

## **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](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

**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 71<sup>st</sup> District  
Assemblywoman Donna Lupardo, of the 123<sup>rd</sup> District  
Senator Kenneth LaValle, of the 1<sup>st</sup> District  
Senator James Seward, of the 51<sup>st</sup> 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

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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.

# Western New York Regional Economic Development Council

## 2015 Progress Report Assessment

### Section I. Planning

#### a. Quality of the Progress Report

##### Strengths

- Succinct metrics were identified for each of the three core strategies and seven strategic industries.
- Includes references to how Buffalo Billion Initiatives are supporting the WNYREDC's core strategies and strategic industry sectors.

##### Weaknesses

- Prior knowledge of the strategic plan was needed to understand the region's overarching approach.

#### b. Development of regional metrics to measure success

##### Strengths

- Contains applicable and pertinent metrics of the region's economy and socioeconomic status. For example, four metrics of performance were supplied for all seven strategic industry sectors: jobs per industry, total wages per industry, total firms per industry, and average annual wages per industry.
- Metrics were also supplied for each of the core strategies of smart growth (acreage of waterfront redeveloped), entrepreneurship (new business formation) and workforce preparation (rate of students completing high school).

##### Weaknesses

- The report does not explain how the metrics were used to add or modify core strategies.

#### c. Identification of regional workforce development needs for key sectors

##### Strengths

- WNYREDC clearly recognized the occupational needs of advanced manufacturing, a strategic industry.
- The Education and Community Center (at Gerard Place) is currently expanding services beyond transitional housing and supportive services to offer employment and educational training.
- The region supported a proposed 2015 Priority Project to expand the Manufacturing Technology Institutes at JCC's Jamestown and Cattaraugus County campuses.

##### Weaknesses

- The identification of specific occupations currently in demand or expected to be in demand in the future in the region is lacking.

#### **d. Readiness of the region**

##### Strengths

- The young adult population (ages 20-34) of the region rose by 5.4% from 2011 to 2014.
- There is a preponderance of institutions of higher learning in the region and the number of bachelor's degrees awarded in the region rose by nearly four percent from 2011 to 2013.
- The high school graduation rate rose 1.1% points from 2011, to 81.7% in 2014.

##### Weaknesses

- The incidence of poverty in the region rose by 3.9% from 2011 to 2013. The Opportunity Agenda does not contain a robust and comprehensive strategy to address this situation.
- Job creation data covering veterans and those impacted by the WNYREDC Opportunity Agenda could be strengthened.

## **Section II. Performance**

### **a. Impact on job creation and retention**

##### Strengths

- The regional unemployment rate fell by 26% since 2011, compared to a State decline of 23%.
- The region added nearly 500 jobs in advanced manufacturing since 2011, bucking a statewide 1.5 % decline in this sector. Wages in this sector rose by a healthy 6.9% over the period.
- The report states that over 14,000 jobs have been retained and more than 7,500 have been created since 2011 in the region. Five of seven strategic industries saw an uptick in jobs between 2011 and 2014.
- Total wages in the WNY private sector increased by 13% from 2011 to 2014 – six times the rate of growth of private sector jobs; indicating the addition of higher paying jobs in the region.

##### Weaknesses

- None noted.

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

##### Strengths

- WNYREDC has a shared advanced manufacturing agenda that is being advanced through training and education initiatives for a workforce that may decline due to looming retirements and widening skill gaps.
- The Burgard High School Advanced Manufacturing Program is operational and enrolled its first class.
- The Finishing Trades Institute of Western & Central New York, which provides innovative job training for members of the International Union of Painters and Allied Trades, began operating in 2015 and will support training for over 500 persons per year.
- WNYREDC focused on expanding the Veteran's One-stop Center of Western New York to the southern tier counties of WNY to add capacity in the rural areas of the region and avoid duplication of effort.



### Weaknesses

- The Opportunity Agenda's approach to the needs of hard-to-place workers could have been stronger.

## **c. Business growth and leverage of private sector investments**

### Strengths

- The total project cost to ESD Capital award ratio of the 48 Prior Priority (2011-2014) is 6:1. The 2014 ratio was 8:1.
- The total project cost to CFA award ratio of all projects (2011-2014) funded through the CFA is 5:1. The 2014 ratio was 4:1.
- The number of patents emanating from the materials processing & machinery manufacturing industry cluster grew by 41% between 2009 and 2013.
- 43 North, a competition for business plans, made awards in 2015, and 11 first round winning teams have moved into a newly constructed incubator space.

### Weaknesses

- None noted.

## **Section III. Progress**

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

#### Strengths

- Smart growth projects such as the Better Buffalo Fund, Buffalo Central Business District Redevelopment, and walkable Olean are largely on schedule or completed.
- Advanced manufacturing projects are progressing, such as Sustainable Advanced Manufacturing at Alfred State and High Tech Manufacturing Hub at RiverBend.
- Projects funded with the Buffalo Billion are linked to core strategies and/or strategic industry sectors.
- WNYREDC is engaged in some of the health & life sciences companies participating in START-UP NY.

#### Weaknesses

- An implementation agenda for 2015 is not clearly expressed in the report.

### **b. Advancement and completion of prior round Priority Projects**

#### Strengths

- Of the 57 past priority projects 43 (75%) are completed or underway.
- 82% of all WNY projects are complete or are on schedule.
- The University at Buffalo's Center for Computational Research, a Priority Project, purchased and brought online an industry-focused high performance computing cluster in late 2014.
- The NYS Genomic Medicine Initiative, a 2011 Priority Project, is driving medical breakthroughs using genomic research, computing capacity, and healthcare data analytics.

### Weaknesses

- None noted.

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

### Strengths

- The WNYREDC's smart growth core strategy and concomitant infrastructure projects are creating environments that will be attractive to new firms looking to locate in the Region.
- Strategies and initiatives associated with the Hot Spot Business Incubators, Cleaner Greener Communities, the veterans' assistance initiative, and the SUNY 20210 collaboration are contributing to next step actions for the region.

### Weaknesses

- None noted.

## **Section IV. Projects**

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

#### Strengths

- The WNYREDC Cluster Industry Action Plan contains detailed actions to support the cluster which are underway or planned for the near future. The selected cluster, materials processing and machinery manufacturing, contains 6% of the jobs in the region and has recently experienced good wage growth.
- The Bethlehem Steel Redevelopment project will remediate 100 acres of land for business development.
- The proposed WNY Small Business Fund will create a revolving loan fund to provide small business financing.

#### Weaknesses

- Two 2015 Priority Projects are sports/recreation complexes which have limited job creation potential.
- Few of the 2015 Priority Projects emanate from the private sector.

