

## **2017 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.

In 2017, all REDC's once again participated in another round of the \$100 million Downtown Revitalization Initiative (DRI). In addition, the regions focused on closing the skills gap by working with industry leaders and education providers to develop workforce development strategies. The Councils also identified projects for the state's Life Science cluster and continued to implement their strategies through the project pipeline.

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region's plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were published in the regions' Progress Report, which are publically available online at [www.regionalcouncils.ny.gov](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.

### **2017 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 2017 for up to \$150 million in capital funds and \$75 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; closing the skills gap; identifying projects for the State's life science cluster; 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 2017 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.*
- 4) Identifying projects for the State's Life Science cluster*
- 5) Working with industry and education leaders to close the skills gap*

In 2017, the Regional Councils competed against each other to be designated as a "Top Performer".

The 2017 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, Homes and Community Renewal Commissioner Ruth Ann Visnaskus, Agriculture and Markets Commissioner Richard Ball, and Canals' Director Brian Stratton. The SIAT also included members appointed by the Legislature including Hon. Donna Lupardo, State Assembly District 123, Hon. Helene Weinstein, State Assembly District 41, Hon. James Seward, State Senate District 51 and Hon. Kenneth LaValle, State Senate District 1. The SIAT reviewed each region's Progress Report based on established criteria. In 2017, the SIAT traveled to each region and received a summary of the REDCs' 2017 activities and priorities, which included PowerPoint presentations, videos, and tours of project sites. 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 \$35 million in funding consisting of \$20 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 \$575 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 2017 REDC initiative was launched on April 24 and the CFA opened for applications on May 1 and closed on July 28. All details about CFA resources were made available online via the 2017 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 28, 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 2, the REDCs submitted their final 2017 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 Wednesday, December 13, 2017, the Governor announced that 1,041 projects totaling \$755.6 million had been awarded through Round Seven of the Regional Economic Development Council initiative. Top Performer awards were given to the Mid-Hudson, Capital Region, Mohawk Valley, Central New York and Long Island regions in adherence to the competition guidelines detailed above.

## MEMORANDUM

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

**From:** Rossana Rosado, Secretary of State  
Richard Ball, Commissioner, Department of Agriculture & Markets  
RoAnn Destito, Commissioner, Office of General Services  
Matthew Driscoll, Commissioner, Department of Transportation  
Roberta Reardon, Commissioner, Department of Labor  
Brian Stratton, Director of Canals, NYS Canal Corporation  
RuthAnne Visnauskas, Commissioner, Homes and Community Renewal  
Sabrina Ty, President and CEO of the Environmental Facilities Corporation  
Assemblywoman Donna Lupardo, 123<sup>rd</sup> District  
Senator James Seward, 51<sup>st</sup> District  
Senator Kenneth LaValle, 1<sup>st</sup> District  
Assemblywoman Helene Weinstein, 41<sup>st</sup> District

**Subject:** Review of Progress for the 2017 Regional Economic Development Council Initiative

**Date:** December 12, 2017

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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). In the past seven years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. For a second year, the REDC initiative has been enhanced by a \$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. Each Regional Council was also asked to develop strategies and identify projects related to key regional industry clusters; the State life sciences cluster; downtown revitalization; workforce development and shrinking the skills gap through collaboration with industry and educational institutions; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; promote veterans' participation in the workforce; regional Hot Spots; and local government engagement. In many of the regions, strategies developed in response to the Upstate Revitalization Initiative continue to be embraced; and in Western NY REDC strategies are complemented by the Buffalo Billion Plan.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process involving 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 2017, the Downtown Revitalization Initiative again supported a community planning process where each community develops the key ingredients needed for successful downtown revitalization. Each Regional Council solicited interest in the program and chose from among the many applicants the community it considered most 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.

In October and November, we had the privilege and responsibility of assessing the progress of the Regional Councils, through their written annual reports, oral presentations, and regional site visits. The Regional Councils presented their progress, talked about plans to implement their economic development strategies, and reported on the status of the DRI plans. We are impressed and encouraged by the continuing results of the collaborative strategic plan implementation process.

### **2017 Annual REDC Competition**

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2017 REDC Guidebook. We focused on the following areas:

- Support for downtown revitalization
- Workforce development and identification of strategies to shrink the skills gap
- Implementation of regional strategic economic development plans and strategies through the project pipeline
- Continued advancement of state priorities and identification of projects that implement related strategies, including:
  - The Regional Economic Cluster Plans
  - The State Life Sciences Cluster
  - The regional Opportunity Agenda
  - Regional hot spots
  - Veterans' participation in the workforce
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

### **Awards**

All ten regions competed for up to \$150 million in capital funds and \$75 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 plan and implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$575 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 \$20 million each in ESD Capital Grants. As it is every year, it was a difficult challenge to evaluate the variety of approaches to very different challenges and opportunities, and the progress which was made by the regions in implementing their strategic plans. However, after careful consideration we selected as Top Performers the following regions: **Capital Region, Central New York, Long Island, Mid-Hudson, and Mohawk Valley.**

- The **Capital Region Regional Economic Development Council (CRREDC)** continues support for past strategies, and introduces a new strategy focused on *Gaming/Software*; where colleges and universities contribute to an ecosystem that supports development of games that may also serve therapeutic purposes by countering cognitive decline or adding a gaming component to respiratory therapy. The region's *Talent* strategy seeks a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions. Many of the projects supported for funding by the CRREDC address workforce development, including the proposed Global Foundries Manufacturing Tech Education Center that will be built in partnership with SUNY Albany, Clarkson University, and the Northeast Advanced Technology Education Center. The spirit of collaboration can also be found in the region's support for its priority cluster, research and development to commercialization, known as its *Lift-Off* strategy. For example, healthcare providers, health maintenance organizations, and insurance carriers will develop a shared database to assist with population health data analytics. Royalties, primarily associated with the region's intellectual property, were responsible for \$500 million in exports in 2016. Investments that promote smart growth and drive job creation in urban areas are part of the region's *Metro* strategy that addresses concentrated urban poverty in support of the Opportunity Agenda. DRI investment in the Hudson Bridge District will drive the continued success of existing private and public ventures; emphasize job growth and the attractiveness of the area; and set the stage for economic and civic expansion in Hudson.
- The **Central New York Regional Economic Development Council (CNYREDC)** continued to follow regional strategies from its winning Upstate Revitalization Initiative plan. The CNYREDC developed a Talent Task Force that included private, public, and nonprofit representatives to identify jobs in demand and establish strategies to address demand. The life sciences cluster is a significant portion of the region's economy, and several new initiatives would address biological threats, medical device innovation, and personalized medicine. The Unmanned Aerial Systems training corridor between Griffiss International Airport and Syracuse is advancing in a cluster category that blends life sciences and advanced manufacturing technology into a Data to Decisions (D2D) cluster. The D2D target cluster saw average wages increase 14 percent since 2010. The agriculture and agribusiness cluster also turned around, and is on the fifth year of growth in establishments (25 percent) with many more projects supported for funding this year. Investing in key growth drivers includes support for projects like a commercial food processing, packaging, and distribution center in Cayuga County. Like the state's Opportunity Agenda, CNYREDC is supporting projects to develop enablers of prosperity, such as conversion of underutilized properties in three distressed neighborhoods of Syracuse, or supporting veteran training and services. The City of Cortland,

a magnet for tourism, was selected as the DRI community. Cortland envisions new space for community activities and additional housing to accommodate an expanding residential and tourism population.

