

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

### Background:

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

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

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

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

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

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

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

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

**Statewide Endorsement Standards**

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

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

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

### **2016 Competition:**

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils competed in 2016 for up to \$175 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils in their regions.

As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: supporting the Downtown Revitalization Plan and beginning to identify projects to implement it; implementing strategies through the project pipeline; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

By incentivizing implementation of the strategic plans, Regional Councils, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision. While project funding was awarded in all ten Regional Councils through the 2016 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

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

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

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

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

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

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

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

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

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

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

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

STATE OF NEW YORK  
**DEPARTMENT OF STATE**

ONE COMMERCE PLAZA  
99 WASHINGTON AVENUE  
ALBANY, NY 12231-0001  
WWW.DOS.NY.GOV

ANDREW M. CUOMO  
GOVERNOR

ROSSANA ROSADO  
SECRETARY OF STATE

**MEMORANDUM**

December 8, 2016

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

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

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

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

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan that emphasized their region's unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development, and create jobs statewide. The Strategic Economic Development Plans continue today with annual updates to address emerging state and regional challenges and opportunities. Each region has a unique set of strategies to achieve greater economic prosperity. These include strategies to focus on developing certain industry clusters; global marketing and export strategies; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; promote veterans' participation in the workforce; and regional sustainable growth strategies. In many of the regions, strategies have been further refined in response to the Upstate Revitalization Initiative and Western NY's Buffalo Billion Plan.

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

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



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

### **2016 Annual REDC Competition**

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

- Support for the Downtown Revitalization Plan and identification of initial projects to implement it
- Implementation of strategies through the project pipeline
- Training of the workforce for today and tomorrow
- Continued advancement of state priorities and regional strategic economic development plans, and identification of projects that implement related strategies, including:
  - The regional economic cluster plan
  - The region's global marketing and export plan
  - The regional Opportunity Agenda
  - Regional hot spots and business incubators
  - SUNY, CUNY, and community college plans
  - Veterans' participation in the workforce
  - Local government engagement in the Regional Council process
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

### **Awards**

All ten regions competed for up to \$175 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils as priorities in their regions. In addition, each region was awarded \$10 million to implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$510 million in other state agency funds.

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

## **Conclusion**

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

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

# Southern Tier REDC

## 2016 Progress Report Assessment

### Section I. Performance

#### Impact on job creation and retention

##### Strengths

- The number of jobs projected to be created and the number of jobs that were retained in 2015 were both higher than in 2014.
- Manufacturing wages have increased overall and specifically for the transportation equipment industry sector.

##### Weaknesses

- From 2011-2016, employment in Biomedical, Industrial Machinery, Transportation Equipment sectors decreased.
- Job creation declined, median household income dropped, and poverty rates increased.

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

##### Strengths

- In the past five years, there have been 120 Priority Projects that have been funded and \$185.6 million in public support that has leveraged more than \$1.5 billion in private funds. It is unclear whether leverage numbers include cancelled projects and/or reappropriated funds.
- Employment in the food manufacturing sector increased within the past year. Transforming the Food and Agriculture Industry is one of the four new initiatives developed by the region in 2015.
- Between 2009 and 2015 the number of private establishments grew 2.3%, and had a net increase in establishments from 2014-2015 of 99.
- Dick's Sporting Goods (URI project) will invest \$100 million to build a regional distribution facility that will create 466 full-time jobs. When announcing their decision to build the regional facility in Conklin, Dick's CEO cited the business-friendly environment, quality and reliability of the workforce, and opportunity to bring jobs to the company's home town.

##### Weaknesses

- None noted.

### Section II. Progress

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

##### Strengths

- The CFA projects designated under each progress section are complementary to the strategies suggested for implementation.
- In alignment with the strategies under the "Build the Greater Binghamton Innovation Ecosystem" Initiative, Binghamton University purchased and installed the NECCES Battery Dry Room at the Center of

Excellence to create a testing facility for new materials and devices related to the energy storage industry.

- Anchor Glass Container Corporation demolished and re-bricked existing furnace walls, upgraded machines, and replaced and modernized other equipment with the help of a 2015 award. This allowed for the creation of 8 new jobs and retention of 299. The project adheres to the region's "Invest in the Advanced Manufacturing Industry" Initiative and also falls under their dedicated industry cluster.

#### Weaknesses

- Some descriptions of progress explain what will be done instead of what has occurred.

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

#### Strengths

- The creation of GLASE (Greenhouse Lighting and Systems Engineering) has allowed for more affordable LED crop lighting for, increasing local crop production and the availability of year-round fresh vegetables.
- In 2016, Southern Tier Startup Alliance (STSA) entrepreneurs-in-residence met with more than 375 entrepreneurs and startups in partner incubators throughout the region, spending over 500 hours on mentoring. STSA has held more than 30 workshops attracting more than 1,200 attendees. This aligns with the Southern Tier Regional Incubator Plan.
- Ithaca Beer Company purchased and installed a new canning line and associated equipment with the help of a 2015 award. Ithaca Beer employed 17 people in 2011 and by 2015 employed 75. This project will create a need for an additional six workers at the brewery and enhance tourism visitation.

#### Weaknesses

- The strategies under the Global New York Initiative are somewhat vague.