### **b. Identification of projects to advance State and regional priorities**

#### Strengths

- A large number of projects support one or more of the overarching strategies and strategic industries.
- Several initiatives related to land use, transportation, agriculture, water management and waste management address Cleaner/Greener strategies.
- WNYREDC supports the Fredonia Technology incubator, which will provide business support services for startups and entrepreneurs, including veterans and underserved populations.
- The Global NY concept is being carried out by attracting foreign direct investment and helping NY companies export products and services.

### Weaknesses

- Priority projects are heavily weighted toward infrastructure and tourism destination projects.
- The 2015 Opportunity Agenda does not show a significant advancement or refinement of strategies which were introduced in 2014.

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

### Strengths

- The Letter of Intent process was used to solicit applications and interest from the public.
- WNYREDC work groups provided ideas and inspiration for CFA applications.
- The Smart Growth Coordinating Council identified and cultivated projects, offered technical assistance to applicants and reviewed and scored CFAs in line with smart growth principles.
- The 43North competition is attracting start-ups to the region and providing mentoring to encourage their sustainability.

### Weaknesses

- None noted.

## **Section V. Participation**

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

#### Strengths

- Work groups have a good share of participants from the private sector.
- The success of outreach to three southern tier counties is reflected in the fact that 87 participants attended a CFA Technical Assistance Conference in Chautauqua in March 2015.
- CFA workshops were attended by 363 participants.

#### Weaknesses

- None noted.

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

#### Strengths

- WNYREDC conducted 24 meetings and tours with local governments throughout the region to address earlier criticisms that such engagement was lacking in the three southern tier counties of the region. Each engagement was linked to one or more of the strategies promoted by WNYREDC.

#### Weakness

- None noted.

### **c. Regional unity and support of the Progress Report**

#### Strengths

- The Buffalo Billion has created a regional vibrancy that is reflected in the national media and brings collateral recognition and cohesion to the work of the WNY REDC.
- The One Region Forward planning concept is touted in the Report.