- The **Long Island Regional Economic Development Council (LIREDC)** is focusing workforce development efforts on preparing students for the jobs in key biotech sectors like pharmaceuticals and high-demand STEM fields like engineering. It is backing a proposal by the Center for Science, Teaching, and Learning, a not-for-profit based in Rockville Center, to create nine community STEM centers in high need communities. Support for STEM and biotech projects at many regional institutions continues to strengthen the region's framework for its identified regional economic cluster, biotechnology, which overlaps with the State focus on life sciences. For example, LIREDC is recommending projects such as the Computational Genomics Center at Feinstein Institute for Medical Research; expansion of the chemistry laboratory at Hofstra; a structural biology shared screening facility at Cold Spring Harbor Laboratory; expansion of a life science and technology lab at Adelphi University; and a research and technology innovation bioengineering laboratory at New York Institute of Technology. Creating diverse, transit-linked neighborhoods where people can live, work and play remains a priority as downtowns are crucial to economic vitality. Walkable, exciting places with affordable apartments appeal to Millennials and will help retain baby-boomers. The LIREDC continues its support for Wyandanch Rising and downtown projects in the Village of Hempstead and Riverhead. The region's 2017 DRI community of Hicksville, a transit-rich and diverse community, will plan how to capitalize on improvements to the Long Island Rail Road and provide safer space for downtown pedestrians.
- The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued its momentum, refining its economic development strategies to best leverage the region's key assets: its proximity to New York City; highly educated workforce; diverse urban centers; and scenic beauty. The region's strategies of WORK and PLAY are supported by its focus on priority projects in the cluster representing the food and beverage manufacturing supply chain, such as the proposed food exchange in Kingston that will be a food hall, food manufacturing facility, and grocery with an emphasis on locally sourced food. The State Life Sciences cluster fits neatly into the region's emphasis on biomedical and healthcare, shown by its continued support for core institutions; willingness to partner with other regions to create a research corridor; and support for biotechnology business incubator at NY Medical College. Stakeholders in the region are working together to identify ways to close the skills gaps identified. Commitment to downtown revitalization, part of its LIVE strategy, is evident in MHREDC funding recommendations, including support for a project in its round one DRI community of Middletown. Chosen by the MHREDC as the DRI community, additional investments in the Kingston Stockade Business District will continue the area's economic revitalization and create new opportunities for the surrounding neighborhoods, towns and counties.
- The **Mohawk Valley Regional Economic Development Council (MVREDC)** identified placemaking and tourism as an important component to creating a strong and desirable

workforce. This was complemented by workforce development in high-paying, in-demand STEM sectors, with a mechatronics/robotics BOCES program sponsored by manufacturers and the Otsego County Chamber of Commerce as an example. The MVREDC continued to advance the cyber and internet technology cluster, leveraging both the Marcy Nanocenter and the region's designation as an FAA Test Site to create a strong concentration of cyber and unmanned aerial systems (UAS) research and development companies. The MVREDC is continuing its strategy of supporting agribusiness, and the craft food and beverage industry is growing through small and mid-sized breweries, farms and other producers. Rome, the DRI community, has been making targeted investments to provide an ecosystem necessary to attract and retain young professionals and their families, and will further that transformation with DRI funding. The region continues to open doors for refugees, with support for the One World Welcome & Opportunity Center for the Mohawk Valley Resource Center for Refugees. The Center will work to support community engagement, workforce development for refugees, and ultimately develop inclusiveness in the region. A proposed re-purposing of the Herkimer County nursing home will target a challenged population, people with chronic addiction issues seeking recovery, by providing a space for rehabilitation and life skills training.

Five regions should receive awards of up to \$10 million each in ESD Capital Grants to help attract and grow business in their regions. The following regions are designated as Regional Awardees: **Finger Lakes, New York City, North Country, Southern Tier, and Western New York.**

- The **Finger Lakes Regional Economic Development Council's** (FLREDC) momentum is being fueled by a region united around a plan to grow jobs, increase regional wealth, drive private sector investment, and reduce poverty. The FLREDC requires that all projects identify a link to workforce development, including projects supporting the Opportunity Agenda and veterans. For example, Foodlink links together agriculture, food processing, the Opportunity Agenda, and the DRI in Batavia, to foster a creative class of workers who will spur continued job growth. The region may use its Upstate Revitalization Initiative (URI) award to create a "Workforce Development Fund" to address job skills that would specifically support the clusters of optics, photonics and imaging (OPI); agriculture and food processing; and next generation manufacturing. Monroe Community College (MCC) led an analysis of the "middle skills gap," which investigates the set of workers who have more than a high school degree, but do not have a four-year degree. By effectively understanding these areas, the region has successfully created jobs in tooling and machining and optics technicians. It has made significant progress in achieving many of its original overarching goals, including expanding the Eastman Business Park; leveraging the region's colleges and universities for direct employment and preparing workers for the new economy; and expanding and linking agricultural producers and food producers and exporters. The agriculture and food processing cluster has had significant growth since 2010, with total wages increasing by 40 percent, average wages by 17 percent, and the number of jobs by 20 percent (nearly 2,000 jobs).
- The **New York City Regional Economic Development Council** (NYCREDC) continues to focus on its "Opportunity Zones," 15 areas of New York City which have been historically distressed but are primed for investment and growth. It concentrates investment in these areas to ensure an inclusive approach to community revitalization and job creation. The South Bronx

is one of the opportunity areas, and includes the Bronx Civic Center, which was selected as the DRI community. The region is hoping to extend the already booming economic activity to lower-income residents of the community. Employment in New York City is at an all-time high, and competition for jobs is fierce, especially for jobs requiring less formal education. At the same time, high current and future demand exists for skilled applicants in the financial, technology, life sciences and healthcare sectors. The region is taking a sector-based approach to engaging businesses, educational institutions, and nonprofits to help direct state funding to job training and educational programs in high growth sectors. For example, the nonprofit Per Scholas in the South Bronx is partnering with the Fortune 500 company Cognizant to provide no-cost technology skills training and career development resources to create a talent pool for the company. NYREDC now counts the life sciences sector as its regional economic cluster, and has a plan for advancing the cluster that involved other New York regions. The NY Genome Center research consortium will leverage investments in basic research and incubator facilities in a sector primed for growth.