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

#### Strengths

- The initiative partnering Corning Community College and the healthcare industry (2015 award) designed to expand educational opportunities for impoverished local residents is listed on schedule.
- Chicone Cabinetmakers (2015 award) gained NYS Department of Labor approval to offer a registered apprenticeship program and will be able to take on additional apprentices.
- The Bates Troy Expansion Project (2012 award) allows unskilled individuals who may lack formal education or language skills to learn to operate modern production equipment while developing their language and social skills.
- The Southern Tier Startup Alliance (2013 award) Hot Spot provides networking opportunities, presentations, and workshops. More than 4300 entrepreneurs have attended.
- The Century Sunrise Redevelopment (2015 award) project provides employment priority to veterans for all new hires.
- The Association for Vision Rehabilitation and Employment Inc., a nonprofit organization that serves people with sustained and severe vision loss, modernized a paper conversion and manufacturing operations (2014 award). The project resulted in the creation of 5 and retention of 25 jobs for hard-to-place workers.

### Weaknesses

- None noted.

## Advancement and completion of prior round Priority Projects

### Strengths

- From 2011 to 2015, 126 Priority Projects were selected for awards. Thirty-six are completed and 58 are on schedule.
- In 2015, 35 Priority Projects were announced. Eighty percent are on schedule.
- Less than 5% of Priority Projects from the past five years have been terminated.
- The completed Watkins Glen project (2014 award) included track and safety upgrades that resulted in an August 2016 announcement that IndyCar will return to the venue for the IndyCar Grand Prix in 2017 and 2018.

### Weaknesses

- None noted.

## Section III. Planning

### Quality of the Progress Report

#### Strengths

- Impressive display of organization by challenges, opportunities, strategies, progress, and further actions needed (such as CFAs).
- The STREDC kept the focus on how priority projects selected will address regional strategies.
- The report provided a comprehensive write up on NY Rising projects, as well as the use of the NYS DOS Brownfield Opportunity Area program.
- The report integrated URI projects and metrics specifically within the advanced manufacturing cluster initiative and the Elmira Downtown Revitalization sections.

#### Weaknesses

- Information about some of the non-priority CFAs that the STREDC supports would have rounded out the picture of what is planned for 2016-2017.

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

#### Strengths

- Multiple references to collaboration with numerous educational institutions such as Binghamton University, Cornell University, Corning Community College and SUNY Broome Community College. For example, SUNY Broome, SUNY Delhi, and two community colleges are working to develop specialized programs in high-growth sectors to meet employer needs.
- STREDC supports several different programs/training options to appeal to various demographics. For example, the workforce collaboration project between SUNY Broome and Calice Advanced Manufacturing will offer training for jobs skills of various levels and experience.
- Cell Preservation Services Inc. (CPSI) is an advanced manufacturing project in Owego that will create jobs for scientists, engineers, administration and management. The project will strengthen CPSI's

relationship with the Institute of Biomedical Technology at Binghamton University and provide employment opportunities.

#### Weaknesses

- None noted

Collaboration with local governments in advancing opportunities for improved efficiency

#### Strengths

- A collaborative approach to flood recovery and resilience-building among 14 Southern Tier municipalities enhances opportunities for additional cooperative ventures.

#### Weaknesses

- No specific actions to engage local government in discussions on how to improve regulatory business climate are proposed for 2016-2017.

Ability to take the next steps in growing the regional economy

#### Strengths

- The STREDC has stayed consistent with the four initiatives that were developed in last year's plan and have submitted priority projects that will enhance their goals.
- The STREDC has placed significant focus on attracting and retaining skilled and educated millennials. They have a firm understanding of the preferences desired by this demographic and have aligned this need with their planned strategies i.e. vibrant downtown, walkability.
- Binghamton University is a founding partner of America's first Innovation Institute for Flexible Hybrid Electronics Manufacturing and will work with NY State companies (Corning, General Electric, and Lockheed-Martin) to develop and manufacture this new technology.

#### Weaknesses

- None noted.

Development of regional metrics to measure success

#### Strengths

- There is an increasing number of 30-34 year olds migrating into the region, indicating a shift in the historic out-migration trend. This metric has been a factor in the region's concentration of trying to create both a business environment and quality of life that appeal to such a coveted age group.
- The majority of the region's counties saw 1%-2% of their total populations move in from out of state during the most recent reference year.
- The region included information on housing vacancies, which unfortunately continue to rise.

#### Weaknesses

- The report mentions that Binghamton and the surrounding area continues to struggle in attracting population but does not really state any specific plan for improvement.

## Section IV. Projects

Solicitation and development of projects that advance the regional economic cluster

### Regional Cluster

Advanced manufacturing industry with a focus on the transportation industry

### Strengths

- To try to reverse decreasing employment number in this sector, the STREDC proposed 12 priority projects proposed to advance and build upon the region's advanced manufacturing industry cluster.
- CemeCon Inc., a manufacturer of carbide cutting tools with high –performing coatings, proposes to establish a new North American headquarters and create a dedicated state-of-the-art CVD Diamond Coating Facility in Big Flats.
- Micatu Inc., a manufacturer of optical sensors for the utility industry for use within a smart grid, proposes to relocate its corporate headquarters for high-tech manufacturing of its new product line. New jobs are projected at 65, and 14 will be retained.

### Weaknesses

- Most of the proposed Priority Projects in this cluster are projected to retain jobs rather than generate new jobs.

Identification of projects to advance State and regional priorities.

### Strengths

- To advance the innovative culture, STREDC supports 5 priority projects, such as Kelmerin Multisport Complex which is projected to create 26 private jobs.
- The STREDC supports 12 priority projects to aid in the growth of the advanced manufacturing sector.
- The Schuyler County Business Park Ultra-Premium Shared Wine Facility will have significant regional job implications. Having seven or eight wineries at this level of production would have significant economic implications for Schuyler County and the region.

