

Southern Tier

2011 CFA Scoring and Process Memo

2011 Regional Council & Consolidated Funding Applications

The Regional Economic Development Councils are a community driven, regional approach to economic development in New York State. Each of the ten Regional Councils was 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.¹

To incentivize the planning process, the Regional Councils competed for \$200 million in ESD capital funds and tax credits based on their Strategic Plans. According to the enabling legislation as passed by the New York State legislature and signed into law by the Governor, “funding will be pursuant to a plan developed by the chief executive officer of the New York state urban development corporation and based in part on a competitive selection process among the regional economic development councils and will support initiatives based on anticipated economic development benefits. Such moneys will be awarded by the New York state urban development corporation at its discretion.”²

Pursuant to the statute, the Empire State Development Corporation developed a competitive process in which Regional Council Strategic Plans containing recommendations for funding made by the local councils were reviewed by a Strategic Plan Review Committee. The Committee was comprised of nationally recognized experts in planning and economic development and state Commissioners. The Committee reviewed each region’s Strategic Plan based on established criteria that included a clearly articulated regional economic development vision, robust public and stakeholder engagement in the planning process, meaningful strategies and priority projects aligned with regional goals and objectives, an implementation agenda, and performance measures.

The Review Committee provided an assessment of each plan³ and made recommendations to Kenneth Adams, President & CEO, Empire State Development Corporation of the four plans that most closely aligned with these criteria.⁴ President Adams accepted the recommendations of the Committee and pursuant to his statutory powers as head of the Urban Development Corporation awarded four regions with the top Strategic Plans up to \$40 million in funding consisting of \$25 million in capital grants and \$15 million in Excelsior tax credits for priority projects identified in their Strategic Plans. The balance of the incentives were awarded to priority projects in alignment with the Strategic Plans of the Councils.

In addition, project sponsors applied for up to \$800 million in economic development resources available from nine state agencies and 29 existing programs through the new 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

¹ See Attachment A: Regional Council Guidebook: “A New State Government Approach to Economic Growth”, page 4.

² See Chapter 54 of the Laws of 2011, Capital Projects Budget, page 595.

³ See Attachment D: Regional Documents containing materials for each region, including the Strategic Plan, Review Committee Assessment and CFA Projects.

⁴ See Attachment C: Memo to Kenneth Adams from members of Strategic Plan Review Committee, December 5, 2011.

on the endorsement of the local Regional Council⁵ and the technical program review of the agencies providing resources, subject to interagency team analysis and agency discretion.⁶

The interagency team reviewed projects based on relevant factors including Regional Councils Strategic Plans and designation of priority projects, project alignment with regional goals and objectives, funding availability and regional need.⁷ Priority projects are those specifically enumerated in the Regional Council Strategic Plans and identified as significant, regionally supported and capable of stimulating economic investment.

The interagency team consisted of career 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 capital fund was awarded by ESD in its discretion.

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

Attachments include:

- Regional Council Guidebook: "A New State Government Approach to Economic Growth" (2011)
- Available CFA Resources Guide (2011)
- Memo to Kenneth Adams from members of Strategic Plan Review Committee, December 5, 2011

For each of the ten regions, the following region specific documents are attached:

- Regional Council Strategic Plan
- Strategic Plan Review Committee Assessment
- Spreadsheet of CFA projects

⁵ To account for grading variances among regions, the Regional Council score was normalized through a standard statistical process approved and accepted by the Office of the State Comptroller.

⁶ The description and review criteria for these funds can be found in Attachment B: Available CFA Resources Guide.

⁷ See Attachment A: Regional Council Guidebook: "A New State Government Approach to Economic Growth", page 11.

Strategic Plan Review Committee Assessment Memo

MEMORANDUM

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

From: Joan McDonald, NYS Commissioner of Transportation
Cesar Perales, NYS Secretary of State
Bruce Katz, Vice President, Brookings Institution
Dall Forsythe, Senior Fellow, Wagner School of Public Service, New York University
Walter Broadnax, Professor of Public Administration, Maxwell School, Syracuse University

RE: Strategic Plan Review

Date: December 5, 2011

Thank you for inviting us to serve on the Strategic Plan Review Committee for New York State's Regional Economic Development Councils. We are honored to be a part of Governor Cuomo's effort to transform how New York coordinates and invests in economic development. In a matter of months, New York State has changed course from a top-down development model to a community-based approach that emphasizes each region's unique assets, harnesses local expertise, and empowers communities to stimulate regional economic development and create jobs statewide.