- The **North Country Regional Economic Development Council** (NCREDC) introduced a new strategy this year to attract international sporting events to stimulate private investment and job growth and spark the refurbishment of sports and hospitality facilities. A new Lodging Task Force is creating a model for lodging development that can be replicated to drive sustainable private sector investment. Several projects recommended for funding would improve tourism accommodations. Not only is tourism an important industry for the North Country, it also serves to provide entry level employment and training in soft skills, a need identified most frequently by employers in a regional skills-gap survey. This fall, Clinton Community College offered classes through a new Institute for Advanced Manufacturing, which provides flexible funding to support manufacturing in the transportation equipment and aerospace sector. NCREDC considers TE&A its key industry cluster. Average wages in that sector are nearly 66 percent higher than the total average for the region, and employment has grown by 67% since 2016, with more jobs to come as Norsk Titanium continues its expansion. Employment increased by double digits in the information technology sector (35 percent) and back office sector (24 percent). The region's Opportunity Agenda to support employment of hard-to-place workers is focused this year on projects in St. Lawrence County. Located in Jefferson County, the City of Watertown was selected as the DRI community for 2017. It will use DRI funds to strengthen its position as the primary hub of commerce and culture for Jefferson and neighboring counties.
- The **Southern Tier Regional Economic Development Council** (STREDC) has been consistent in its support for its 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. State funds are being used to support mixed-use and mixed-income developments in the region's three "iDistricts" to attract and retain college graduates and skilled workers. A recommended priority project will continue development of the Health Sciences Campus in Johnson City which will house the SUNY Binghamton School of Pharmacy and Pharmaceutical Sciences. Support for downtown revitalization extends beyond those core cities in include places like Watkins Glen,

the region's DRI community. The region has been highly effective at supporting projects that either create or retain new jobs, such as using URI funds to support a major expansion of Alstom for train manufacturing which will create nearly 200 jobs and retain an existing workforce of 1,000. Several projects support growth in the food and agriculture industry, such as industrial hemp, and the number of food processing firms increased from 2016 to 2017. There is extensive cooperation between the public, non-profit, and private sectors to address hard-to-place workers. For example, the Broome County Calice Advanced Manufacturing Center links together social services, academia, industry, and workforce development systems to provide relevant workforce training and upskilling to both traditional and hard-to-place workers.

- The **Western NY Regional Economic Development Council** (WNYREDC) continues its focus on creating job opportunities and building the quality of life that will attract young adults to settle in the region. It is using the smart growth strategy of placemaking to focus investment near existing infrastructure and connecting people with jobs. Nearly all recommended priority projects relate to downtown revitalization, and several projects would help implement the region's first DRI Plan in Jamestown. Support for projects in Olean, the 2017 DRI community, would add to the assets being leveraged in its downtown. Many projects support workforce development, such as phase II of the Gerald Place Community Center to provide space for community needs and training related to health care research and education. WNYREDC demonstrated understanding of the labor market and how to provide training for the middle skills market. WNYREDC works with many different colleges and trade skill schools, such as the Buffalo Center for Art and Technology, the Finishing Trade Institute of Western and Central New York, and the Southern Tier Business Center at Alfred University. The region's key economic cluster is the materials and machinery advanced manufacturing cluster. This year, Alfred University dedicated the Center for High-Temperature Materials Characterization, which is helping to increase the development and analysis of materials crucial to renewable energy systems; and Jamestown Community College opened and expanded Manufacturing Technology Institute.

## **Conclusion**

The Strategic Implementation Assessment Team was impressed by the continued dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the continuation of this bottom-up process 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.

While we may only recommend five regions as top performers, we believe all the regions are winners and 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

## 2017 Annual Report Assessment

### I. Performance

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

##### Strengths

- From 2012 – 2016, priority projects retained 1445 jobs and created 4139 jobs, during the same period the region's unemployment rate fell from 8.3 percent to 5.2 percent.
- From 2011 – 2016 all CFA projects have retained 16,077 jobs and created 2219 jobs. In 2016, CFA projects retained 485 jobs and created 211 jobs.
- While total jobs are still less than in 2011, in the past year the transportation equipment cluster saw a 165 job increase in average annual employment.

##### Weaknesses

- Total employment has fallen every year since 2012.
- Employment in advanced manufacturing is down by over 1,600 since 2012

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

##### Strengths

- From 2011 – 2016, the ratio of total project cost to all CFA projects was 4.23:1. For 2016, the ratio was 5.6:1.
- Wages are slowly rising.
- The total number of food processing firms increased from 97 to 106 from 2016 to 2017.

##### Weaknesses

- The Southern Tier's GRP has declined.
- The region experienced a loss of 118 public and private establishments between 2015-2016.

### II. Projects

#### a. Solicitation and development of projects that advance the regional economic cluster

##### Regional Cluster

- Advanced manufacturing industry with a focus on the transportation industry

##### Strengths

- The STREDC supported projects in the regional transportation cluster, as well as projects related to other advanced manufacturing. For example, a company that designs and manufactures brakes and clutches for aerospace, defense, medical, and industrial markets (SEPAC) plans to acquire a company that makes higher value electro-mechanical actuators and move it to Elmira. designs and produces brakes.
- There is a heavy focus on the cluster in the STREDC Upstate Revitalization Initiative (URI) plan.

### Weaknesses

- Job growth in the transportation equipment cluster is lagging despite extensive investments through the URI plan. Total employment is down by 300 since 2011

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

### Strengths

- Nearly all the priority projects recommended by STREDC are presented as supporting the Opportunity Agenda.
- The STREDC addresses veterans' issues by working to overcome barriers that prevent them from accessing resources to help them readapt to civilian life, addressing their specific needs within both the Opportunity Agenda and workforce development programs. There is also a strategy to push veterans towards agricultural careers which provide higher than average wages, though no priority projects explicitly address veterans' issues.
- The STREDC recommended funding of projects that grow life sciences, including Southern Tier Hemp, which will process industrial hemp; and site preparation for the new Binghamton University Health Sciences Campus in Johnson City.
- Transformation of the food and agriculture industry is a major strategy for the Southern Tier, and is supported by several projects, including industrial hemp; a major expansion for Golden Age Cheese in Woodhull; and supporting a construction of a "Little Venice" pasta sauce plant.
- The Southern Tier is continuing to implement its strategy to "Build the Greater Binghamton Innovation Ecosystem" through support for the Health Sciences Campus in Johnson City which will house the SUNY Binghamton School of Pharmacy and Pharmaceutical Sciences. CEPsi+ will offer in-house education, training and apprenticeship opportunities for undergraduate and graduate students.

### Weaknesses

- None noted.

## **c. Advancement of projects to meet workforce development needs**

### Strengths

- Most of the proposed priority projects are listed as having a workforce development component, although that aspect isn't explained in most project descriptions. A Binghamton project, ACHIEVE's Building Bridges to Independence, will renovate a building for an adult social program and employment services department. The space will be used to prepare individuals with intellectual and developmental disabilities to work in a competitive environment.

### Weaknesses

- None noted.

## **d. Identification of projects in the region that would revitalize downtowns**

### Strengths

- Nearly all the proposed Priority Projects are listed as having a downtown revitalization component, which complements its strategies related to building the innovative ecosystem.