### Weaknesses

- There were few priority projects related to the food and agriculture industry, one of STREDC's four regional initiatives developed in 2015.
- Relatively few priority projects are coming from the Southern Tier's innovation hubs of Ithaca and Corning.

Advancement of projects and activities to meet workforce development needs

### Strengths

- The Salvation Army Job Training and Support Center will allow new programs that include skills development and training that support a strong workforce. Programs include those that will meet the unique needs of veterans and their families as they transition from military service to private life.
- SUNY Broome Community College will transform the existing Mechanical Building on its campus into a state-of-the-art facility, the Calice Advanced Manufacturing Center. This center will link to regional companies' needs with input from SUNY Broome's Workforce Development Advisory Board, focusing on engineering and advanced manufacturing programs.



### Weaknesses

- There is a lack of consistency between project descriptions and projects identified as addressing workforce development or training.

## Identification of projects in the region that would revitalize downtowns

### Strengths

- Downtown Elmira was selected as the region's DRI community because it is sufficient in size and composition to support a vibrant and year-round downtown. There are strong links between Elmira's proposed downtown revitalization strategy and the STREDC emphasis on (1) investment in entrepreneurship; (2) strengthening the advanced manufacturing industry sector; and (3) promotion of the Southern Tier's innovative culture.
- Fifteen of the 21 recommended priority projects are listed as having a downtown revitalization component.
- The One North Depot mixed-use development will offer affordable commercial space, housing, shared work space, and a new green space in downtown Binghamton that will attract and retain skilled workers and local college graduates.
- Salvation Army Community center project will serve as the new gateway to the north side of downtown Binghamton.

### Weaknesses

- There is a lack of consistency between project descriptions and projects identified as addressing downtown revitalization.

## Section V. Participation

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

#### Strengths

- Work groups were realigned to reflect the region's revised strategies.
- Council staff offered Upstate Revitalization Initiative presentations at community events (rotary meetings, town halls, and local nonprofit public programs).

#### Weaknesses

- Did not see private companies represented in work groups.
- It appears that work groups were comprised of only 2 – 3 persons, often including STREDC members.

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

#### Strengths

- Continued increase in private funding to support projects outlined in progress report.
- Committed funds from cultural and medical institutions as well as other private investments to advance the Downtown Revitalization Plan for Elmira.