#### Weaknesses

- None noted.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53136	Western New York	Arts	Arts CHPG I	Lit City Public Art	Just Buffalo Literary Center	55	20	75	\$40,950.00	Awarded
54120	Western New York	Arts	Arts CHPG I	Richardson Complex Grand Opening Illumination	Buffalo Philharmonic Orchestra	63	10	73	\$63,000.00	Awarded
52556	Western New York	Arts	Arts CHPG I	Burchfield Penney 50th Anniversary Celebration	Burchfield Penney Art Center	52	20	72	\$63,000.00	Awarded
51656	Western New York	Arts	Arts CHPG I	Lock Tender Tribute	Lockport Locks Heritage District Corporation	53	10	63	\$0.00	Not-Awarded
56087	Western New York	Arts	Arts CHPG I	Buffalos Cultural Calendar	International Institute of Buffalo	46	15	61	\$0.00	Not-Awarded
52448	Western New York	Arts	Arts CHPG I	Westside Lots	CEPA Gallery	42	15	57	\$0.00	Not-Awarded
56051	Western New York	Arts	Arts CHPG P	Youth Media Arts Leadership Workforce Development Program	Squeaky Wheel Film Media Art Center	64	20	84	\$48,906.00	Awarded
56850	Western New York	Arts	Arts CHPG P	Strategic Planning	Young Audiences of Western New York	62	20	82	\$48,906.00	Awarded
51265	Western New York	Arts	Arts CHPG P	Reg Lenna Multimedia Studio Marquee Upgrade	Reg Lenna Center for the Arts	58	20	78	\$24,700.00	Awarded
56107	Western New York	Arts	Arts CHPG P	Cattaraugus County Cultural Plan	Cattaraugus County	62	10	72	\$49,500.00	Awarded
54215	Western New York	Arts	Arts CHPG P	2016 Initiative	Arts Services Initiative of Western New York	41	15	56	\$0.00	Not-Awarded
52400	Western New York	Arts	Arts CHPG P	El Museo Plan	El Museo	34	15	49	\$0.00	Not-Awarded
52613	Western New York	Arts	Arts CHPG P	Being Good Neighbors	Explore More Children's Museum	31	10	41	\$0.00	Not-Awarded
55641	Western New York	Arts	Arts CHPG P	Plan for the 21st Century	Buffalo Olmsted Parks Conservancy	18	20	38	\$0.00	Not-Awarded
55862	Western New York	Arts	Arts CHPG P	BRRAlliance 1	BRRAlliance Inc	17	15	32	\$0.00	Not-Awarded
56814	Western New York	Arts	Arts WIP	Expanded Programmatic Capacity	Niagara Arts and Cultural Center	73	20	93	\$40,000.00	Awarded
55830	Western New York	Arts	Arts WIP	Expanded Development Capacity	Torn Space Theater	70	15	85	\$31,200.00	Awarded
55590	Western New York	Arts	Arts WIP	Expanded Organizational Capacity	Locust Street Art	65	20	85	\$44,055.00	Awarded
57842	Western New York	Arts	Arts WIP	Expanded Programmatic Capacity	Hallwalls	65	20	85	\$21,000.00	Awarded
54362	Western New York	Arts	Arts WIP	Expanded Programmatic Capacity	Road Less Traveled Productions	69	15	84	\$49,500.00	Awarded
52974	Western New York	Arts	Arts WIP	Expanded Development Capacity	LehrerDance	61	20	81	\$30,000.00	Awarded
57011	Western New York	Arts	Arts WIP	Expanded Operational Capacity	Buffalo Chamber Players	63	15	78	\$21,000.00	Awarded
54479	Western New York	Arts	Arts WIP	Expanded Outreach Capacity	Buffalo Arts Studio	63	15	78	\$45,000.00	Awarded
54525	Western New York	Arts	Arts WIP	Expanded Operational and Outreach Capacity	Chautauqua Regional Youth Ballet	61	15	76	\$27,000.00	Awarded
55267	Western New York	Arts	Arts WIP	Expanded Programmatic and Outreach Capacity	Cuba Friends of Architecture	55	20	75	\$40,950.00	Awarded
53101	Western New York	Arts	Arts WIP	Expanded Programmatic Capacity	Cattaraugus County Arts Council	55	20	75	\$27,750.00	Awarded
54654	Western New York	Arts	Arts WIP	Expanded Maintenance Capacity	Graycliff Conservancy	53	20	73	\$33,750.00	Awarded
56859	Western New York	Arts	Arts WIP	Expanded Operational Capacity	Buffalo Inner City Ballet	53	15	68	\$20,000.00	Awarded
54095	Western New York	Arts	Arts WIP	Growth and Stabilization	Neglia Ballet Artists	50	15	65	\$0.00	Not-Awarded
56856	Western New York	Arts	Arts WIP	Workforce Investment	Alleyway Theatre	35	15	50	\$0.00	Not-Awarded
54608	Western New York	Arts	Arts WIP	Workforce Investment	Boys Girls Club of Northern Chautauqua County	30	20	50	\$0.00	Not-Awarded
54666	Western New York	Arts	Arts WIP	MODH expanding disability culture	Museum of disABILITY History	27	20	47	\$0.00	Not-Awarded
55162	Western New York	Arts	Arts WIP	grant writer	Buffalo Suzuki Strings	30	15	45	\$0.00	Not-Awarded
56913	Western New York	Canals	Canals	Lockport Locks Attraction	Niagara County Historical Society DBA The History Center	53	20	73	\$0.00	Not-Awarded
53713	Western New York	DEC	DEC EPG	Town of Cheektowaga Engineering Study	Town of Cheektowaga	80	20	100	\$80,000.00	Awarded
51720	Western New York	DEC	DEC EPG	Erie County Sewer District No. 3 Engineering Study	Erie County	76	20	96	\$100,000.00	Awarded
56140	Western New York	DEC	DEC EPG	North Chautauqua Lake Sewer District Engineering Study	North Chautauqua Lake Sewer District	80	15	95	\$30,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53054	Western New York	DEC	DEC EPG	South and Center Chautauqua Lake Sewer District West Side Chautauqua Lake Sewer Extension Engineering Study	South and Center Chautauqua Lake Sewer District	80	15	95	\$50,000.00	Awarded
53204	Western New York	DEC	DEC EPG	Village of Lancaster Wastewater Infrastructure Engineering Study	Village of Lancaster	80	15	95	\$100,000.00	Awarded
51603	Western New York	DEC	DEC EPG	City of Tonawanda Engineering Study	City of Tonawanda	76	15	91	\$100,000.00	Awarded
54310	Western New York	DEC	DEC EPG	Town of West Seneca Engineering Study	Town of West Seneca	76	15	91	\$100,000.00	Awarded
54295	Western New York	DEC	DEC EPG	Village of Akron Collection System Study	Village of Akron	76	15	91	\$30,000.00	Awarded
55086	Western New York	DEC	DEC EPG	Village of Depew Engineering Study	Village of Depew	76	15	91	\$100,000.00	Awarded
57419	Western New York	DEC	DEC EPG	Village of Sloan Wastewater Infrastructure Engineering Study	Village of Sloan	76	15	91	\$100,000.00	Awarded
55186	Western New York	DEC	DEC EPG	WWTP Upgrades	Village of Middleport	56	20	76	\$0.00	Not-Awarded
55212	Western New York	DEC	DEC EPG	Village of Bolivar Sewer Study	Clark Patterson Lee	51	20	71	\$0.00	Not-Awarded
57033	Western New York	DEC	DEC EPG	Collection System Study	Town of Dunkirk	59	10	69	\$0.00	Not-Awarded