In launching the Regional Economic Development Councils, Governor Cuomo noted that "[n]o one knows their regions better than the people who live there. Yet for too long, the State has imposed economic development plans that haven't offered the flexibility for regions to make their own decisions about their future." The Councils, comprised of local experts and stakeholders from business, academia, local government, and non-governmental organizations, were challenged to develop strategic plans that emphasize each region's unique assets.

Over the past three weeks, we have had the privilege and responsibility of assessing the work of the Councils, both in their written plans and their oral presentations. We were impressed and inspired by the results of the collaborative strategic planning process. In our review of the plans, several things became apparent.

First, this is a truly galvanizing initiative. It has stimulated cooperation in every part of the state – across sectors, across jurisdictions, and even across historically competitive institutions.

Second, all of the Councils undertook this effort with a tremendous sincerity of purpose, serious focus and tireless dedication. The obvious commitment of all those who lent their voices and talents to the deliberations should be commended.

Third, the Councils and the people they represent are passionate about their regions and about the potential to grow a vibrant economy.

Fourth, every region of the State is rich with talent, resources, innovation and promise, and the work of the Councils will enable New York to capitalize on these strengths.

And perhaps the most important and obvious of all conclusions: there were no clear winners and losers in this process. Each Plan was a powerful blueprint for growth and job creation in the region.

Development of the strategic plans united regional leaders who were not accustomed to working together on economic development issues and reflected the participation of thousands of residents who enthusiastically embraced the process. Each Plan sought to exploit the region's strengths, while honestly assessing and addressing weaknesses, and offered a realistic vision for the region that could only be developed by those who know the region best.

While all of the plans were of high quality, demonstrating a passion for improving the economic vitality of the region and the state, our task was to use the Strategic Plan Scoring Criteria identified in the Regional Plan Guidebook to identify the four plans with the greatest potential to bring transformational change. The criteria, as outlined below, required a bold regional economic development vision, a robust process for stakeholder participation, meaningful strategies for achieving their goals, an implementation process committed to outcomes, significant leverage of public resources and performance measures:

1. Regional Economic Development Vision (5%)
2. Process (10%)
3. Strategies (35%)
4. Implementation (15%)
5. Leverage Resources (15%)
6. Performance Measures (20%)

The Committee has identified the following Strategic Plans as most closely aligning with these criteria:

- North Country
- Central New Yorkⁱ
- Long Island
- Western New York

Identifying the most exemplary plans was a daunting task given the strength of each of the proposals. Each of the 10 regions offered an energetic plan of action, worthy of mention.

The New York City Regional Plan advances bold projects that will bring jobs and revitalization to each of its boroughs, while promoting interregional cooperation and growth. Many of the City's projects can be furthered with economic development funds available to the State through the New York New Jersey Port Authority, and the Committee recommends that New York City's plan receive funding from the Port as well as from the Regional Council process. The Committee also encourages the State and the Chairman's Committee to work with the City to address regulatory hurdles that may impede the Plan's transformational initiatives.

The Finger Lakes Region provides a high quality blueprint with a plan to accelerate its transformation to a diverse, knowledge-based economy by building on strengths, as well as its successful history of collaboration between public and private institutions, to become a national leader in innovation and commercialization. The Region presents focused projects in areas such as renewable energy and technology innovation, which directly connect to their strategic goals.

The Southern Tier's plan presents a bold vision that strikes a balance between a high tech economy - grounded in higher education and larger employers - and the appeals of small-town life. The plan provided a comprehensive review of their strengths and weaknesses and identifies strategies that

advance recovery, economic growth and uniquely thriving down towns.

Mohawk Valley's strategies are based on leveraging its strengths to build new products and new growth opportunities. Mohawk Valley's emergence as a nanotechnology leader will complement its increasingly diverse economic base.

The Capital Region's Plan identifies broad goals that focus on leveraging the area's robust research capacity and revitalizing urban centers. The plan promotes success by maximizing the region's existing strengths – especially in high-tech industry and research.

The Mid-Hudson's Plan, which stresses its unique location north of New York City and south and east of New York's upstate counties, recognizes the skills of its citizens and high quality of life are all assets for future economic development. The plan establishes a cogent strategy for expanding the region's biomedical capacity.