#### Weaknesses

- None noted.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
68363	Southern Tier	Arts	Arts CHPG I	New York Waterways GlassBarge	Corning Museum of Glass	72	20	92.00	\$74,500	Awarded
66943	Southern Tier	Arts	Arts CHPG I	Brew Beats Concert Series	WSKG Public Media	59	20	79.00	\$65,500	Awarded
63771	Southern Tier	Arts	Arts CHPG P	(Re)Defining the Binghamton Visitor Center at Roberson	Roberson Memorial, Inc.	55	10	65.00	\$38,500	Awarded
65326	Southern Tier	Arts	Arts CHPG P	Tompkins County Heritage Education Center	The History Center in Tompkins County	48	10	58.00	\$28,500	Awarded
68401	Southern Tier	Arts	Arts CHPG P	Music Libraries Reaching Community	CorningElmira Musical Arts Inc	29	10	39.00	\$0	Not-Awarded
66323	Southern Tier	Arts	Arts CHPG P	Binghamton Arts and Culture Master Plan	City of Binghamton	28	10	38.00	\$0	Not-Awarded
54449	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	Kitchen Theatre Company	70	10	80.00	\$41,500	Awarded
57761	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	Ithaca Shakespeare Company Inc	54	15	69.00	\$38,500	Awarded
66065	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	Goodwill Theatre Inc	25	15	40.00	\$0	Not-Awarded
64331	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	Foundation for The Open Eye	22	10	32.00	\$0	Not-Awarded
66623	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	The Catskill Center for Conservation and Development	9	15	24.00	\$0	Not-Awarded
68363	Southern Tier	Canals	Canals	New York Waterways GlassBarge	Corning Museum of Glass	74	20	94.00	\$144,000	Awarded
65616	Southern Tier	DEC	DEC CSC I	Tompkins County Food Waste Transfer Station Construction	Tompkins County	65.75	10	75.75	\$355,000	Awarded
66377	Southern Tier	DEC	DEC CSC I	Construction of Anaerobic Digester Improvments at Endicott Water Pollution Control Plan	Village of Endicott	21.75	15	36.75	\$0	Not-Awarded
68020	Southern Tier	DEC	DEC EPG	Chemung County Wastewater Consolidation Study	Chemung County	70	20	90.00	\$50,000	Awarded
66385	Southern Tier	DEC	DEC EPG	Town of Reading - Town of Dix Inflow and Infiltration Study	Town of Reading	47	15	62.00	\$20,000	Awarded
66041	Southern Tier	DEC	DEC EPG	Wastewater Treatment Plant Disinfection, Wastewater Reuse, Engineered Wetlands	Village of Bath	37	20	57.00	\$30,000	Awarded
66549	Southern Tier	DEC	DEC EPG	Loon Lake Waste Water Planning Grant	Town of Wayland	46	10	56.00	\$0	Not-Awarded
66887	Southern Tier	DEC	DEC EPG	Wastewater Treatment Plant Disinfection Improvements	Village of Painted Post	32	10	42.00	\$0	Not-Awarded
66377	Southern Tier	DEC	DEC EPG	Anaerobic Digester Improvements with High Strength Waste Station	Village of Endicott	27	15	42.00	\$0	Not-Awarded
64453	Southern Tier	DEC	DEC EPG	Town of Veteran Sewer Study	Town of Veteran	21	15	36.00	\$0	Not-Awarded
68016	Southern Tier	DEC	DEC WQIP AHR	River Road over Fuller Hill Stream Culvert	Delaware County	58	10	68.00	\$0	Not-Awarded
67986	Southern Tier	DEC	DEC WQIP AHR	Brook Trout Habitat Reconnection Project in the Carrs Creek Watershed: Poplar Hill Road Stream Crossing Replacement	Trout Unlimited	48	15	63.00	\$0	Not-Awarded
66380	Southern Tier	DEC	DEC WQIP AHR	Tioga County Aquatic Habitat Improvement Project - West Creek Road	Tioga County	41	10	51.00	\$0	Not-Awarded
68454	Southern Tier	DEC	DEC WQIP AHR	Michigan Hollow Road/Smiley Hill Road Culvert Replacement	Town of Danby	31	5	36.00	\$0	Not-Awarded
67799	Southern Tier	DEC	DEC WQIP MS4	Regional Municipal Separate Storm Sewer System Asset Mapping Project	Southern Tier East Regional Planning Development Board	45	15	60.00	\$204,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
68375	Southern Tier	DEC	DEC WQIP NPS	Susquehanna River Stream Restoration and Water Quality Improvement Phase II	Binghamton-Johnson City Joint Sewage Board	65	20	85.00	\$407,000	Awarded
68441	Southern Tier	DEC	DEC WQIP NPS	Tioga County Hydroseeding Program	Tioga County Soil and Water Conservation District	65	15	80.00	\$37,500	Awarded
65287	Southern Tier	DEC	DEC WQIP NPS	County Wide Hydroseeding Project	Chenango County Soil and Water Conservation District	63	15	78.00	\$113,677	Awarded
67099	Southern Tier	DEC	DEC WQIP NPS	Schuyler County Multi Barrier Phase III	Schuyler County Soil and Water Conservation District	53	20	73.00	\$350,000	Awarded
67098	Southern Tier	DEC	DEC WQIP NPS	Total Maximum Daily Load Nutrient Reduction and Habitat Improvement Project	Schuyler County Soil and Water Conservation District	45	20	65.00	\$100,000	Awarded
67227	Southern Tier	DEC	DEC WQIP NPS	North Cayuga Inlet Floodplain Restoration Project	Tompkins County	38	10	48.00	\$0	Not-Awarded
