRHP HP D	Village Hall 22 Main St Revitalization Project	Village of Cooperstown	40	15	55	\$0.00	Not-Awarded
53353	Mohawk Valley	Parks	OPRHP HP D	Museum of Art Facade Restoration	Munson-Williams-Proctor Arts Institute	33	10	43	\$0.00	Not-Awarded
55640	Mohawk Valley	Parks	OPRHP HP D	2015 Fairy Spring Park Revitalization	Village of Cooperstown	28.5	10	38.5	\$0.00	Not-Awarded
56059	Mohawk Valley	Parks	OPRHP HP D/P	Unity Hall and West Hill School Critical Conditions Remediation	Mohawk Valley Collective Inc	47.25	10	57.25	\$0.00	Not-Awarded
55228	Mohawk Valley	Parks	OPRHP HP D/P	Bloomfield Fountain Rehabilitation	Village of Richfield Springs	41.5	5	46.5	\$0.00	Not-Awarded
53753	Mohawk Valley	Parks	OPRHP HP P	Library Annex Renovation Project	The Community Library of Cobleskill	35	10	45	\$0.00	Not-Awarded
50523	Mohawk Valley	Parks	OPRHP PKS D	Mohawk Region Accessible Park	Herkimer County Chapter, NYSARC, Inc.	54.5	15	69.5	\$394,334.00	Awarded
53572	Mohawk Valley	Parks	OPRHP PKS D	Town of Edmeston Municipal Pool Improvement Project	Town of Edmeston	54.5	15	69.5	\$309,420.00	Awarded
53619	Mohawk Valley	Parks	OPRHP PKS D	South Main Street Waterfront Park	Village of Northville New York	46.25	10	56.25	\$0.00	Not-Awarded
52029	Mohawk Valley	Parks	OPRHP PKS D	Sherman Park	Town of Caroga	45.75	10	55.75	\$0.00	Not-Awarded
50844	Mohawk Valley	Parks	OPRHP PKS D	2015 Veterans Memorial and Village Park Enhancement Project	Village of Oneida Castle	39	10	49	\$0.00	Not-Awarded
51930	Mohawk Valley	Parks	OPRHP PKS D	2016 Town Park Enhancement Project	Town of Herkimer	37.25	10	47.25	\$0.00	Not-Awarded
54943	Mohawk Valley	Parks	OPRHP PKS D	Neahwa Park Improvement Project	City of Oneonta	37.25	10	47.25	\$0.00	Not-Awarded
49751	Mohawk Valley	Parks	OPRHP PKS D	Town of Winfield Memorial Park Improvements	Town Of Winfield	35.75	10	45.75	\$0.00	Not-Awarded
55640	Mohawk Valley	Parks	OPRHP PKS D	2015 Fairy Spring Park Revitalization	Village of Cooperstown	35	10	45	\$0.00	Not-Awarded
52721	Mohawk Valley	Parks	OPRHP PKS D/A	Village of Camden Riverwalk and Park Improvements	Village of Camden	57.25	20	77.25	\$160,300.00	Awarded
52580	Mohawk Valley	Parks	OPRHP PKS D/A	Town Park	Town of Ava	48.63	10	58.63	\$0.00	Not-Awarded
55768	Mohawk Valley	Parks	OPRHP PKS D/P	Fulmer GreenPlain Park North	Village of Mohawk	61.75	20	81.75	\$493,345.00	Awarded
51913	Mohawk Valley	Parks	OPRHP PKS D/P	Village of Fultonville Dock Phase 2	Village of Fultonville	39.75	20	59.75	\$0.00	Not-Awarded
51909	Mohawk Valley	Parks	OPRHP PKS D/P	Town of Russia - Community Center	Town of Russia	49.25	10	59.25	\$0.00	Not-Awarded
52727	Mohawk Valley	Parks	OPRHP PKS D/P	Village of Fonda Canalside Park Improvements Project	Village of Fonda	37.25	20	57.25	\$0.00	Not-Awarded
53278	Mohawk Valley	Parks	OPRHP PKS D/P	Town Park	Town of Floyd	35.63	10	45.63	\$0.00	Not-Awarded
52909	Mohawk Valley	Parks	OPRHP PKS D/P	Rome Multiplex	City of Rome	28.25	10	38.25	\$0.00	Not-Awarded
54471	Mohawk Valley	Parks	OPRHP PKS P	Conesville Recreation Center	Town of Conesville	43.5	10	53.5	\$6,000.00	Awarded
52823	Mohawk Valley	Parks	OPRHP RTP	Bike Trail Restoration Project	Montgomery County	49.5	10	59.5	\$200,000.00	Awarded
50351	Mohawk Valley	Parks	OPRHP RTP	Arts Tourism: It's all within View!	Arts Guild of Old Forge Inc dba View Arts	37	20	57	\$0.00	Not-Awarded
53060	Mohawk Valley	Parks	OPRHP RTP	Goodyear Swamp Sanctuary Boardwalk	The State University College at Oneonta Foundation Corporation	37	10	47	\$0.00	Not-Awarded
56510	Mohawk Valley	Parks	OPRHP RTP	SRC Accessible Trails Network	Schoharie River Center	26	20	46	\$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