In each of the winning plans, the Committee was impressed by the intensity of the region's collaborative spirit, mission and purpose, forged by challenging economic circumstances. The projects that were identified by the regions were both strategic and realistic, reflecting a sober, judicious and multi-dimensional approach to economic growth. The Committee would like to make special note of the inclusive nature that these four regions brought to the process. The plans were owned and produced by multiple stakeholders, setting the stage for sustained attention and collective action over time.

The North Country's plan represents the first-ever coordinated and collaborative regional economic development effort in the largest geographic area in the competition. We are impressed by the sophisticated explication of the integrated nature of the Canadian and North Country economies, and by the region's powerful statement of support for broadband access as a key to growing small business throughout the region.

In Central New York, our panel is pleased to see that the Plan embraces the region's socio-economic diversity and specific measures (i.e. Say Yes to Education) to enhance the quality of life and the economic potential of those living in the region's urban core. The Central New York Plan also places a special focus on improving competitiveness in and connections to the regional, national and global economies by strengthening targeted industry concentrations that leverage its unique economic assets.

In Long Island, the Committee applauds the Regional Council's honest appraisal of its condition and its commitment to transforming low-income minority communities. The Council's focus on using the smart growth principle of transit oriented development (TOD) to shift from a sprawling development pattern to one that focuses on downtown revitalization positions the region well for sustainable development. Simultaneously it offers Long Island's existing downtowns a much-needed facelift that will provide a significant economic stimulus across the region. While addressing the region's challenges, Long Island's plan also seeks to build on successful cluster strategies from other parts of the United States.

In Western New York, the Committee is encouraged by the Regional Council's enthusiastic commitment to inclusiveness in the Region's economic resurgence. The Plan draws a compelling connection between a sound education, targeted training and job opportunities for minority youth. The Plan also advances a solid strategy for smart growth investment that will help to revitalize urban cores and attract private investment. The Region's commitment to a holistic approach to downtown revitalization is a

central and distinctive element of its plan. And as with the North Country, Western New York recognizes and seeks to exploit the inextricable linkage between the Canadian economy and its own.

In this exciting process, all of the regions are winners – partnerships and cooperative strategies have developed, many for the first time, and these plans will serve as a living document which will guide economic development in the regions and the state for many years to come.

We would like to extend congratulations to all of the Regional Councils for their outstanding work. Thank you again for inviting us to be a part of this truly transformative initiative. State agencies will continue to make all final decisions about how resources are allocated. For the initial competition, however, a Strategic Plan Review Committee will analyze and compare each region's Strategic Plan.

ⁱ Dr. Walter Broadnax, Professor of Public Administration at The Maxwell School of Syracuse University, recused himself from assessing Central New York's regional plan, given Syracuse University's role in developing the plan.

Strategic Plan Review Committee Assessment

SOUTHERN TIER REGIONAL COUNCIL
Strategic Plan Scoring Criteria

1. REGIONAL ECONOMIC DEVELOPMENT VISION – MAXIMUM 5 %

Discussion/Comments:

The Vision capitalizes on regional assets (e.g., existing businesses and educational institutions), is forward looking, and provides guidance and direction for a Plan that is “catalytic, collaborative, comprehensive, and competitive.” The Vision also aspires to ensure healthy communities and protect the natural beauty of the region.

Strengths:

- The Plan provides a robust vision statement which provides guidance and direction.
- The Plan was greatly enhanced by the strong commitment made by its co-chairs and members.
- The Plan focuses on region as whole but makes appropriate contrasts between the region’s urban and rural areas.
- Similarly, the Vision and Plan strike a balance between a high tech economy, the needs of rural communities and the appeals of small-town life.

Weaknesses:

- None noted

2. PROCESS – MAXIMUM 10 %

Discussion/Comments:

The public and stakeholder engagement process was an extensive and comprehensive set of surveys, public forums, council and work group meetings, and media outreach efforts.

Strengths:

- The public and stakeholder engagement process was extensive and the Council co-chairs were very actively engaged in the process.
- The Council conducted additional outreach after the late summer floods to assess impacts and determine needs of the region.

Weaknesses:

- None noted.

3. STRATEGIES – MAXIMUM 35 %

Discussion/Comments:

Strategies were developed by the Regional Council after an analysis of its core strengths, critical issues, and economic development opportunities. The five strategies are well-rounded and address multiple topic areas: Energy, Transportation, Health Care, Rural/Agriculture, and Economic Backbone. These five strategies are further developed into fourteen action items, which are a combination of short-term and long-term activities.