63634	Southern Tier	DEC	DEC WQIP NPS	Carroll Hill Bridge Replacement	Delaware County Soil and Water Conservation District	15	20	35.00	\$0	Not-Awarded
66437	Southern Tier	DEC	DEC WQIP NPS	Village of Deposit Oquaga Creek Stabalization	Delaware County Planning Department	16	15	31.00	\$0	Not-Awarded
63764	Southern Tier	DEC	DEC WQIP NPS	Truck Washing Bay	Tioga County	21	10	31.00	\$0	Not-Awarded
63725	Southern Tier	DEC	DEC WQIP WTI	Town of Southport Leland Area Sanitary Sewer	Town of Southport	43	10	53.00	\$0	Not-Awarded
66377	Southern Tier	DEC	DEC WQIP WTI	Anaerobic Digester Improvements with High Strength Waste Station	Village of Endicott	23	15	38.00	\$0	Not-Awarded
64300	Southern Tier	DEC	DEC WQIP WTID	Town of Erwin Wastewater Treatment Plant Disinfection and Improvements	Town of Erwin	63	15	78.00	\$2,297,094	Awarded
67460	Southern Tier	DOL	DOL EET	Career Ladder Supervisors Training Plan	Steuben County Chapter NYSARC, Inc.	57.19	10	67.19	\$0	Not-Awarded
65936	Southern Tier	DOL	DOL EET	EOP Existing Employee Training 2	Economic Opportunity Program	56.48	10	66.48	\$0	Not-Awarded
68623	Southern Tier	DOL	DOL UWT	Manufacturing Basics Certification Program	Broome Community College	49.77	20	69.77	\$75,000	Awarded
66891	Southern Tier	DOS	DOS LWRP	Project Seneca Strategic Planning and Implementation	Schuyler County	62.1	15	77.10	\$1,091,500	Awarded
62562	Southern Tier	DOS	DOS LWRP	Cayuga Lake Watershed Plan Intermunicipal Organization and Implementation	Town of Ithaca	61.41	15	76.41	\$62,405	Awarded
65378	Southern Tier	DOS	DOS LWRP	Whitney Point River Access and Streetscape Improvements	Village of Whitney Point	58.65	15	73.65	\$0	Not-Awarded
65151	Southern Tier	DOS	DOS LWRP	Sidney Green Main Street	Village of Sidney	61.41	10	71.41	\$0	Not-Awarded
67046	Southern Tier	DOS	DOS LWRP	Park and Paddle Trail Development	Town of Colchester	60.72	10	70.72	\$0	Not-Awarded
64421	Southern Tier	DOS	DOS LWRP	Curtiss Park Improvements	Town of Urbana	55.2	15	70.20	\$0	Not-Awarded
64208	Southern Tier	EFC	EFC GIGP	Broome County Arena Rainwater Harvesting	Broome County	62	10	72.00	\$1,750,000	Awarded
68397	Southern Tier	EFC	EFC GIGP	City Hall Green Stormwater Retrofit	City of Binghamton	49	10	59.00	\$0	Not-Awarded
67227	Southern Tier	EFC	EFC GIGP	North Cayuga Inlet Floodplain Restoration	Tompkins County	33	10	43.00	\$0	Not-Awarded
67324	Southern Tier	ESD	ESD BIHSP HS	Southern Tier Startup Alliance	Cornell University	71.6	15	86.60	\$250,000	Awarded
66077	Southern Tier	ESD	ESD BIHSP I	Binghamton University Business Incubator	Binghamton University	69	15	84.00	\$125,000	Awarded
65392	Southern Tier	ESD	ESD BIHSP I	Oxford School District Greenhouse	Oxford Academy and Central School	30.67	10	40.67	\$0	Not-Awarded
67949	Southern Tier	ESD	ESD BIHSP I	South Gilboa Regional Development Recreation Portal	Catskill Revitalization Corporation	19.07	15	34.07	\$0	Not-Awarded
67723	Southern Tier	ESD	ESD Grants	Cayuga Mine #4 Shaft Project	Cargil Incorporated	75	20	95.00	\$2,000,000	Awarded
67678	Southern Tier	ESD	ESD Grants	CemeCon, Inc. Expansion Project	CemeCon, Inc.	77	15	92.00	\$500,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
67568	Southern Tier	ESD	ESD Grants	Schuyler County Business Park Ultra Premium Shared Wine Facility	Schuyler County Partnership for Economic Development (SCOPED)	71	20	91.00	\$250,000	Awarded
66387	Southern Tier	ESD	ESD Grants	Capital Expansion Project	F.M. Howell Company, Inc.	75	15	90.00	\$800,000	Awarded
67712	Southern Tier	ESD	ESD Grants	Expansion Project	Micatu, Inc.	69	20	89.00	\$1,000,000	Awarded
67020	Southern Tier	ESD	ESD Grants	Binghamton Pre-Cast Expansion	Binghamton Precast Supply Corporation	74	15	89.00	\$350,000	Awarded
68074	Southern Tier	ESD	ESD Grants	Calice Advanced Manufacturing Center	Broome Community College	74	15	89.00	\$330,000	Awarded
68131	Southern Tier	ESD	ESD Grants	One North Depot Mixed Use Project	North Depot Development, LLC	68	20	88.00	\$1,500,000	Awarded
65503	Southern Tier	ESD	ESD Grants	Kelmerin Multi Sports Complex Capital	Heath D. Weeks	68	20	88.00	\$500,000	Awarded
65463	Southern Tier	ESD	ESD Grants	SEPAC, Inc. Expansion Project	SEPAC, Inc.	71	15	86.00	\$135,000	Awarded
66876	Southern Tier	ESD	ESD Grants	Cell Preservation Services, Inc. Project	Cell Preservation Services, Inc.	65	20	85.00	\$200,000	Awarded
67287	Southern Tier	ESD	ESD Grants	Job Training and Support Center	The Salvation Army	69	15	84.00	\$1,700,000	Awarded
63758	Southern Tier	ESD	ESD Grants	The Creamery Inn	Creamery Inn	69	15	84.00	\$120,000	Awarded
64890	Southern Tier	ESD	ESD Grants	STP Facility Expansion	Southern Tier Provisions, Inc.	67	15	82.00	\$166,000	Awarded