- The STREDC is supporting the Clemens Square project which will redevelop a large mixed commercial/retail space and the public space in front of it. It is a focal point in downtown Elmira, which was the region's first DRI community.

#### Weaknesses

- None noted.

### III. Progress

#### a. Implementation of strategies in the 5-year regional strategic economic development plan and plan updates

##### Strengths

- The Southern Tier has been highly effective at supporting projects that either create or retain new jobs. For example, they utilized URI funds to support a major expansion of Alstom for train manufacturing which will create nearly 200 jobs and retain an existing workforce of 1,000.
- The Southern Tier is making extensive use of URI funds to support the objectives of its strategic plan. Construction began in 2016 for Binghamton University's School of Pharmacy and Pharmaceutical Sciences, which is a part of the Health Sciences Campus that will also house the Decker School of Nursing, a geriatric facility, and a pharmaceutical research facility.
- Construction has started on a \$4.2 Million bicycle and pedestrian trail linking downtown Binghamton and the South Side, this is the first phase of a greenway linking the city and SUNY Binghamton's main campus in Vestal. The project addresses the region's strategy of investing in infrastructure that improves quality of life.
- Leisure-related industries are part of the STREDC's innovative culture. The Roxbury at Stratton Falls, a 2016 CFA winner, will break ground this fall on additional cottages and a scenic waterfall trail.

##### Weaknesses

- None noted.

#### b. Execution of strategies that address emerging state and regional challenges and opportunities

##### Strengths

- Several projects awarded CFA funding in the past are advancing the Opportunity Agenda by providing increased training and employment opportunities for low income and hard-to-place residents. For example, the Salvation Army broke ground on a job training center which will support a continuum of services to enable the entry and advancement of hard-to-place workers into the Region's workforce. Broome Community College's Calice Advanced Manufacturing Center, though advancing slowly, will be a collaboration on workforce development programs for low-income adults.
- SUNY Binghamton and Cornell are being utilized for both economic and community development. For example, Cornell University is a major life sciences asset, both in terms of its Plant Science Innovation Center (a URI initiative) and the McGovern Center which functions as an incubator for life sciences companies.
- The Greater Binghamton Fund, established with \$20 million from the URI, was announced in August 2017. It will support the implementation of mixed-use and mixed-income developments, private retail, and commercial development in the targeted "iDistricts" of

Binghamton, Endicott, and Johnson City. The objective is to better attract and retain college graduates and skilled workers and harness the economic potential for their centers of education and technology

Weaknesses

- Little progress relating to veterans' employment can be attributed to the STREDC.

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

Strengths

- There is extensive cooperation between the public, non-profit, and private sectors to address hard-to-place workers. For example, the Broome County Calice Advanced Manufacturing Center links together social services, academia, industry, and workforce development systems to provide relevant workforce training and upskilling to both traditional and hard-to-place workers.
- Past priority projects have emphasized partnerships between academic institutions and regional employees to ensure that proper skillsets are being taught.
- STREDC made strong efforts to promote startups in conjunction with SUNY Binghamton and Cornell.

Weaknesses

- Most of the anti-poverty and workforce development programs are centered in the Southern Tier's cities, while the region acknowledges the unique circumstances surrounding rural poverty they haven't identified specific programs for addressing it.

**d. Advancement and completion of prior round Priority Projects**

Strengths

- 74 percent of all priority projects are completed or on schedule.
- 77 percent of all CFA projects are complete or on schedule.
- Under 7 percent of priority projects have been declined or withdrawn in the past six years.

Weaknesses

- None noted.

## III. Planning

**a. Quality of the Annual Report**

Strengths

- None noted.

Weaknesses

- The report could better distinguish URI versus CFA funded projects.
- Data tables should better allow comparisons between regional and state data.

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

### Strengths

- The region's priority projects are geared towards job creation and downtown revitalization.
- There is strong participation from the Southern Tier's academic institutions, with incubators helping to commercialize research and develop locally grown startups that can continue to grow key industry clusters.
- The STREDC is joining with other URI winners from the Finger Lakes and Central NY to host a series of business competition cycles dedicated to attracting high-potential food and agriculture start-ups.

### Weaknesses

- The region's labor pool hit a low in 2016, reaching back to 1990. State job listings show 5,000 openings in the region in a wide range of industries and skill levels.
- Several challenges exist in the region, such as the need for child care; lack of low-cost public transportation; need for improved housing stock; incomplete internet and computer access; and need to train and retain young professionals.

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

### Strengths

- Cornell and SUNY Binghamton are displaying considerable leadership.
- The report touches upon ways to train hard-to-place workers and retain college educated millennials through multiple strategies and initiatives.

### Weaknesses

- It is not clear that the region's workforce development strategy includes rural areas.

## **d. Collaboration with local governments in advancing opportunities for improved efficiency**

### Strengths

- The STREDC supported a CFA application by the Town of Erwin and Town of Addison for upgrades to allow intermunicipal use of a wastewater treatment plant.

### Weaknesses

- None noted.

## **e. Development of regional metrics to monitor performance**

### Strengths

- The STREDC dramatically expanded their selection of relevant metrics to better assess progress for both regional and state priorities. Notably, some of these metrics include goals.
- The report includes performance measures related to life sciences.

### Weaknesses

- None noted.

## V. Participation

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

#### Strengths

- The five work groups are geographically diverse and have expanded their representation of private companies.
- The Workforce Development and Food & Agriculture Work Groups have broad representation.
- Regional Council staff offered an optional “Train the Trainers” event for local economic development leaders who work within their communities to advance regional goals and feed the project pipeline for STREDC support.

#### Weaknesses

- None noted.

### b. Regional unity and support of the Annual Report

#### Strengths

- None noted.

#### Weaknesses

- None noted.