54507	Western New York	DEC	DEC EPG	Village of Andover Wastewater Planning Study	Village of Andover	42	15	57	\$0.00	Not-Awarded
53712	Western New York	DEC	DEC EPG	Sewer Needs Analysis	Village of Franklinville	36	15	51	\$0.00	Not-Awarded
52124	Western New York	DEC	DEC EPG	Village of Springville I/I SSES Planning Grant	Village of Springville	34	15	49	\$0.00	Not-Awarded
54316	Western New York	DEC	DEC EPG	Collection System Study	Village of Westfield	28	15	43	\$0.00	Not-Awarded
54292	Western New York	DEC	DEC EPG	Northwest Quadrant Sewer Study	Town of Ellicott	28	10	38	\$0.00	Not-Awarded
54108	Western New York	DEC	DEC EPG	Town of Belfast Water and Sewer Systems	Town of Belfast	20	10	30	\$0.00	Not-Awarded
56314	Western New York	DEC	DEC EPG	WWTF Capital Plan Town Sewer Extension Study	Village of Alfred	16	10	26	\$0.00	Not-Awarded
56014	Western New York	DEC	DEC WQIP AHR	Chautauqua Creek Restoration	Chautauqua County Soil and Water Conservation District	78	10	88	\$81,000.00	Awarded
52931	Western New York	DEC	DEC WQIP MS4	Western NY Stormwater Coalition MS4 Gap Analysis and Mapping Project	Erie County	67	15	82	\$388,054.00	Awarded
57282	Western New York	DEC	DEC WQIP NSAC	Niagara Street Revitalization Phase III/IV	City of Buffalo	43	20	63	\$937,500.00	Awarded
57134	Western New York	DEC	DEC WQIP NSAC	Ball Creek Stabilization Project	Chautauqua County	43	15	58	\$66,174.00	Awarded
57124	Western New York	DEC	DEC WQIP NSAC	Bemus Creek Stabilization Project	Chautauqua County	43	15	58	\$151,200.00	Awarded
53017	Western New York	DEC	DEC WQIP NSAC	Dutch Hollow Creek Stabilization Project	Chautauqua County	43	15	58	\$482,179.00	Awarded
57135	Western New York	DEC	DEC WQIP NSAC	Goose Creek Stabilization Project	Chautauqua County	43	15	58	\$39,690.00	Awarded
57133	Western New York	DEC	DEC WQIP NSAC	Prendergast Creek Stabilization Project	Chautauqua County	43	15	58	\$58,039.00	Awarded
57116	Western New York	DEC	DEC WQIP NSAC	West Dutch Hollow Creek Stabilization Project	Chautauqua County	43	15	58	\$275,888.00	Awarded
53040	Western New York	DEC	DEC WQIP NSAC	Chautauqua County Erosion Control Improvements	Chautauqua County Soil and Water Conservation District	45	10	55	\$55,000.00	Awarded
53738	Western New York	DEC	DEC WQIP NSAC	Walnut and Silver Creek Stream Corridor Restoration	Chautauqua County Soil and Water Conservation District	38	15	53	\$167,250.00	Awarded
53759	Western New York	DEC	DEC WQIP NSAC	Long Street Green Infrastructure Extension	Village of Williamsville	18	15	33	\$0.00	Not-Awarded
53210	Western New York	DEC	DEC WQIP NSAC	Salt shed	Town of Ripley Highway Dept.	8	5	13	\$0.00	Not-Awarded
56523	Western New York	DEC	DEC WQIP WTI	Findley Lake Sewerage Project	Town of Mina	66	15	81	\$0.00	Not-Awarded
55514	Western New York	DEC	DEC WQIP WTI	Grand Island SSO remediation	Town of Grand Island	63	15	78	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53710	Western New York	DEC	DEC WQIP WTI	Clarence Master Sewer Study	Town of Clarence	66	10	76	\$0.00	Not-Awarded
55369	Western New York	DEC	DEC WQIP WTI	City of Olean Waste Water Treatment Plant Upgrades Project	City of Olean	43	20	63	\$0.00	Not-Awarded
53056	Western New York	DEC	DEC WQIP WTI	South and Center Chautauqua Lake Sewer Districts POTW Improvements	Chautauqua County	43	20	63	\$0.00	Not-Awarded
54940	Western New York	DOL	DOL EET	Life Skills Training	People Inc.	59	20	79	\$4,060.00	Awarded
54965	Western New York	DOL	DOL EET	Health Care Skills Training	Kaleida Health	51.03	20	71.03	\$88,124.00	Awarded
54071	Western New York	DOL	DOL EET	Process Improvement and Information Technology Training	HealthNow New York Inc.	48.29	20	68.29	\$99,821.00	Awarded
57061	Western New York	DOL	DOL EET	Assembly and Process Improvement Training	K-Technologies, Inc.	45.23	20	65.23	\$42,115.00	Awarded
53387	Western New York	DOL	DOL EET	Information Technology Training	Libera, Inc.	49.89	15	64.89	\$75,910.00	Awarded
55919	Western New York	DOL	DOL EET	Balance and Inspection Training	TurboPro Inc.	42.39	20	62.39	\$0.00	Not-Awarded
57381	Western New York	DOL	DOL EET	Manufacturing and Quality Training	QuadPharma, LLC	42.16	20	62.16	\$0.00	Not-Awarded
53273	Western New York	DOL	DOL EET	Production and Management Training	Industrial Support, Inc.	46.32	15	61.32	\$0.00	Not-Awarded
53937	Western New York	DOL	DOL EET	Quality Management Training	Wagner Precision, Inc.	38.78	15	53.78	\$0.00	Not-Awarded
56036	Western New York	DOL	DOL EET	Regulatory Affairs and Clinical Development Training	Kinex Pharmaceuticals, Inc.	32.63	20	52.63	\$0.00	Not-Awarded
57117	Western New York	DOL	DOL EET	Cancer Care Manufacturing Training	Kinex Supportive Pharmaceuticals, LLC	41.68	10	51.68	\$0.00	Not-Awarded
57119	Western New York	DOL	DOL EET	Manufacturing and Quality Training	NY Pharmaceuticals LLC	38.68	10	48.68	\$0.00	Not-Awarded
52791	Western New York	DOL	DOL EET	Operation and Management Training	Young Men's Christian Association of Olean, NY and Bradford, PA dba YMCA of the Twin Tiers	31.71	10	41.71	\$0.00	Not-Awarded
57108	Western New York	DOL	DOL EET	Clinical Pharmacology Training	TransPKPD, LLC	30.68	10	40.68	\$0.00	Not-Awarded
52966	Western New York	DOL	DOL EET	Information Security Training	Digits LLC	28.74	10	38.74	\$0.00	Not-Awarded
56349	Western New York	DOL	DOL EET	Customer Service Training	StaffBuffalo LLC	12.29	5	17.29	\$0.00	Not-Awarded
54791	Western New York	DOL	DOL NHT	Carpentry Training	Gypsum Systems, Inc.	63.5	10	73.5	\$50,000.00	Awarded
57381	Western New York	DOL	DOL NHT	Manufacturing and Quality Training	QuadPharma, LLC	51.5	20	71.5	\$57,600.00	Awarded
57119	Western New York	DOL	DOL NHT	Manufacturing and Security Training	NY Pharmaceuticals LLC	60.5	10	70.5	\$76,800.00	Awarded
57117	Western New York	DOL	DOL NHT	Manufacturing Training	Kinex Supportive Pharmaceuticals, LLC	53.5	10	63.5	\$76,800.00	Awarded
56349	Western New York	DOL	DOL NHT	Customer Service Training	StaffBuffalo LLC	32	5	37	\$0.00	Not-Awarded
52232	Western New York	DOL	DOL SPTP	Culinary Arts Training	YWCA of the Niagara Frontier, Inc.	57	20	77	\$15,000.00	Awarded