68374	Southern Tier	ESD	ESD Grants	Otsego Ready Mix, Inc.	Delaware County IDA	66	15	81.00	\$385,000	Awarded
68163	Southern Tier	ESD	ESD Grants	Manufacturing Expansion	Buckingham Mfg. Co. Inc.	65	15	80.00	\$64,000	Awarded
67763	Southern Tier	ESD	ESD Grants	USDA Meat Processing Facility	Central New York Meats LLC	62	15	77.00	\$0	Not-Awarded
67983	Southern Tier	ESD	ESD Grants	BEST Consolidated and Growth	Beecher Emission Solutions Technologies, LLC	61	15	76.00	\$0	Not-Awarded
65435	Southern Tier	ESD	ESD Grants	Libertad Elmira	Vecino Group New York, LLC	55	20	75.00	\$0	Not-Awarded
68107	Southern Tier	ESD	ESD Grants	College Town Transit Corridors Revitalization	City of Ithaca	55	20	75.00	\$0	Not-Awarded
66065	Southern Tier	ESD	ESD Grants	JC iDistrict Performing Arts and Conference Complex Historic Anchor Building Stabilization	Goodwill Theatre Inc.	59	15	74.00	\$0	Not-Awarded
63481	Southern Tier	ESD	ESD Grants	Southern Tier High Performance Capital	The Research Foundation for SUNY	54	20	74.00	\$0	Not-Awarded
68587	Southern Tier	ESD	ESD Grants	Southern Tier Gateway Plaza Binghamton	Hyman Hemispheric	55	15	70.00	\$0	Not-Awarded
67301	Southern Tier	ESD	ESD Grants	Rural Initiative Loan Program	Southern Tier Region Economic Development Corporation	47	20	67.00	\$0	Not-Awarded
68524	Southern Tier	ESD	ESD Grants	Restart Washington Ave	Wallace Development Company LLC	50	15	65.00	\$0	Not-Awarded
67363	Southern Tier	ESD	ESD Grants	Shovel Ready Program	Southern Tier Region Economic Development Corporation	44	20	64.00	\$0	Not-Awarded
66936	Southern Tier	ESD	ESD Grants	Stencil Printer	Precision Filters, Inc.	48	15	63.00	\$0	Not-Awarded
67591	Southern Tier	ESD	ESD Grants	Small Manufacturing Competitiveness Fund	Southern Tier Region Economic Development Corporarion	43	20	63.00	\$0	Not-Awarded
66596	Southern Tier	ESD	ESD Grants	Hanford Mills Museum White Barn Wood Shingle Roof Replacement	The Hanford Mills Museum at East Meredith, Inc.	48	15	63.00	\$0	Not-Awarded
67486	Southern Tier	ESD	ESD Grants	Energy Efficient Electronic Systems	The Research Foundation for SUNY	42	20	62.00	\$0	Not-Awarded
66623	Southern Tier	ESD	ESD Grants	Erpf Building Energy Efficiency Improvement Project and Regional Catskills Infrastructure Implementation Planning	Catskill Center for Conservation and Development	46	15	61.00	\$0	Not-Awarded
67856	Southern Tier	ESD	ESD Grants	Southern Finger Lakes Conference and Event Center	L Enterprises LLC	46	15	61.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
68395	Southern Tier	ESD	ESD Grants	Ithaca Tompkins Regional Airport MultiModal Terminal Projects	Tompkins County	51	10	61.00	\$0	Not-Awarded
66326	Southern Tier	ESD	ESD Grants	Health and Cultural iDistrict Niche Accommodations	Hannah Enterprises LLC	45	15	60.00	\$0	Not-Awarded
66594	Southern Tier	ESD	ESD Grants	Hanford Mills Museum Mill Fire Detection System	The Hanford Mills Museum at East Meredith, Inc.	48	10	58.00	\$0	Not-Awarded
67613	Southern Tier	ESD	ESD Grants	Community Corners Healthcare Facility	Corners Community Center, Inc.	36	20	56.00	\$0	Not-Awarded
67014	Southern Tier	ESD	ESD Grants	Development of Carpenter Business Park in Ithaca	Maguire Family Limited Partnership	46	10	56.00	\$0	Not-Awarded
67532	Southern Tier	ESD	ESD Grants	Heritage Recovery	Heritage Recovery	40	15	55.00	\$0	Not-Awarded
67141	Southern Tier	ESD	ESD Grants	Community Revitalization Fund Program	Southern Tier Region Economic Development Corporation	34	20	54.00	\$0	Not-Awarded
64532	Southern Tier	ESD	ESD Grants	Automated Transit Manufacturing	SwiftATN, LLC.	37	15	52.00	\$0	Not-Awarded
64354	Southern Tier	ESD	ESD Grants	Gateway Project	Nelson Development Group, LLC	36	15	51.00	\$0	Not-Awarded
65671	Southern Tier	ESD	ESD Grants	Norwich College and Community Child Care Learning Center	Morrisville Auxiliary Corporation	34	15	49.00	\$0	Not-Awarded
64854	Southern Tier	ESD	ESD Grants	Dynamic Power Factor Correction	Daniel George Buchanan	38	10	48.00	\$0	Not-Awarded
64488	Southern Tier	ESD	ESD Grants	Oakdale Crossings	Crux Properties LLC	36	10	46.00	\$0	Not-Awarded
64171	Southern Tier	ESD	ESD Grants	Binghamton Charles Street Sports Complex	City of Binghamton	35	10	45.00	\$0	Not-Awarded
65684	Southern Tier	ESD	ESD Grants	Modernization of Food CoPacking and Training Facility	Schuyler County Chapter NYSARC Inc.	28	15	43.00	\$0	Not-Awarded
65404	Southern Tier	ESD	ESD Grants	Datum Growth	Datum Alloys Inc	27	5	32.00	\$0	Not-Awarded
68363	Southern Tier	ESD	ESD MNY	New York Waterways Glass Barge	Corning Museum of Glass	70	20	90.00	\$57,830	Awarded