The Plan notes the unique economic challenges to the region caused by Tropical Storm Lee and Hurricane Irene. Subsequent to the Council's submission of the plan and in response to the flooding, New York announced \$60 million in economic development assistance to retain two major employers in the region--BAE and Amphenol. The incentive package will retain nearly 2,400 jobs in the region.

Strengths:

- The five strategies are well-rounded and address multiple topic areas: Energy, Transportation, Health Care, Rural/Agriculture, and Economic Backbone.
- With time, the region appears to have the capacity to execute these strategies. The Council focuses on a manageable set of initiatives that align well with the region's assets and challenges.
- The strategies seek to build upon core industries and offer practical approaches to growing these industries (i.e. secure a greater share of MTA contracts.).
- The oral presentation gave a very good sense of how key partners in the region would collaborate to build upon the area's core clusters.
- The oral presentation presented a strong case for why quality health care should be part of any comprehensive economic development agenda.

Weaknesses:

- The Plan assumes significant job creation. To achieve this goal, the Council will need to nurture specific projects.
- The Plan could have made stronger connections between its energy strategies and existing State programs designed to encourage advanced energy technology.

4. IMPLEMENTATION – MAXIMUM 15 %

Discussion/Comments:

The Implementation Agenda summarizes the required actions, roles, resources, and timeline for all action items in the five strategies. A plan for ongoing stakeholder and public participation is also provided. The Plan presents a retooled Southern Tier Region Economic Development Corporation (STREDC) as taking a lead role in the implementation effort.

Strengths:

- The Plan shows key partners and the lead agency for each action item.
- The Council Co-Chairs conveyed a strong commitment to playing a continuing role in leading the region’s revitalization efforts.

Weaknesses:

- The Plan offers broad timeframes rather than specific dates and implementation steps for deliverables.

5. LEVERAGE RESOURCES – MAXIMUM 15 %

Discussion/Comments:

The strategies anticipate leveraging of additional resources, which can be either financial or in-kind such as educational/workforce services.

Strengths:

- The Plan focuses on areas (transportation and energy) where private leverage appears feasible.
- The Plan recognizes and intends to capitalize on the strong intellectual capital in the region.

Weakness:

- Some of the financial leverage is from other State resources. For instance, four of the six resources in the Plan’s Residential and Small Scale Commercial Retrofit are State programs or are State-supported.
- The source of the leveraging dollars is not always apparent.

6. EVALUATION/PERFORMANCE MEASURES – MAXIMUM 20 %

Discussion/Comments:

The Plan offers two approaches to measuring performance. The first will focus on measuring growth in targeted industry sectors; the second will measure improvement in the region's macro economic development indicators. Targeted industry measures include private and public sector investment, number of new ventures created, and number of non-clinical rural care centers established. Economic development measures include new housing units, number of workers trained, and number of certified shovel ready building sites.

Strengths:

- The measures provided are generally well-known, reliable and replicable over time.
- The plan speaks to 5 year outcomes of each initiative.

Weaknesses:

- It is not clear how some of the "softer" metrics will be identified.
- The Plan does not provide data sources, benchmarks that would be used to gauge progress, and performance goals for the measures.

2011 CFA Project Scores

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded

CANALS CORPORATION: CANALWAY GRANT PROGRAM

2352	City of Ithaca	Ithaca Skate Park	13.00	3.814	13.00	\$ -
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DEPARTMENT OF LABOR: UNEMPLOYED WORKER PROGRAM

2883	Corning Community College	Energy Workforce Education and Training Project	55.85	19.13	74.98	\$ 21,000.00
6296	Broome-Tioga Board of Cooperative Educational Services	Training	48.38	12.49	60.87	\$ 40,000.00
4904	Delaware, Chenango, Madison, Otsego BOCES	Medical Administrative Workers Training	36.69	18.11	54.80	\$ 50,000.00

DEPARTMENT OF LABOR: WORKER SKILLS UPGRADING PROGRAM

7485	Philips Electronics North America Corporation dba Philips Lighting Company	Total Productive Maintenance Training I	39.67	16.58	56.25	\$ 10,500.00
6241	Hadco Corporation dba Sanmina-SCI	Management Training	34.19	14.03	48.22	\$ -
4280	Joshua Powers dba World Glass	Powers	33.98	11.47	45.45	\$ -