57880	Western New York	DOL	DOL SPTP	Manufacturing and Medical Training	The International Institute of Buffalo	54.58	20	74.58	\$50,000.00	Awarded
28658	Western New York	DOL	DOL SPTP	Culinary Arts Training	Cattaraugus Community Action, Inc.	54	20	74	\$75,000.00	Awarded
51102	Western New York	DOL	DOL SPTP	Construction Worker Training	Center for Employment Opportunities, Inc.	51.29	20	71.29	\$100,000.00	Awarded
54398	Western New York	DOL	DOL SPTP	Nurse Assistant Training	Erie 2-Chautauqua-Cattaraugus Board of Cooperative Educational Services	47.72	10	57.72	\$0.00	Not-Awarded
54293	Western New York	DOL	DOL SPTP	Digital Dentistry Training	Evolution Dental Science LLC	29.02	15	44.02	\$0.00	Not-Awarded
56349	Western New York	DOL	DOL SPTP	Customer Service Training	StaffBuffalo LLC	38.7	5	43.7	\$0.00	Not-Awarded
28658	Western New York	DOL	DOL UWT	Culinary Arts Training	Cattaraugus Community Action, Inc.	64	20	84	\$25,000.00	Awarded
52232	Western New York	DOL	DOL UWT	Culinary Arts Training	YWCA of the Niagara Frontier, Inc.	55.18	20	75.18	\$15,000.00	Awarded
57999	Western New York	DOL	DOL UWT	Hospitality and Manufacturing Training	Niagara County Community College	54.43	20	74.43	\$57,119.00	Awarded
55939	Western New York	DOL	DOL UWT	Maintenance, Machining and Welding Training	Erie 1 BOCES	52.48	20	72.48	\$100,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
50776	Western New York	DOL	DOL UWT	Advanced Manufacturing Training	Research Foundation for SUNY Buffalo State College	51.48	20	71.48	\$100,000.00	Awarded
57880	Western New York	DOL	DOL UWT	Manufacturing and Medical Training	The International Institute of Buffalo	49.98	20	69.98	\$50,000.00	Awarded
51954	Western New York	DOL	DOL UWT	Advanced Welding Training	City of Buffalo Board of Education	49.56	20	69.56	\$98,750.00	Awarded
55907	Western New York	DOL	DOL UWT	Manufacturing Production Technician Training	Research Foundation for SUNY on behalf of University at Buffalo	49.09	20	69.09	\$99,660.00	Awarded
56728	Western New York	DOL	DOL UWT	Transportation Training	Erie Community College	47.9	20	67.9	\$60,300.00	Awarded
55875	Western New York	DOL	DOL UWT	Hospitality and Tourism Training	Catholic Charities of Buffalo, Inc.	38.26	20	58.26	\$0.00	Not-Awarded
50873	Western New York	DOL	DOL UWT	Customer Service Training	Goodwill Industries of Western New York, Inc.	23.23	15	38.23	\$0.00	Not-Awarded
56349	Western New York	DOL	DOL UWT	Customer Service Training	StaffBuffalo LLC	21.15	5	26.15	\$0.00	Not-Awarded
52225	Western New York	DOS	DOS LGE	Western New York Region Municipal Healthcare Consortium Project	Town of Somerset	61.2	10	71.2	\$225,000.00	Awarded
51568	Western New York	DOS	DOS LWRP	Northern Chautauqua County Local Waterfront Revitalization Program Phase II	Chautauqua County	72.8	20	92.8	\$50,000.00	Awarded
54051	Western New York	DOS	DOS LWRP	LaSalle Recreation Way Trail	City of Niagara Falls	68.8	20	88.8	\$410,000.00	Awarded
53135	Western New York	DOS	DOS LWRP	Scenic Woods-Bicentennial Park, Phases I-IA	Town of Grand Island	68.8	10	78.8	\$197,634.00	Awarded
51596	Western New York	DOS	DOS LWRP	Intermodal Transit Hub	City of Tonawanda	57.6	15	72.6	\$0.00	Not-Awarded
57282	Western New York	DOS	DOS LWRP	Niagara Street Revitalization Phase III/IV	City of Buffalo	50.4	20	70.4	\$0.00	Not-Awarded
56024	Western New York	EFC	EFC GIGP	Scajaquada Creek Restoration	Buffalo Sewer Authority	61	20	81	\$1,815,000.00	Awarded
54698	Western New York	EFC	EFC GIGP	Buffalo RiverWorks Green Infrastructure Installations	Buffalo RiverWorks	53	20	73	\$900,000.00	Awarded
53291	Western New York	EFC	EFC GIGP	Parking Lot Transformation 2015	Bertrand Chaffee Hospital	24	20	44	\$0.00	Not-Awarded
52641	Western New York	EFC	EFC GIGP	Tifft Enhancements	Buffalo Society of Natural Sciences	20	15	35	\$0.00	Not-Awarded
53131	Western New York	ESD	ESD BISP	Fredonia NYS Certified Business Incubator	Fredonia Technology Incubator	69.75	20	89.75	\$125,000.00	Awarded
53727	Western New York	ESD	ESD BISP	Ignite Business Incubator	Buffalo Niagara Medical Campus Inc	62.5	15	77.5	\$0.00	Not-Awarded
51470	Western New York	ESD	ESD BISP	Harrison Place Building 3 Incubator	Greater Lockport Development Corporation	54	20	74	\$0.00	Not-Awarded
53962	Western New York	ESD	ESD BISP	Business Incubator	Research Foundation for SUNYBuffalo State	51	5	56	\$0.00	Not-Awarded
57408	Western New York	ESD	ESD BISP	Brown Alley2	Lancaster Regional Players2	19.25	10	29.25	\$0.00	Not-Awarded
53309	Western New York	ESD	ESD EJP	Mushroom Compost Facility	Empire State Mushrooms LLC	78	20	98	\$700,000.00	Awarded
56232	Western New York	ESD	ESD Grants	Entertainment District/Franklin Street Corridor	City of Buffalo	78	20	98	\$500,000.00	Awarded
54631	Western New York	ESD	ESD Grants	Bethlehem Steel Redevelopment	County of Erie	77	20	97	\$2,280,000.00	Awarded
55870	Western New York	ESD	ESD Grants	WNY Small Business Fund	NYBDC Local Development Corporation	76	20	96	\$750,000.00	Awarded
55377	Western New York	ESD	ESD Grants	Broadway Market	City of Buffalo	76	20	96	\$74,000.00	Awarded
52683	Western New York	ESD	ESD Grants	South County Industrial Park Expansion	Chautauqua County	76	20	96	\$200,000.00	Awarded
57444	Western New York	ESD	ESD Grants	Highland Avenue Business Park Phase 1	City of Niagara Falls	75	20	95	\$500,000.00	Awarded
54787	Western New York	ESD	ESD Grants	The Farmhouse Community Food Training and Resource Center	Massachusetts Avenue Project	75	20	95	\$385,000.00	Awarded
52209	Western New York	ESD	ESD Grants	North 3rd Street Reconstruction Project	City of Olean	74	20	94	\$160,000.00	Awarded
58093	Western New York	ESD	ESD Grants	MicroEnterprise Assistance	City of Niagara Falls	73	20	93	\$100,000.00	Awarded
56910	Western New York	ESD	ESD Grants	Historic East Village RevitalizationPhase 1	Friends of Corpus Christi	73	20	93	\$50,000.00	Awarded
55331	Western New York	ESD	ESD Grants	Riviera Theatre Expansion	Riviera Theatre and Performing Arts Center	73	20	93	\$1,000,000.00	Awarded



CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53248	Western New York	ESD	ESD Grants	National Comedy Center Connector	National Comedy Center	73	20	93	\$1,000,000.00	Awarded
52898	Western New York	ESD	ESD Grants	Destination Hotel	Chautauqua Harbor Hotel LLC	73	20	93	\$1,653,000.00	Awarded
51635	Western New York	ESD	ESD Grants	Main Street Campus Revitalization Project	University at Buffalo	73	20	93	\$1,000,000.00	Awarded
50744	Western New York	ESD	ESD Grants	E-Works	Support Enterprises, Inc.	73	20	93	\$33,000.00	Awarded
53699	Western New York	ESD	ESD Grants	Downtown Olean Revitalization	Olean Business Development Corporation	72	20	92	\$45,000.00	Awarded
53322	Western New York	ESD	ESD Grants	Expansion of Manufacturing Technology Institutes on JCCs Jamestown and Cattaraugus County Campuses	Jamestown Community College	72	20	92	\$980,000.00	Awarded
53240	Western New York	ESD	ESD Grants	William O. Smith Recreation Center Complex Improvements Project	City of Olean	71	20	91	\$420,000.00	Awarded
56366	Western New York	ESD	ESD Grants	Biorefinery Development and Commercialization Center Phase 2	Alfred State College	70	20	90	\$1,500,000.00	Awarded
55231	Western New York	ESD	ESD Grants	Vineyard Expansion	Beau Vine Vineyards, LLC	70	20	90	\$370,000.00	Awarded
53452	Western New York	ESD	ESD Grants	Gates Circle Infrastructure	Gates Circle Holdings LLC	70	20	90	\$2,000,000.00	Awarded
53835	Western New York	ESD	ESD Grants	Regional Sports Complex	HITS Foundation	68	20	88	\$0.00	Not-Awarded
54769	Western New York	ESD	ESD Grants	Next Gen-Alfred-Advanced Manufacturing Incubator	Alfred Technology Resources Inc	66	20	86	\$0.00	Not-Awarded
53309	Western New York	ESD	ESD Grants	Mushroom Compost Facility	Empire State Mushrooms LLC	66	20	86	\$0.00	Not-Awarded
57038	Western New York	ESD	ESD Grants	North Chautauqua County Regional Water Supply System	Chautauqua County	70	15	85	\$0.00	Not-Awarded
53239	Western New York	ESD	ESD Grants	National Comedy Center Park	National Comedy Center	65	20	85	\$0.00	Not-Awarded
51168	Western New York	ESD	ESD Grants	Buffalo Zoo Reptile House	Zoological Society of Buffalo, Inc	63	20	83	\$0.00	Not-Awarded
53273	Western New York	ESD	ESD Grants	ISI Training Program	Industrial Support Inc	67	15	82	\$0.00	Not-Awarded
57677	Western New York	ESD	ESD Grants	CBW Lakeview Expansion	Community Beer Works	66	15	81	\$0.00	Not-Awarded
56209	Western New York	ESD	ESD Grants	Richardson Development Project	City Inn2 - Buffalo, LLC	61	20	81	\$0.00	Not-Awarded
53520	Western New York	ESD	ESD Grants	Pellet Plan	Buffalo Syngas	64	10	74	\$0.00	Not-Awarded
51167	Western New York	ESD	ESD Grants	Draft project	People Inc.	58	15	73	\$0.00	Not-Awarded
53058	Western New York	ESD	ESD Grants	West Side Chautauqua Lake Collection System	Chautauqua County	61	5	66	\$0.00	Not-Awarded
52811	Western New York	ESD	ESD Grants	Trico	The Krog Corp.	56	10	66	\$0.00	Not-Awarded
52612	Western New York	ESD	ESD Grants	Learning Commons Project	Niagara County Community College	50	15	65	\$0.00	Not-Awarded
57344	Western New York	ESD	ESD Grants	Four Mile Brewing Capital Improvements I	Four Mile Brewing LLC	59	5	64	\$0.00	Not-Awarded
54558	Western New York	ESD	ESD Grants	Science Center for Experiential Learning	Cradle Beach Camp, Inc.	50	10	60	\$0.00	Not-Awarded
53981	Western New York	ESD	ESD Grants	SBU Community Collaborative	St Bonaventure University	55	5	60	\$0.00	Not-Awarded
52814	Western New York	ESD	ESD Grants	Zamboni	Jamestown Center City Developement Corporation	55	5	60	\$0.00	Not-Awarded
56631	Western New York	ESD	ESD Grants	Matt Urban Hope House	Lt Colonel Matt Urban Human Services Center of WNY	49	10	59	\$0.00	Not-Awarded
57408	Western New York	ESD	ESD Grants	Brown Alley2	Lancaster Regional Players2	43	10	53	\$0.00	Not-Awarded
53620	Western New York	ESD	ESD Grants	Allentown Industries Recycling recycling	New York State Association for Retarded Children, Inc. Erie County Chapter	41	10	51	\$0.00	Not-Awarded
57884	Western New York	ESD	ESD Grants	Mattress Recycling Project	Society of St. Vincent de Paul Buffalo	39	10	49	\$0.00	Not-Awarded
54634	Western New York	ESD	ESD Grants	LC Residential	LARKIN LOFTS, LLC	39	10	49	\$0.00	Not-Awarded
53752	Western New York	ESD	ESD Grants	669 Youngs Road Development	669 Youngs Road LLC	49	0	49	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
50407	Western New York	ESD	ESD Grants	West Seneca Fire District 2 New Fire Station and Disaster Recovery Center	West Seneca Fire District 2	43	5	48	\$0.00	Not-Awarded
56427	Western New York	ESD	ESD Grants	Buffalo Electronic Plan Review	City of Buffalo	37	10	47	\$0.00	Not-Awarded
56349	Western New York	ESD	ESD Grants	StaffBuffalo LLC	StaffBuffalo LLC	28	5	33	\$0.00	Not-Awarded
54325	Western New York	ESD	ESD Grants	Additional Parking to support job growth at GEICO's Buffalo Office	GEICO	0	0	0	\$0.00	Not-Awarded
52575	Western New York	ESD	ESD MNY	50th Anniversary Celebration Promotion	Burchfield Penney Art Center	72.67	20	92.67	\$125,000.00	Awarded
51019	Western New York	ESD	ESD MNY	Marketing NYS to Florida Marketing Initiative	Niagara Tourism Convention Corporation	65.33	20	85.33	\$200,000.00	Awarded
54012	Western New York	ESD	ESD MNY	Craft Beer Marketing Initiative	Visit Buffalo Niagara	60.67	20	80.67	\$40,000.00	Awarded
53250	Western New York	ESD	ESD MNY	National Comedy Center Marketing	National Comedy Center, Inc.	64	15	79	\$525,000.00	Awarded
56123	Western New York	ESD	ESD MNY	Chautauqua Harbor Destination Hotel	Chautauqua Harbor Hotel	63.67	15	78.67	\$255,000.00	Awarded
55331	Western New York	ESD	ESD MNY	Riviera Theatre Expansion	Riviera Theatre and Organ Preservation Society, Inc.	58.67	20	78.67	\$200,000.00	Awarded
55717	Western New York	ESD	ESD MNY	Canadian Marketing Initiative	Visit Buffalo Niagara	61	15	76	\$125,000.00	Awarded
55269	Western New York	ESD	ESD MNY	Western NY- Eight County Marketing Initiative	Niagara Tourism and Convention Corporation	49.67	20	69.67	\$0.00	Not-Awarded
56910	Western New York	ESD	ESD MNY	Historic East Village Revitalization Phase 1	Friends of Corpus Christi, Inc.	48.33	20	68.33	\$0.00	Not-Awarded
57488	Western New York	ESD	ESD MNY	Niagara Falls Culinary Institute Events Marketing Plan	Niagara County Community College	51.33	15	66.33	\$0.00	Not-Awarded
51265	Western New York	ESD	ESD MNY	WRFA Multi-Media Studio/Marquee Upgrade	Reg Lenna Center for the Arts, Inc.	46.33	20	66.33	\$0.00	Not-Awarded
51918	Western New York	ESD	ESD MNY	Frank Lloyd Wrights Martin House Marketing and Branding Program	Martin House Restoration Corporation	48	15	63	\$0.00	Not-Awarded
55605	Western New York	ESD	ESD MNY	Tonawanda Holiday Inn Express	Darienlake Buffalo, LLC	34.67	5	39.67	\$0.00	Not-Awarded
57408	Western New York	ESD	ESD MNY	Brown Alley Artists in Residence Marketing Program	Lancaster Regional Players	27.67	10	37.67	\$0.00	Not-Awarded
56897	Western New York	ESD	ESD SPFS	Hamburg Underutilized Sites Strategy	Village of Hamburg	78	20	98	\$30,000.00	Awarded
54539	Western New York	ESD	ESD SPFS	Cattaraugus County Site Redevelopment Assessment	Cattaraugus County	77	20	97	\$50,000.00	Awarded
56777	Western New York	ESD	ESD SPFS	Lockport Industrial Park Feasibility Analysis	Town of Lockport	71	20	91	\$19,000.00	Awarded
54129	Western New York	ESD	ESD SPFS	WNY Excursion Train Feasibility Study	Jamestown Urban Renewal Agency	69	15	84	\$0.00	Not-Awarded
54594	Western New York	ESD	ESD SPFS	Grand Island Business Districts DevelopmentReady Study	Town of Grand Island	64	15	79	\$0.00	Not-Awarded
57322	Western New York	ESD	ESD SPFS	Recreation Center Feasibility Study	City of Dunkirk	51	15	66	\$0.00	Not-Awarded
51499	Western New York	HCR	HCR CDBGCP	City of Lockport South Street Neighborhood Project	City of Lockport	65.51	20	85.51	\$50,000.00	Awarded
54753	Western New York	HCR	HCR CDBGCP	Village of Wellsville Preliminary Engineering Report	Village of Wellsville	59.79	20	79.79	\$50,000.00	Awarded
56812	Western New York	HCR	HCR CDBGCP	Town of Carroll Water Planning Study	Town of Carroll	53.61	20	73.61	\$0.00	Not-Awarded
50931	Western New York	HCR	HCR CDBGCP	City of North Tonawanda Oliver Street Revitalization Project	City of North Tonawanda	54.97	10	64.97	\$0.00	Not-Awarded