65675	Southern Tier	ESD	ESD MNY	Racing Promotions	Watkins Glen International	64	15	79.00	\$150,000	Awarded
66982	Southern Tier	ESD	ESD MNY	Hangar Theatre 2017 Marketing Campaign	Center for the Arts at Ithaca Inc.	60	15	75.00	\$159,100	Awarded
66567	Southern Tier	ESD	ESD MNY	Sciencenter Reimagined: Renovating and Expanding Exhibitions and Facilities	The Sciencecenter Discovery Museum	60	15	75.00	\$150,000	Awarded
66795	Southern Tier	ESD	ESD MNY	Flight Center Expansion and Renovation	Harris Hill Soaring Corporation	60	15	75.00	\$50,000	Awarded
66965	Southern Tier	ESD	ESD MNY	Cameo Center for Community Engagement CFA	Broome County Urban League	55	15	70.00	\$0	Not-Awarded
68019	Southern Tier	ESD	ESD MNY	Wayfinding Interpretive Signage Project	Tompkins County Chamber of Commerce Foundation Inc	48	15	63.00	\$0	Not-Awarded
66596	Southern Tier	ESD	ESD MNY	Hanford Mills Museum White Barn Wood Shingle Roof Replacement	Hanford Mills Museum	43	15	58.00	\$0	Not-Awarded
66065	Southern Tier	ESD	ESD MNY	Conference Complex Building Stabilization	Goodwill Theatre, Inc.	42	15	57.00	\$0	Not-Awarded
67132	Southern Tier	ESD	ESD MNY	Chenango Blues Festival	Chenango Blues Association	50	5	55.00	\$0	Not-Awarded
66594	Southern Tier	ESD	ESD MNY	Hanford Mills Museum Mill Fire Detection System	Hanford Mills Museum	38	10	48.00	\$0	Not-Awarded
67972	Southern Tier	ESD	ESD MNY	Ride Rock Catskills	Dravot Carnehan Events	37	10	47.00	\$0	Not-Awarded
65160	Southern Tier	ESD	ESD MNY	Restoration of the Sherburne Inn	Save the Sherburne Inn Restoration Project, Inc. (SSIRP)	35	10	45.00	\$0	Not-Awarded
63758	Southern Tier	ESD	ESD MNY	The Cremery Inn Renovation	Creamery Inn	26	15	41.00	\$0	Not-Awarded
66623	Southern Tier	ESD	ESD MNY	Building Energy Efficiency Improvement Project	The Catskill Center for Conservation and Development	25	15	40.00	\$0	Not-Awarded
66320	Southern Tier	ESD	ESD MNY	2017 Spiedie Fest Balloon Rally	Spiedie Fest Balloon Rally Expo, Inc.	30	5	35.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
68559	Southern Tier	ESD	ESD MNY	Non-Profit Calendar	Delaware Currents	33	0	33.00	\$0	Not-Awarded
67895	Southern Tier	ESD	ESD SPFS	Flood Resilient Economic Development Strategy for the I86 Innovation Corridor	Southern Tier Central Regional Planning and Development Board	74	15	89.00	\$76,250	Awarded
68158	Southern Tier	ESD	ESD SPFS	Horseheads Strategic Plan	Village of Horseheads	72	15	87.00	\$11,250	Awarded
66547	Southern Tier	ESD	ESD SPFS	Lieutenant Warren E. Eaton Airport/Business Incubator	County of Chenango Industrial Development Agency	70	10	80.00	\$12,500	Awarded
67148	Southern Tier	ESD	ESD SPFS	Village Hall ADA Compliance Phase 1	Village of Horseheads	43	10	53.00	\$0	Not-Awarded
66561	Southern Tier	HCR	HCR CDBGCP	Town of Dix Water and Sewer District Extension Study	Town of Dix	75	15	90.00	\$50,000	Awarded
65146	Southern Tier	HCR	HCR CDBGCP	Village of Candor Drinking Water Improvements Study	Village of Candor	67	10	77.00	\$50,000	Awarded
66683	Southern Tier	HCR	HCR CDBGME	Delaware County Microenterprise Program	Delaware County	56	15	71.00	\$200,000	Awarded
66674	Southern Tier	HCR	HCR CDBGPIPF	Steuben County the Woodlands Community Sewer Project	Steuben County	70	15	85.00	\$750,000	Awarded
65143	Southern Tier	HCR	HCR CDBGPIPF	Village of Addison Water System Improvements	Village of Addison	51	10	61.00	\$1,000,000	Awarded
67268	Southern Tier	HCR	HCR CDBGPIPF	City of Hornell Water Pollution Control Plant Improvements	City of Hornell	44	15	59.00	\$562,800	Awarded
65743	Southern Tier	HCR	HCR CDBGPIPF	Village of Deposit Wastewater Treatment Plant and Church Street Rehabilitation	Village of Deposit	37	15	52.00	\$724,677	Awarded
64318	Southern Tier	HCR	HCR CDBGPIPF	Village of Arkport Bridge Replacement over Meadowbrook Road	Village of Arkport	31	15	46.00	\$0	Not-Awarded
65144	Southern Tier	HCR	HCR CDBGPIPF	Village of Montour Falls Water System Improvements	Village of Montour Falls	30	15	45.00	\$0	Not-Awarded
64426	Southern Tier	HCR	HCR CDBGPIPF	Town of Roxbury Grand Gorge Civic Center	Town of Roxbury	30	15	45.00	\$0	Not-Awarded
64605	Southern Tier	HCR	HCR NYMS	145 Front Street Owego Revitalization Project	Tioga County	68	15	83.00	\$500,000	Awarded
66807	Southern Tier	HCR	HCR NYMS	Binghamton 2016 Main Street Program	Binghamton Local Development Corporation	61	20	81.00	\$500,000	Awarded
64460	Southern Tier	HCR	HCR NYMS	Village of Bath NYMS Liberty Street Renovations	Village of Bath	63	15	78.00	\$320,020	Awarded
65345	Southern Tier	HCR	HCR NYMS	Watkins Glen Main Street	Schuyler County Partnership	60	10	70.00	\$0	Not-Awarded