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
72153	Southern Tier	Ag & Markets	Ag & Mkts GCAP	Positioning Southern Tier Producers for New York State Grown Certified	Cornell Cooperative Extension of Broome County	71.67	20	91.67	\$500,000	Awarded	
76024	Southern Tier	Ag & Markets	Ag & Mkts GCAP	New York State Grown Certified Program	Delaware County Industrial Development Agency	70.00	20	90.00	\$0	Not-Awarded	Lee Ann Tinney
74886	Southern Tier	Arts	Arts ACPIP	Corning Museum of Glass Studio Expansion	The Corning Museum of Glass	69.00	20	89.00	\$1,000,000	Awarded	
72960	Southern Tier	Arts	Arts ACPIP	Tompkins County Heritage Cultural Visitor Center	The History Center in Tompkins County	65.00	20	85.00	\$1,060,000	Awarded	Mary Opperman
72824	Southern Tier	Arts	Arts ACIP	GlassBarge State Wide Tour	Corning Museum of Glass	69.00	20	89.00	\$75,000	Awarded	
74419	Southern Tier	Arts	Arts ACIP	War, Words, Dance: A Collaboration	Bright Hill Press, Inc.	67.00	20	87.00	\$27,260	Awarded	
72209	Southern Tier	Arts	Arts ACIP	Points of Inspiration	Chemung County Historical Society	53.00	20	73.00	\$20,000	Awarded	Tom Tranter
76616	Southern Tier	Arts	Arts WIP	Administrative Workforce Expansion	Franklin Stock Company at Chapel Hall, Inc.	60.00	20	80.00	\$40,000	Awarded	
75890	Southern Tier	Arts	Arts WRP	Workforce Training and Development Expansion	Kitchen Theatre Company, Inc.	58.00	20	78.00	\$75,000	Awarded	Mary Opperman
72824	Southern Tier	Canals	Canals	GlassBarge State Wide Tour	Corning Museum of Glass	76.00	20	96.00	\$148,000	Awarded	
76486	Southern Tier	Canals	Canals	Watkins Glen Performing Arts Center	Finger Lakes Film Society	32.00	20	52.00	\$0	Not-Awarded	Judy McKinney-Cherry
73612	Southern Tier	DEC	DEC CSC C	Climate Smart Comprehensive Planning and Guidance	Town of Big Flats	65.50	20	85.50	\$45,000	Awarded	Tom Tranter, Judy McKinney-Cherry
75364	Southern Tier	DEC	DEC CSC I	Installation of Audible Flood Warning System	Town of Deposit	39.50	20	59.50	\$37,791	Awarded	
76793	Southern Tier	DEC	DEC CSC I	Installation of Audible Flood Warning System	Town of Colchester	39.50	20	59.50	\$37,791	Awarded	
72558	Southern Tier	DEC	DEC EPG	Wastewater Treatment Plant Disinfection Improvements	Village of Painted Post	80.00	20	100.00	\$30,000	Awarded	
76169	Southern Tier	DEC	DEC EPG	Wastewater Treatment Plant Engineering Planning Grant	Village of Sherburne	75.00	20	95.00	\$30,000	Awarded	
72731	Southern Tier	DEC	DEC EPG	Water Pollution Control Plant Inflow and Infiltration Study	Village of Endicott	75.00	20	95.00	\$50,000	Awarded	
73544	Southern Tier	DEC	DEC EPG	Water Pollution Control Plant Study	City of Hornell	75.00	20	95.00	\$20,000	Awarded	
74293	Southern Tier	DEC	DEC EPG	Inflow and Infiltration Study	Town of Jasper	47.00	20	67.00	\$30,000	Awarded	
75648	Southern Tier	DEC	DEC EPG	Wastewater Collection System Needs Assessment	City of Corning	32.00	20	52.00	\$30,000	Awarded	
77131	Southern Tier	DEC	DEC EPG	Town of Southport Fairway-Phoenix Area Sewer	Town of Southport	31.00	20	51.00	\$12,000	Awarded	
76847	Southern Tier	DEC	DEC WQIP AHR	Spencer Lake Stream Reconnectivity Project	Tioga County Soil and Water Conservation District	78.00	15	93.00	\$76,723	Awarded	
76088	Southern Tier	DEC	DEC WQIP AHR	Ekroos Road Culvert Replacement	Town of Caroline	66.00	15	81.00	\$0	Not-Awarded	Mary Opperman

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
76878	Southern Tier	DEC	DEC WQIP AHR	Federal Hill Culvert Replacement Project	Trout Unlimited Inc.	58.00	15	73.00	\$0	Not-Awarded	
76773	Southern Tier	DEC	DEC WQIP AHR	Reconnecting Stream Habitat in the Carrs Creek Watershed: Poplar Hill Road Stream Crossing Replacement	Trout Unlimited Inc	48.00	15	63.00	\$0	Not-Awarded	
76945	Southern Tier	DEC	DEC WQIP AHR	Tompkins County Culverts	Tompkins County	36.00	15	51.00	\$0	Not-Awarded	Mary Opperman
77114	Southern Tier	DEC	DEC WQIP NPS	Cayuga Lake Stream Assessment and Implementation Program	Tompkins County Soil and Water Conservation District	56.00	15	71.00	\$564,520	Awarded	Mary Opperman
74101	Southern Tier	DEC	DEC WQIP NPS	Brown Road Creek Streambank Stabilization Project	Town of Danby	54.00	15	69.00	\$435,322	Awarded	Mary Opperman
76701	Southern Tier	DEC	DEC WQIP NPS	Expanding Wetland Work in the Upper Susquehanna River Watershed	Tioga County Soil and Water Conservation District	44.00	20	64.00	\$314,425	Awarded	
74057	Southern Tier	DEC	DEC WQIP NPS	Compost Based Best Management Practices	Tompkins County Soil and Water Conservation District	38.00	10	48.00	\$0	Not-Awarded	Mary Opperman
76228	Southern Tier	DEC	DEC WQIP NPS	Truck Washing Bay	Tioga County Department of Public Works	12.00	15	27.00	\$0	Not-Awarded	
76517	Southern Tier	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Hector	74.00	15	89.00	\$352,414	Awarded	Judy McKinney-Cherry
75568	Southern Tier	DEC	DEC WQIP SWP	Grand Gorge Water Districts Water Supply Improvement Projects	Town of Roxbury	78.00	20	98.00	\$162,450	Awarded	Peg Ellsworth
77064	Southern Tier	DEC	DEC WQIP SWP	Six Mile Creek Watershed Conservation Partnership Land Acquisition and Restoration Project	Finger Lakes Land Trust, Inc.	70.00	20	90.00	\$641,250	Awarded	Mary Opperman
72887	Southern Tier	DEC	DEC WQIP WWT CSO/SSO	Davis House Sanitary Sewer Overflow Mitigation Project	Town of Owego	66.00	20	86.00	\$492,022	Awarded	
73682	Southern Tier	DEC	DEC WQIP WWT DIS	Wastewater Treatment Plant UV Disinfection Project	City of Corning	60.00	20	80.00	\$1,000,000	Awarded	
75062	Southern Tier	DEC	DEC WQIP WWT GEN	Regional Wastewater Treatment Plant Project Seneca	Village of Watkins Glen	44.00	20	64.00	\$0	Not-Awarded	Judy McKinney-Cherry
76407	Southern Tier	DEC	DEC WQIP WWT GEN	Wastewater Treatment Plant Sludge Handling	City of Corning	28.00	20	48.00	\$0	Not-Awarded	
72822	Southern Tier	DEC	DEC WQIP WWT IOS	Municipal Wastewater Collection System and Wastewater Treatment Plant Project	Town of Woodhull	66.00	20	86.00	\$1,560,059	Awarded	
75188	Southern Tier	DEC	DEC WQIP WWT IOS	Town of Southport Sewer Project	Town of Southport	66.00	20	86.00	\$2,031,500	Awarded	
76393	Southern Tier	DEC	DEC WQIP WWT TMDL	Wastewater Treatment Plant Phosphorus Treatment	City of Corning	60.00	20	80.00	\$552,500	Awarded	
73206	Southern Tier	DOL	DOL EET	Direct Support Professional Training	Franziska Racker Centers, Inc.	51.20	20	71.20	\$49,957	Awarded	Mary Opperman