53716	Western New York	HCR	HCR CDBGCP	Village of Franklinville Water Study	Village of Franklinville	42.85	20	62.85	\$0.00	Not-Awarded
54108	Western New York	HCR	HCR CDBGCP	Town of Belfast Water Study	Town of Belfast	52.1	10	62.1	\$0.00	Not-Awarded
50929	Western New York	HCR	HCR CDBGME	North Tonawanda Microenterpise Assistance Program	City of North Tonawanda	56	10	66	\$0.00	Not-Awarded
53681	Western New York	HCR	HCR CDBGPI	Villages of Bolivar and Richburg Springs Joint Water Improvements Project Phase II	Village of Bolivar	45.92	20	65.92	\$900,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
55984	Western New York	HCR	HCR CDBGPI	Village of Little Valley Wastewater Treatment Plant Upgrades	Village of Little Valley	45.19	20	65.19	\$600,000.00	Awarded
53699	Western New York	HCR	HCR NYMS	Downtown Olean Revitalization	Olean Business Development Corporation	59	20	79	\$300,000.00	Awarded
52858	Western New York	HCR	HCR NYMS	Main Street Buffalo	Buffalo Place	69	10	79	\$300,000.00	Awarded
56298	Western New York	HCR	HCR NYMS	STRIVE Jamestown 2015	Jamestown Renaissance Corporation	56	20	76	\$500,000.00	Awarded
56770	Western New York	HCR	HCR NYMS	Village of Springville Revitalization	Village of Springville	56	20	76	\$300,000.00	Awarded
50765	Western New York	HCR	HCR NYMS	417 WASH - Main Street Anchor	Buffalo Neighborhood Stabilization Co	48	15	63	\$0.00	Not-Awarded
53679	Western New York	HCR	HCR NYMS	Cooperage Stablization Project	Old 1st Ward Community Association Inc	46	15	61	\$0.00	Not-Awarded
55568	Western New York	HCR	HCR NYMS	City of Dunkirk New York Main Street Program	City of Dunkirk	34	20	54	\$0.00	Not-Awarded
52899	Western New York	HCR	HCR NYMS	Gerard Place Community Education Center	Gerard Place Housing Development Fund Company	34	20	54	\$0.00	Not-Awarded
50932	Western New York	HCR	HCR NYMS	Oliver Street New York Main Street Program	Lumber City Development Corporation	35	10	45	\$0.00	Not-Awarded
55525	Western New York	HCR	HCR NYMS	1373 Main Street	Bethesda Community Development Corporation	24	10	34	\$0.00	Not-Awarded
53259	Western New York	HCR	HCR NYMS-TA	Seneca Street Main Street Technical Assistance	Old 1st Ward Community Association Inc.	64	20	84	\$20,000.00	Awarded
54307	Western New York	HCR	HCR NYMS-TA	Lake Erie Beach Business District Revitalization Project	Town of Evans	59	20	79	\$19,950.00	Awarded
52609	Western New York	HCR	HCR NYMS-TA	Bailey Avenue Technical Assistance	University District Community Development Association	25	15	40	\$0.00	Not-Awarded
53590	Western New York	NYSERDA	NYSERDA CGC3	ECLIPSE Erie County Low Income Program for Sustainable Energy	Erie County	63.28	20	83.28	\$1,500,000.00	Awarded
57282	Western New York	NYSERDA	NYSERDA CGC3	Niagara Street Revitalization Phase III/IV	City of Buffalo	58.36	20	78.36	\$1,500,000.00	Awarded
54097	Western New York	Parks	OPRHP HAS D	Customhouse Harriet Tubman Plaza	City of Niagara Falls	55.5	15	70.5	\$201,725.00	Awarded
52008	Western New York	Parks	OPRHP HP A	Historic Roycroft Print Shop Acquisition	Roycroft Campus	46	15	61	\$0.00	Not-Awarded
52000	Western New York	Parks	OPRHP HP D	Buffalo Religious Arts Center Restoration Project	The Committee for the Buffalo Religious Arts Center	51.5	15	66.5	\$202,237.00	Awarded
54696	Western New York	Parks	OPRHP HP D	Front Step Reconstruction	Buffalo Society of Natural Sciences	56	10	66	\$0.00	Not-Awarded
50605	Western New York	Parks	OPRHP HP D	Gowanda Hollywood Theater Restoration	Gowandas Historic Hollywood Theater Ltd	46	20	66	\$0.00	Not-Awarded
51168	Western New York	Parks	OPRHP HP D	Buffalo Zoo Reptile House	Zoological Society of Buffalo Inc	44.5	20	64.5	\$0.00	Not-Awarded
55511	Western New York	Parks	OPRHP HP D	Historic Court House and County Clerk Building Restoration of Exterior Steps	County of Niagara	42.5	15	57.5	\$0.00	Not-Awarded
50897	Western New York	Parks	OPRHP HP D	Amherst State Park Historic Restoration Project	Town of Amherst, New York	41	15	56	\$0.00	Not-Awarded
52316	Western New York	Parks	OPRHP HP D	Graycliff Interior Restoration	Graycliff Conservancy Inc	40	15	55	\$0.00	Not-Awarded
50847	Western New York	Parks	OPRHP HP D	Euclid Gardens Renovations	CODE, Inc.	39	15	54	\$0.00	Not-Awarded
55487	Western New York	Parks	OPRHP HP D	Historic Masonry Repointing of the AlbrightKnox Exterior	AlbrightKnox Art Gallery	35.5	15	50.5	\$0.00	Not-Awarded
51223	Western New York	Parks	OPRHP HP D	Williamsville Meeting House Improvement Project 2015	Village of Williamsville	40	10	50	\$0.00	Not-Awarded
56130	Western New York	Parks	OPRHP HP D/P	Portico stabilization and reopening park entrance	The Buffalo and Erie County Historical Society	51	20	71	\$44,250.00	Awarded
56994	Western New York	Parks	OPRHP HP D/P	Cazenovia Park Casino Improvements	City of Buffalo	36	20	56	\$0.00	Not-Awarded
53011	Western New York	Parks	OPRHP HP D/P	Buffalo and Erie County Botanical Gardens Restoration	Erie County	38	15	53	\$0.00	Not-Awarded
56910	Western New York	Parks	OPRHP HP D/P	Historic East Village RevitalizationPhase 1	Friends of Corpus Christi	20	20	40	\$0.00	Not-Awarded
56914	Western New York	Parks	OPRHP HP P	Historic Town Meeting House Restoration Plan	Sardinia Historical Society	13.5	20	33.5	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53398	Western New York	Parks	OPRHP PKS A	Springville Park Land Acquisition	Village of Springville	46	15	61	\$0.00	Not-Awarded
51168	Western New York	Parks	OPRHP PKS D	Buffalo Zoo Reptile House	Zoological Society of Buffalo, Inc.	64	20	84	\$500,000.00	Awarded
53239	Western New York	Parks	OPRHP PKS D	National Comedy Center Park	National Comedy Center, Inc.	61.5	20	81.5	\$500,000.00	Awarded
53240	Western New York	Parks	OPRHP PKS D	William O. Smith Recreation Center Complex Improvements Project	City of Olean	61	20	81	\$500,000.00	Awarded
53954	Western New York	Parks	OPRHP PKS D	South Creek Pool Park Improvement Project	Town of Evans	67	10	77	\$142,898.00	Awarded
51138	Western New York	Parks	OPRHP PKS D	Highland Community Park Improvements	City of Niagara Falls	55.5	20	75.5	\$0.00	Not-Awarded
53380	Western New York	Parks	OPRHP PKS D	Orchard Park Yates Park Trail Improvement Project 2015	Town of Orchard Park	50.5	15	65.5	\$0.00	Not-Awarded
53135	Western New York	Parks	OPRHP PKS D	Grand Island Scenic Woods Bicentennial Park Project	Town of Grand Island	52	10	62	\$0.00	Not-Awarded
55423	Western New York	Parks	OPRHP PKS D	Lucille Ball Memorial Park Improvements	Village of Celoron NY	46	15	61	\$0.00	Not-Awarded
50903	Western New York	Parks	OPRHP PKS D	SGT Billy Wilson Park at Hopkins Road Inclusive Revitalization Project	Town of Amherst, New York	49	10	59	\$0.00	Not-Awarded
53984	Western New York	Parks	OPRHP PKS D	Porter on the Lake Trail Project 2015	Town of Porter	43.5	15	58.5	\$0.00	Not-Awarded
52432	Western New York	Parks	OPRHP PKS D	Skyline Park Enhancement Project	Town of Newstead	48	10	58	\$0.00	Not-Awarded
54252	Western New York	Parks	OPRHP PKS D/P	Winter Garden Plaza Phase II	Jamestown Renaissance Corporation	47	20	67	\$0.00	Not-Awarded
56994	Western New York	Parks	OPRHP PKS D/P	Cazenovia Park Casino Improvements	City of Buffalo	31.5	20	51.5	\$0.00	Not-Awarded
52501	Western New York	Parks	OPRHP PKS P	Shelton Square - Erie Street Greenway	City of Buffalo	52.5	20	72.5	\$50,000.00	Awarded
51803	Western New York	Parks	OPRHP RTP	Welch Trail Recreation Area	Town of Westfield	47	20	67	\$200,000.00	Awarded
54121	Western New York	Parks	OPRHP RTP	Lackawanna Recreational Trail Restoration	City of Lackawanna	45.5	20	65.5	\$171,800.00	Awarded
55172	Western New York	Parks	OPRHP RTP	Class A Trail Groomer for Snowmobile Trail Maintenance - 2015	Ellery Sno-Cruisers	45	20	65	\$176,000.00	Awarded
53380	Western New York	Parks	OPRHP RTP	Orchard Park Yates Park Trail Improvement Project 2015	Town of Orchard Park	50	15	65	\$0.00	Not-Awarded
53135	Western New York	Parks	OPRHP RTP	Grand Island Scenic Woods Bicentennial Park Project	Town of Grand Island	49	10	59	\$0.00	Not-Awarded
51434	Western New York	Parks	OPRHP RTP	Groomer Replacement	Chautauqua Lake Snowmobile Club	42	15	57	\$0.00	Not-Awarded
52309	Western New York	Parks	OPRHP RTP	Allegany State Park Stone Tower Trail Construction Phase 1	Allegany State Park Stone Tower Trail Construction	41.5	15	56.5	\$0.00	Not-Awarded