DEPARTMENT OF STATE: LOCAL WATERFRONT REVITALIZATION PROGRAM

4090	Broome County	Upper Susquehanna and Delaware River Watershed Plan	70.40	15.56	85.96	\$ 35,000.00
8464	Town of Big Flat	Strategy for a Flood Resistant Southern Tier Central Region	75.20	9.94	85.14	\$ 87,000.00
3129	Village of Watkins Glen	Watkins Glen Waterfront Development Plan	69.60	14.54	84.14	\$ 15,000.00
2047	Village of Endicott	Chugnut Trail Extension	70.40	9.43	79.83	\$ 12,500.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
5831	Village of Windsor	Windsor Small Boat Public Waterway Access	50.80	11.47	62.27	\$ -

DEPARTMENT OF TRANSPORTATION: AVIATION BOND PROGRAM

7380	Broome County (Greater Binghamton Airport)	Terminal Improvements	36.00	14.03	50.03	\$ 495,000.00
7890	Chenango County	Norwich THangar Expansion	38.00	5.86	43.86	\$ -
5133	Town of Erwin IDA	Construct New THangar 6 Bays	33.00	10.45	43.45	\$ -
8580	Chenango County	Norwich Jet Hangar	32.00	10.96	42.96	\$ -
7356	Broome County (Greater Binghamton Airport)	Hangar Improvements	28.00	12.49	40.49	\$ -
7365	Chemung County (Elmira Corning Regional Airport)	Land Acquisition	29.00	7.90	36.90	\$ -
7437	County of Tompkins	Ithaca Rental Car Lot	34.00	1.77	35.77	\$ -
6535	Chenango County	Norwich Mower	28.00	5.35	33.35	\$ -

DEPARTMENT OF TRANSPORTATION: MULTI MODAL PROGRAM

7472	Southern Tier Regional Economic Development Corp	Southern Tier Community Revitalization Project	80.00	18.62	98.62	\$ 2,299,058.00
5843	Chenango County Industrial Development Agency	Main Line Track Rehabilitation - Chenango County	80.00	15.56	95.56	\$ 772,422.00
2359	Steuben County Industrial Development Agency	BH Rail Rehab	80.00	14.03	94.03	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
7380	Broome County (Greater Binghamton Airport)	Terminal Improvements	80.00	14.03	94.03	\$ -
8688	Village of Endicott (Tri-Cities Airport)	Hangar Facilities	80.00	13.00	93.00	\$ -
7356	Broome County (Greater Binghamton Airport)	Hangar Improvements	80.00	12.49	92.49	\$ -
8580	Chenango County	Norwich Jet Hangar	80.00	10.96	90.96	\$ -
5133	Town of Erwin IDA	Construct New T Hangar 6 Bays	80.00	10.45	90.45	\$ -
7828	Tioga County Industrial Development Agency	Waverly Trade Center Rail Transload Facility	80.00	9.94	89.94	\$ -
7129	Mohawk Adirondack & Northern RR Corp	Inspect Engineer Loadrate and Repair Culverts Bridges	80.00	7.71	87.71	\$ -
2127	Wellsboro & Corning Railroad Co.	Steuben County Rail Restoration, Corning to PA State Line	80.00	6.37	86.37	\$ -
7890	Chenango County	Norwich T Hangar Expansion	80.00	5.86	85.86	\$ -
7437	County of Tompkins	Ithaca Rental Car Lot	80.00	1.77	81.77	\$ -

DEPARTMENT OF TRANSPORTATION: RAIL AND PORT PROGRAM

2127	Wellsboro & Corning Railroad Co.	Steuben County Rail Restoration, Corning to PA State Line	67.67	6.37	74.03	\$ 1,800,000.00
2359	Steuben County Industrial Development Agency	BH Rail Rehab	56.00	14.03	70.03	\$ 727,578.00
7828	Tioga County Industrial Development Agency	Waverly Trade Center Rail Transload Facility	46.00	9.94	55.94	\$ -
5843	Chenango County Industrial Development Agency	Main Line Track Rehabilitation - Chenango County	32.67	15.56	48.22	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded

ENVIRONMENTAL FACILITIES CORPORATION: GREEN INNOVATION GRANT PROGRAM

2494	Tioga County Soil and Water Conservation District	Southern Tier Wetland Construction and Floodplain Enhancement	50.00	10.45	60.45	\$ 920,000.00
8347	Center for Technology & Innovation, Inc.	Garden of Ideas	49.00	8.41	57.41	\$ 116,500.00
6645	Fagan Engineers	Southport Community Center	46.00	10.96	56.96	\$ -
8540	Village of Horseheads	Ryan Circle Stormwater Management Improvements	46.00	8.92	54.92	\$ -

EMPIRE STATE DEVELOPMENT

7472	Southern Tier Regional Economic Development Corp	Southern Tier Community Revitalization Project	61.00	18.62	79.62	\$ 2,500,000.00
3624	Lenroc LP	HI Ithaca	62.00	17.09	79.09	\$ -
7471	Southern Tier Regional Economic Development Corporation	Shovel Ready Site Development Project	59.00	20.00	79.00	\$ 2,500,000.00
6828	Southern Tier Regional Economic Development Corporation	Rural Initiative Venture Fund	59.00	18.11	77.11	\$ 3,000,000.00
2545	Steuben County Industrial Development Agency	Water/Sewer Indu	59.00	17.09	76.09	\$ -
4753	Chemung County Industrial Development Agency	ACP South	62.00	13.51	75.51	\$ -
7079	Blue Hill Partners LLC	Southern Tier Efficiency Program Institutional and Commercial Projects	59.00	15.56	74.56	\$ 1,000,000.00
6461	Broome County Government	Greater Binghamton Airport Corridor Business Park	61.00	11.98	72.98	\$ -
5381	Peter Krog	Market Street Building Renovation	50.00	18.11	68.11	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
7920	Cornell Coop	Energy Efficiency Campaign	52.00	13.00	65.00	\$ -
5598	IBEW	Green Tech Elec Training	48.00	13.51	61.51	\$ -
2359	Steuben County Industrial Development Agency	BH Rail Rehab	47.00	14.03	61.03	\$ -
4342	Gunlocke	Capital Investment & Training	42.00	18.62	60.62	\$ -
5263	Tompkins County Area Development, Inc.	Airport Industrial Park	50.00	8.92	58.92	\$ -
2687	IBEW	Building Acquisition Green Tech Training	50.00	7.39	57.39	\$ -
5572	Sonostica	Health Screenings thru out Region	42.00	13.51	55.51	\$ -
4622	Pylantis	Pylantis Factory	38.00	16.58	54.58	\$ -
6035	Finger Lakes Reuse, Inc	Finger Lake ReUse Expanded Resource Recovery	44.00	9.94	53.94	\$ -
7828	Tioga County Industrial Development Agency	Waverly Trade Center Rail Transload Facility	44.00	9.94	53.94	\$ -
3641	Village of Stamford	Water Main Distrib	36.00	17.60	53.60	\$ -
5573	Goodwill Theater	Theater Training Academy	38.00	14.03	52.03	\$ -
6131	TCAD	Emerson Master Plan and Env. Review	40.00	11.98	51.98	\$ -
8254	Eldred Harris	Entrep Leadership & Business Dev Lab	31.00	14.03	45.03	\$ -
8858	David Gower	Eco-Industrial Village	24.00	19.64	43.64	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
8448	CTANDI Museum	Local Tech History Museum	36.00	7.39	43.39	\$ -
4054	Tompkins County Area Development, Inc.	Ithaca Incubator	31.00	10.96	41.96	\$ -
4986	Broome County Government	Brandywine Corridor Technology Center	28.00	12.49	40.49	\$ -
2541	Town and Village of Bath Village of Savona Economic Development Committee	Town of Bath I86 exits development	27.00	13.00	40.00	\$ -
8494	Village of Hobart	Bridge Rehabilitation	30.00	8.41	38.41	\$ -
7174	New York Logger Training Inc.	WQeb based Logger Training	25.00	12.49	37.49	\$ -
4280	World Glass	Gaffer Studio Equipment & Training	26.00	11.47	37.47	\$ -
5449	Singlebrook Tech.	Software R&D and Product Development	20.00	16.07	36.07	\$ -
2655	Timothy and Donna Szczesny	N/A	24.00	7.90	31.90	\$ -
7836	Hopshire Farm	Construction of Brewery	20.00	10.45	30.45	\$ -
7699	Gold Seal	Former Winery Developed Into Resort	20.00	8.41	28.41	\$ -
ESD EXCELSIOR TAX CREDITS						
3489	CAF USA, Inc.	CAF USA	73.00	13.51	86.51	\$ 1,000,000.00
7832	Norwich Pharmaceuticals, Inc.	Norwich Pharmaceuticals	68.00	16.58	84.58	\$ 2,000,000.00
6853	Ametek, Inc.	Binghamton Expansion	60.00	11.47	71.47	\$ 305,000.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
7314	Sustainable Tompkins	Green Coller Cooperative Jobs Incubator	18.00	9.43	27.43	\$ -
5280	Tara Lee Ellis	Reopen Susquehanna Café	18.00	2.79	20.79	\$ -
7890	Chenango County	Construction of 4 Bay Airplane Hanger	14.00	5.86	19.86	\$ -
8654	Cynthia Kimball	Purchase Father's Business	18.00	1.26	19.26	\$ -