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75170	Southern Tier	DOL	DOL UWT	Regional Accelerated Machinist Partnership Program	Pro Action of Steuben and Yates, Inc.	42.00	20	62.00	\$83,417	Awarded	
72518	Southern Tier	DOS	DOS LGE	Erwin/Addison Wastewater Treatment Plant Upgrades	Town of Erwin	54.00	20	74.00	\$400,000	Awarded	
73060	Southern Tier	DOS	DOS LWRP	Keuka Lake Waterfront Access Improvements	Town of Urbana	70.00	20	90.00	\$683,603	Awarded	
72179	Southern Tier	DOS	DOS LWRP	Redevelopment of Seneca Lake Waterfront - Phase II	Schuyler County	69.00	20	89.00	\$1,319,362	Awarded	Judy McKinney-Cherry
75877	Southern Tier	DOS	DOS LWRP	Chugnut Trail Extension Construction	Village of Endicott	66.00	20	86.00	\$75,000	Awarded	
72654	Southern Tier	DOS	DOS LWRP	Sidney Model Green Infrastructure Streetscape Phase III	Village of Sidney	64.00	20	84.00	\$0	Not-Awarded	
76532	Southern Tier	DOS	DOS LWRP	Delaware County Comprehensive Plan	Delaware County	76.00	5	81.00	\$0	Not-Awarded	
71935	Southern Tier	DOS	DOS LWRP	Tioughnioga River Access Improvements	Village of Whitney Point	61.00	20	81.00	\$0	Not-Awarded	
74871	Southern Tier	DOS	DOS LWRP	Mayers Park Improvements - Phase I	Town of Lansing	60.00	20	80.00	\$0	Not-Awarded	Mary Opperman
72821	Southern Tier	DOS	DOS LWRP	Tailwaters Stream Corridor Management Plan Phase 2	Delaware County	71.00	5	76.00	\$0	Not-Awarded	
71972	Southern Tier	EFC	EFC GIGP	City Hall GIGP	City of Binghamton	58.00	20	78.00	\$1,600,000	Awarded	
73034	Southern Tier	EFC	EFC GIGP	Government Plaza Green Infrastructure	Broome County	32.00	20	52.00	\$1,700,000	Awarded	
73895	Southern Tier	ESD	ESD Grants	ACCO Expansion	ACCO Brands USA LLC	76	20	96	\$700,000	Awarded	
72507	Southern Tier	ESD	ESD Grants	Golden Age Cheese Expansion	Golden Age Cheese Co., Inc.	76	20	96	\$2,100,000	Awarded	
77044	Southern Tier	ESD	ESD Grants	Salient Management Company Expansion Project	Salient Management Company	76	20	96	\$660,000	Awarded	
76112	Southern Tier	ESD	ESD Grants	SEPAC Expansion and Acquisition	SEPAC, Inc	76	20	96	\$1,500,000	Awarded	
73878	Southern Tier	ESD	ESD Grants	Tin Horn Properties Renovation	Tin Horn Properties, LLC	76	20	96	\$150,000	Awarded	
74933	Southern Tier	ESD	ESD Grants	Health Sciences Campus Development - CFA	BFSS, LLC	75	20	95	\$1,500,000	Awarded	Harvey Stenger
72532	Southern Tier	ESD	ESD Grants	RHC Equipment Facilities	The Raymond-Hadley Corp.	73	20	93	\$50,000	Awarded	
74270	Southern Tier	ESD	ESD Grants	BEST Consolidated and Growth - Phase I	Beecher Emission Solution Technologies, LLC	72	20	92	\$800,000	Awarded	
77039	Southern Tier	ESD	ESD Grants	Little Venice Sauce Plant	Little Venice Retail, LLC	71	20	91	\$200,000	Awarded	
76500	Southern Tier	ESD	ESD Grants	1 Clemens Square Commercial Development Project	The Sterling Group of MD, LLC	69	20	89	\$90,000	Awarded	
74674	Southern Tier	ESD	ESD Grants	Owego Minka Printer	Minka LLC	69	20	89	\$48,000	Awarded	Lee Ann Tinney
76546	Southern Tier	ESD	ESD Grants	Hemp Processing in Binghamton	Southern Tier Hemp	68	20	88	\$650,000	Awarded	Harvey Stenger
74807	Southern Tier	ESD	ESD Grants	Midwestern Pet Foods	Midwestern Pet Foods, Inc.	68	20	88	\$152,000	Awarded	
76501	Southern Tier	ESD	ESD Grants	Norwich Hotel Project	Removal Corp	68	20	88	\$500,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74822	Southern Tier	ESD	ESD Grants	Premium Beverage Production Expansion	Lucky Hare Brewing Company, Inc.	68	20	88	\$198,000	Awarded	Judy McKinney-Cherry
77046	Southern Tier	ESD	ESD Grants	Cornell Engineering and Physical Sciences Incubator Plus	Cornell University	66	20	86	\$1,500,000	Awarded	Mary Opperman
73881	Southern Tier	ESD	ESD Grants	ACHIEVE: Building Bridges to Independence	NYSARC Inc./ACHIEVE	65	20	85	\$202,000	Awarded	Barb Schindler
74826	Southern Tier	ESD	ESD Grants	Capriotti Main Street Mixed-Use Development Project	Southern Tier Economic Growth, Inc.	63	20	83	\$0	Not Awarded	
75373	Southern Tier	ESD	ESD Grants	The North Brewery Expansion	The North Brewery	67	15	82	\$0	Not Awarded	
75801	Southern Tier	ESD	ESD Grants	Dan Smalls Presents Capital	Dan Smalls Presents, Inc	66	15	81	\$0	Not Awarded	Mary Opperman
76720	Southern Tier	ESD	ESD Grants	ANSCO Camera Factory	ANSCO CAMERA CORPORATION	62	15	77	\$0	Not Awarded	
72118	Southern Tier	ESD	ESD Grants	Family Life Expansion	Family Life Ministries, Inc.	56	20	76	\$0	Not Awarded	
76976	Southern Tier	ESD	ESD Grants	Ithaca Properties LLC	Ithaca Properties, LLC	64	5	69	\$0	Not Awarded	Mary Opperman
75549	Southern Tier	ESD	ESD Grants	Broad Street School	Tangent Development	56	10	66	\$0	Not Awarded	
76566	Southern Tier	ESD	ESD Grants	Smart Greenhouse Facility Market Feasibility & Capital Project Planning Studies	Broome Community College	56	10	66	\$0	Not Awarded	
74278	Southern Tier	ESD	ESD Grants	The Cameo Center for Community Engagement	Broome County Urban League Inc	56	10	66	\$0	Not Awarded	
74386	Southern Tier	ESD	ESD Grants	Buckingham Expansion	Buckingham Mfg. Co. Inc	54	5	59	\$0	Not Awarded	
76864	Southern Tier	ESD	ESD Grants	The Southern Tiers Center for Advanced Interfaces for Manufacturing CAIM	Research Foundation for State University of New York	52	5	57	\$0	Not Awarded	Harvey Stenger
76610	Southern Tier	ESD	ESD Grants	Anchor Glass	Anchor Glass Container Corporation	50	5	55	\$0	Not Awarded	
77124	Southern Tier	ESD	ESD Grants	Commons Branch Technology Equipment FitOut Phase	CFCU Community Credit Union	50	5	55	\$0	Not Awarded	Mary Opperman
75285	Southern Tier	ESD	ESD Grants	Ambulatory Services Transformation	Chenango Memorial Hospital, Inc.	48	5	53	\$0	Not Awarded	
74413	Southern Tier	ESD	ESD Grants	Cayuga Solar	Cayuga Solar LLC	46	5	51	\$0	Not Awarded	Mary Opperman
73984	Southern Tier	ESD	ESD Grants	TriTown Regional Hospital Transformation	Tri-Town Regional Hospital	36	10	46	\$0	Not Awarded	
74198	Southern Tier	ESD	ESD Grants	Sandlot Sports Academy Expansion Project	Donna Ayers	32	10	42	\$0	Not Awarded	
72916	Southern Tier	ESD	ESD Grants	Hocho Scrap Tire Recycling and Reclaimed Rubber Production Center	Hocho Recycle Co., Limited	35	5	40	\$0	Not Awarded	
32548	Southern Tier	ESD	ESD MNY	Catskills Trout Tales Marketing Program	Spillian LLC	69.67	20	89.67	\$50,000	Awarded	Peg Ellsworth
76312	Southern Tier	ESD	ESD MNY	Catskill Tourism Facilities Enhancement Project	MARK Project, Inc.	67.00	20	87.00	\$165,000	Awarded	Peg Ellsworth