# 2015 Program Legend

Agency	Abbreviation	Program Name
Arts	Arts CHPG I	Arts, Culture, Heritage New Initiatives - Implementation
Arts	Arts CHPG P	Arts, Culture, Heritage New Initiatives - Planning
Arts	Arts WIP	Workforce Investment
Canals	Canals	Canalway Grant Program
DEC	DEC EPG	Engineering Planning Grant
DEC	DEC WQIP AHR	Water Quality Improvement Project - Aquatic Habitat Restoration
DEC	DEC WQIP MS4	Water Quality Improvement Project - Municipal Separate Storm Sewer Systems
DEC	DEC WQIP NSAC	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
DEC	DEC WQIP WTI	Water Quality Improvement Program - Wastewater Treatment Improvement
DEC	DEC WQIP WTID	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DOL	DOL EET	Existing Employee Training
DOL	DOL NHT	New Hire Training
DOL	DOL SPTP	Special Populations Training
DOL	DOL UWT	Unemployed Worker Training
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LGE P	Local Government Efficiency Program - Planning
DOS	DOS LWRP	Local Waterfront Revitalization Program
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD BISP	Business Incubator Support Program
ESD	ESD EJP	Excelsior Jobs Program
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBGPF	Community Development Block Grant - Public Facilities
HCR	HCR CDBGPI	Community Development Block Grant - Public Infrastructure
HCR	HCR NYMS	New York Main Street
HCR	HCR NYMS-TA	New York Main Street Technical Assistance
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP D/P	Historic Property (Development & Planning)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS A/D	Parks (Acquisition & Development)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS D/A	Parks (Development & Acquisition)
OPRHP	OPRHP PKS D/P	Parks (Development & Planning)
OPRHP	OPRHP PKS P	Parks (Planning)
OPRHP	OPRHP RTP D	Recreational Trails Program