65062	Southern Tier	HCR	HCR NYMS	Hammondsport Core Business District Revitalization	Hammondsport Chamber of Commerce	55	15	70.00	\$0	Not-Awarded
67266	Southern Tier	HCR	HCR NYMS	Bloomville House Bed Breakfast	Western Catskills Community Revitalization Council Inc	50	15	65.00	\$0	Not-Awarded
67076	Southern Tier	HCR	HCR NYMS	East Water Street Downtown Anchor	Elmira Downtown Development, Inc.	50	15	65.00	\$0	Not-Awarded
54978	Southern Tier	HCR	HCR NYMS	Windsor Inn Project	Windsor Community Revitalization Organization, Inc.	48	15	63.00	\$0	Not-Awarded
66523	Southern Tier	HCR	HCR NYMS	East Market Street Renovation Project	Corning Intown District Management Association	47	15	62.00	\$0	Not-Awarded
67391	Southern Tier	HCR	HCR NYMS	Stamford Farmers Cooperative Renovation	Western Catskills Community Revitalization Council Inc	37	20	57.00	\$0	Not-Awarded
65681	Southern Tier	HCR	HCR NYMS	Andes Bovina Main Street Program	MARK Project Inc	37	20	57.00	\$0	Not-Awarded
66065	Southern Tier	HCR	HCR NYMS	JC iDistrict Performing Arts Conference Complex	Goodwill Theatre Inc	39	15	54.00	\$0	Not-Awarded
67102	Southern Tier	HCR	HCR NYMS	Hornell Downtown Transformation Initiative	City of Hornell	31	15	46.00	\$0	Not-Awarded
66932	Southern Tier	HCR	HCR NYMS	Delhi Village Improvement Program	Village of Delhi	23	15	38.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
66623	Southern Tier	HCR	HCR NYMS	ERPF Building Energy Efficiency Improvement Project	The Catskill Center for Conservation and Development	9	15	24.00	\$0	Not-Awarded
63734	Southern Tier	Parks	OPRHP HAS D	West Endicott Fire Station Repairs	West Endicott Fire District	50.50	15	65.50	\$0	Not-Awarded
66065	Southern Tier	Parks	OPRHP HAS D	JC iDistrict Performing Arts Complex, Phase 2	Goodwill Theatre Inc.	44.50	15	59.50	\$0	Not-Awarded
67158	Southern Tier	Parks	OPRHP HAS D	Binghamton East Clinton Street Bridge Preservation	City of Binghamton	43.00	15	58.00	\$0	Not-Awarded
66065	Southern Tier	Parks	OPRHP HP D	JC iDistrict Performing Arts and Conference Complex & Historic Anchor Building Stabilization	Goodwill Theatre Inc.	45.50	15	60.50	\$500,000	Awarded
63734	Southern Tier	Parks	OPRHP HP D	Bay Floor and Basement Improvements	West Endicott Fire District	45.00	15	60.00	\$210,431	Awarded
66289	Southern Tier	Parks	OPRHP HP D	Church Restoration Project	Jay Gould Memorial Reformed Church of Roxbury	39.00	20	59.00	\$0	Not-Awarded
64739	Southern Tier	Parks	OPRHP HP D	Historical Upgrades to Riverside Cemetery	Union Presbyterian Church - Riverside Cemetery	35.00	15	50.00	\$0	Not-Awarded
67611	Southern Tier	Parks	OPRHP HP D	All Seasons - EPF Grant	Earlville Opera House	20.50	10	30.50	\$0	Not-Awarded
65160	Southern Tier	Parks	OPRHP HP D	Restoration of the Sherburne Inn	Save the Sherburne Inn Restoration Project, Inc. (SSIRP)	19.00	10	29.00	\$0	Not-Awarded
67161	Southern Tier	Parks	OPRHP HP P	Trumansburg Conservatory Renovation	Trumansburg Conservatory of Fine Arts, Inc.	18.50	15	33.50	\$0	Not-Awarded
66845	Southern Tier	Parks	OPRHP HP P	St Thomas Roof	St. Thomas' Church, Bath	22.50	5	27.50	\$0	Not-Awarded
65030	Southern Tier	Parks	OPRHP PKS A	Town of Ulysses land conservation	Town of Ulysses	54.50	10	64.50	\$57,205	Awarded
64109	Southern Tier	Parks	OPRHP PKS D	Clute Park Facilities	Village of Watkins Glen	48.70	15	63.70	\$415,700	Awarded
67747	Southern Tier	Parks	OPRHP PKS D	Project Seneca Quality of Life Catharine Valley Trail Connector and Bridge	Village of Montour Falls	42.00	20	62.00	\$119,000	Awarded
64990	Southern Tier	Parks	OPRHP PKS D	Wayne Little Lakes Corridor Project	Town of Wayne	48.09	10	58.09	\$0	Not-Awarded
66934	Southern Tier	Parks	OPRHP PKS D	Town Park Improvements	Town of Campbell	44.34	10	54.34	\$0	Not-Awarded
66276	Southern Tier	Parks	OPRHP PKS D	Smith Park Infrastructure Improvements	Town of Hector	33.23	20	53.23	\$0	Not-Awarded
65667	Southern Tier	Parks	OPRHP PKS D	Kurt Beyer Pool Repair Work	City of Norwich	31.25	15	46.25	\$0	Not-Awarded
67153	Southern Tier	Parks	OPRHP PKS D	Parks and Recreation Sustainability and Access Phase 2	Town of Big Flats	25.38	20	45.38	\$0	Not-Awarded
68170	Southern Tier	Parks	OPRHP PKS D	Goodwin Park Sustainable Improvements	Town of Southport	25.92	15	40.92	\$0	Not-Awarded
68194	Southern Tier	Parks	OPRHP PKS D	Binghamton Recreation Park	City of Binghamton	25.25	15	40.25	\$0	Not-Awarded
63636	Southern Tier	Parks	OPRHP PKS D	Nasser Civic Center	City of Corning	25.13	15	40.13	\$0	Not-Awarded
66131	Southern Tier	Parks	OPRHP PKS D	Montgomery Park Redevelopment Project	Village of Dryden	31.15	0	31.15	\$0	Not-Awarded

# 2016 Program Legend

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