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75440	Southern Tier	ESD	ESD MNY	Otsiningo Park Enhancements Phase I	Broome County	67.00	20	87.00	\$150,000	Awarded	
72960	Southern Tier	ESD	ESD MNY	Tompkins County Visitor Center	The History Center in Tompkins County	62.67	20	82.67	\$305,000	Awarded	Mary Opperman
77094	Southern Tier	ESD	ESD MNY	LUMA Projection Arts Festival 2017	LUMA Projection Arts LLC	55.33	15	70.33	\$71,250	Awarded	
72824	Southern Tier	ESD	ESD MNY	GlassBarge State Wide Tour	Corning Museum of Glass	49.33	20	69.33	\$246,625	Awarded	
74902	Southern Tier	ESD	ESD MNY	Finger Lakes Trail Days Festival	Steuben County Conference and Visitors Bureau	55.33	10	65.33	\$0	Not-Awarded	Betsey Hale
71885	Southern Tier	ESD	ESD MNY	Millennial Traveler Campaign	Watkins Glen International, Inc.	44.00	20	64.00	\$0	Not-Awarded	Judy McKinney-Cherry
76051	Southern Tier	ESD	ESD MNY	Binghamton Philharmonic Event Series Campaign	Binghamton Philharmonic	47.33	15	62.33	\$0	Not-Awarded	
75855	Southern Tier	ESD	ESD MNY	Delaware County Tourism Project	Delaware County Chamber of Commerce	50.33	10	60.33	\$0	Not-Awarded	
74319	Southern Tier	ESD	ESD SPFS	Airport Corporate Park Planning	Broome County	75	20	95	\$67,000	Awarded	
75799	Southern Tier	ESD	ESD SPFS	Delaware County Agricultural Product Processing Facility	Catskill Development Foundation	70	15	85	\$22,000	Awarded	
76886	Southern Tier	ESD	ESD SPFS	Town of Big Flats Economic Development Plan	Town of Big Flats	65	20	85	\$11,500	Awarded	
75775	Southern Tier	ESD	ESD SPFS	Elmira Heights Downtown Corridor Redevelopment Study	Village of Elmira Heights	60	20	80	\$0	Not Awarded	
72182	Southern Tier	HCR	HCR CDBG PF	Tioga County Mobile Dental Program	Tioga County	72.00	20	92.00	\$300,000	Awarded	
72822	Southern Tier	HCR	HCR CDBG PI	Town of Woodhull Sanitary Sewer System	Town of Woodhull	54.00	20	74.00	\$1,000,000	Awarded	
74156	Southern Tier	HCR	HCR CDBG PI	Village of Deposit Waster Water Treatment Plant Improvements	Village of Deposit	41.00	20	61.00	\$750,000	Awarded	
72391	Southern Tier	HCR	HCR CDBG PI	Town of Hancock East Branch Water District Improvements	Town of Hancock	39.00	20	59.00	\$595,500	Awarded	
72051	Southern Tier	HCR	HCR CDBG PI	City of Hornell Sanitary Sewer Collection System Improvements	City of Hornell	37.00	20	57.00	\$745,500	Awarded	
74257	Southern Tier	HCR	HCR CDBG PI	Village of Montour Falls Water System Improvements	Village of Montour Falls	37.00	20	57.00	\$750,000	Awarded	
74688	Southern Tier	HCR	HCR CDBG PI	Village of South Corning Water System Improvements	Village of South Corning	35.00	20	55.00	\$0	Not-Awarded	
72680	Southern Tier	HCR	HCR CDBGCP	Town of Dryden Housing Conditions Survey	Town of Dryden	45.00	20	65.00	\$24,900	Awarded	Mary Opperman
74505	Southern Tier	HCR	HCR CDBGCP	Village of Addison Comprehensive Water Planning Study	Village of Addison	40.00	20	60.00	\$50,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75925	Southern Tier	HCR	HCR CDBGCP	Village of Bath Drinking Water System Infrastructure and Assets Evaluation	Village of Bath	39.00	20	59.00	\$0	Not-Awarded	
72223	Southern Tier	HCR	HCR NYMS	Corning's Gaffer District Building Revitalization Project	Corning Intown District Management Association, Inc.	64.00	20	84.00	\$188,610	Awarded	Tom Tranter
75831	Southern Tier	HCR	HCR NYMS	100 West Development	Downtown Ithaca Business Improvement District, Inc.	54.00	20	74.00	\$500,000	Awarded	Mary Opperman
74621	Southern Tier	HCR	HCR NYMS	Groton NYMS Program 2017	Village of Groton	42.00	20	62.00	\$0	Not-Awarded	Mary Opperman
74295	Southern Tier	HCR	HCR NYMS	East Water Street Commercial District	Elmira Downtown Development, Inc.	38.00	20	58.00	\$0	Not-Awarded	
77256	Southern Tier	HCR	HCR NYMS	Watkins Glen Main Street Grant	Schuyler County Partnership for Economic Development, Inc.	36.00	20	56.00	\$0	Not-Awarded	Judy McKinney-Cherry
73860	Southern Tier	HCR	HCR NYMS	Bloomville Revitalization	Delaware County Local Development Corporation	34.00	20	54.00	\$0	Not-Awarded	
76994	Southern Tier	HCR	HCR NYMS	Hornell Downtown Renaissance	City of Hornell	32.00	20	52.00	\$0	Not-Awarded	
76154	Southern Tier	HCR	HCR NYMS	Village of Deposit New York Main Street	Village of Deposit	24.00	0	24.00	\$0	Not-Awarded	
75766	Southern Tier	Parks	OPRHP HAS D	George W. Johnson Carousel Rehabilitation Project	Village of Endicott	48.50	20	68.50	\$129,000	Awarded	
74480	Southern Tier	Parks	OPRHP HAS D	Municipal Building Window Restoration	Village of Newark Valley	43.00	20	63.00	\$0	Not-Awarded	
74638	Southern Tier	Parks	OPRHP HAS D	Authentic Exterior Rehabilitation of Roberson's Historic Mansion	Roberson Museum and Science Center	42.00	20	62.00	\$0	Not-Awarded	
77188	Southern Tier	Parks	OPRHP HAS D	Historical Windows Restoration	Sarah Jane Johnson Memorial United Methodist Church	40.50	5	45.50	\$0	Not-Awarded	
75303	Southern Tier	Parks	OPRHP HP D	Jay Gould Memorial Church Restoration	Jay Gould Memorial Church of Roxbury	52.50	20	72.50	\$262,495	Awarded	Peg Ellsworth
74480	Southern Tier	Parks	OPRHP HP D	Municipal Building Window Restoration	Village of Newark Valley	49.00	20	69.00	\$0	Not-Awarded	
75766	Southern Tier	Parks	OPRHP HP D	George W. Johnson Carousel Rehabilitation Project	Village of Endicott	46.50	20	66.50	\$0	Not-Awarded	
74638	Southern Tier	Parks	OPRHP HP D	Authentic Exterior Rehabilitation of Roberson's Historic Mansion	Roberson Museum and Science Center	42.50	20	62.50	\$0	Not-Awarded	
72670	Southern Tier	Parks	OPRHP HP D	Elmira Historic Fire Station No. 4 Phase 1 Stabilization	City of Elmira	55.00	5	60.00	\$0	Not-Awarded	
73036	Southern Tier	Parks	OPRHP HP D	St. Thomas Roof 2017	St. Thomas' Church, Bath	47.00	5	52.00	\$0	Not-Awarded	Mary Opperman
77188	Southern Tier	Parks	OPRHP HP D	Historical Windows Restoration	Sarah Jane Johnson Memorial United Methodist Church	41.00	5	46.00	\$0	Not-Awarded	
74334	Southern Tier	Parks	OPRHP HP P	Quarry Farm Historic Structures Report	Elmira College Center for Mark Twain Studies	47.00	20	67.00	\$45,150	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74578	Southern Tier	Parks	OPRHP HP P	Historical Upgrades to Riverside Cemetery	Union Presbyterian Church, Riverside Cemetery	41.50	5	46.50	\$0	Not-Awarded	
74095	Southern Tier	Parks	OPRHP PKS A	Town of Wayne Little Lakes Corridor	Town of Wayne	21.75	5	26.75	\$0	Not-Awarded	
73897	Southern Tier	Parks	OPRHP PKS D	Waverly Glen Park Master Plan Implementation	Village of Waverly	51.25	20	71.25	\$490,000	Awarded	
74363	Southern Tier	Parks	OPRHP PKS D	Dryden Rail Trail Phase 1	Town of Dryden	58.25	10	68.25	\$182,000	Awarded	Mary Opperman
73709	Southern Tier	Parks	OPRHP PKS D	Town of Hector's Smith Park Facility Upgrade	Town of Hector	47.39	20	67.39	\$204,206	Awarded	Judy McKinney-Cherry
74513	Southern Tier	Parks	OPRHP PKS D	Chugnut Trail Extension Glendale Park Access Bridge Construction	Town of Union	47.25	20	67.25	\$0	Not-Awarded	
72675	Southern Tier	Parks	OPRHP PKS D	Nasser Civic Center Ice Rink	City of Corning	33.00	20	53.00	\$0	Not-Awarded	
71999	Southern Tier	Parks	OPRHP PKS D	Binghamton Recreation Park and Tennis Courts Improvement	City of Binghamton	37.50	15	52.50	\$0	Not-Awarded	
75440	Southern Tier	Parks	OPRHP PKS D	Otsiningo Park Enhancements Phase I	Broome County	26.50	20	46.50	\$0	Not-Awarded	
74137	Southern Tier	Parks	OPRHP PKS D	Craig Park Rehab	Village of Painted Post	10.63	5	15.63	\$0	Not-Awarded	
74738	Southern Tier	Parks	OPRHP PKS P	Kurt Beyer Pool Repair	City of Norwich	20.50	5	25.50	\$0	Not-Awarded	
72290	Southern Tier	Parks	OPRHP RTP NMD	Trail Maintenance Equipment Purchase	Tanglewood Community Nature Center, Inc.	32.50	20	52.50	\$42,256	Awarded	

# 2017 Program Legend

Agency	Abbreviation	Program Name
Ag & Mkts	Ag & Mkts GCAP	NYS Grown & Certified Agricultural Producers' Grant Program
Arts	Arts ACFIP	NYSCA/ESD Arts & Cultural Facilities Improvement Program
Arts	Arts ACIP	Arts and Cultural Impact Programming
Arts	Arts WIP	Workforce Investment Program
Arts	Arts WRP	Workforce Readiness Program
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 NPS OGL-NBS	Water Quality Improvement Program - Oceans and Great Lakes, Nature Based Shoreline Projects
DEC	DEC WQIP Salt	Water Quality Improvement Program - Salt
DEC	DEC WQIP SWP	Water Quality Improvement Program - Land Acquisition for Source Water Protection
DEC	DEC WQIP WWT CSO/SSO	Water Quality Improvement Program - Combined Sewer Overflow/Sanitary Sewer Overflow
DEC	DEC WQIP WWT DIS	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DEC	DEC WQIP WWT GEN	Water Quality Improvement Program - General Wastewater Improvements
DEC	DEC WQIP WWT IOS	Water Quality Improvement Program - Inadequate On-Site Septic Systems
DEC	DEC WQIP WWT TMDL	Water Quality Improvement Program - Total Maximum Daily Load
DOL	DOL EET	Existing Employee 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 Grants	Empire State Development Grant Program
ESD	ESD HSSP	Innovation Hot Spot Support Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBG PF	Community Development Block Grant - Public Facilities
HCR	HCR CDBG PI	Community Development Block Grant - Public Infrastructure
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)
OPRHP	OPRHP RTP D	Parks - Recreational Trails Program Diverse
OPRHP	OPRHP RTP M	Parks - Recreational Trails Program Motorized
OPRHP	OPRHP RTP MD	Parks - Recreational Trails Program Motorized Diverse
OPRHP	OPRHP RTP NM	Parks - Recreational Trails Program Non-Motorized
OPRHP	OPRHP RTP NMD	Parks - Recreational Trails Program Non-Motorized Diverse