HOMES AND COMMUNITY RENEWAL: 9% LOW INCOME HOUSING CREDIT PROGRAM

8566/20116006	The NRP Group LLC	Lansing Reserve Resubmittal	68.00	4.84	72.84	\$ -
8753/20116042	First Ward Action Council, Inc.	Moss Creek Apartments	63.00	6.37	69.37	\$ -
8553/20116004	Poets Landing, LLC	Poets Landing Apartments - 2011	62.00	3.81	65.81	\$ 1,036,186.00
8662/20116019	Home Leasing, LLC	Muldoon Gardens 2011	64.00	1.77	65.77	\$ 465,950.00

HOMES AND COMMUNITY RENEWAL: LOW INCOME HOUSING TRUST FUND PROGRAM

8553/20116004	Poets Landing, LLC	Poets Landing Apartments - 2011	62.00	3.81	65.81	\$ 1,450,000.00
8662/20116019	Home Leasing, LLC	Muldoon Gardens 2011	64.00	1.77	65.77	\$ 1,450,000.00
8753/20116042	First Ward Action Council, Inc.	Moss Creek Apartments	63.00	6.37	69.37	\$ -

HOMES AND COMMUNITY RENEWAL: STATE LOW INCOME HOUSING TAX CREDITS PROGRAM

8566/20116006	The NRP Group LLC	Lansing Reserve Resubmittal	68.00	4.84	72.84	\$ -
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2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: ACCESS TO HOME PROGRAM

20113280	Opportunities For Chenango, Inc.	2011 Access to Home II	81.00	H	81.00	\$ 250,000.00
20113143	SCAP d/b/a Arbor Development	Schuyler - Chemung Access 2011	75.00	H	75.00	\$ -
20113207	Bishop Sheen Ecumenical Housing Foundation, Inc.	Chemung/Seneca/Schuyler AtH	75.00	H	75.00	\$ -
20113056	Delaware Opportunities, Inc.	Delaware Opportunities Inc. Access to Home 2011	71.00		71.00	\$ -
20113129	First Ward Action Council, Inc.	Access 2011	55.00		55.00	\$ -
20113108	Better Housing For Tompkins County, Inc.	Access to Home 5	52.00		52.00	\$ -

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: AFFORDABLE HOUSING CORPORATION PROGRAM

11L45	Habitat for Humanity NYS	HFH-NYS 2011	N/A	M/H/H/M/M/H/H		\$ 900,000.00
11L49	Bishop Sheen	Sheen Housing Home Repair Program	N/A	M/H/H/H		\$ 600,000.00
4L100	First Ward Action Council	First Ward HIP 2011	N/A	H		\$ 300,000.00
4L29	Opportunities for Chenango	Broome County HIP III	N/A	H		\$ 600,000.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
4L69	Ithaca Neighborhood Housing Services, Inc.	Holly Creek Townhouses	N/A	H		\$ 770,000.00
4L74	Community Progress Inc.	Tri-County HIP 2011	N/A	H		\$ 600,000.00

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - ECONOMIC DEVELOPMENT

6793	Village of Groton	Pylantis	45.00	14.03	59.03	\$ 300,000.00
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HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - MICROENTERPRISE

5538	Delaware County	Delaware County Microenterprise Assistance Program	59.00	15.56	74.56	\$ 200,000.00
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HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - HOME OWNERSHIP

227HO77-11	Chenango County	Chenango County Homeownership Program	314.00	H	314.00	\$ 350,000.00
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HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - HOUSING REHAB

1115HR65-11	Steuben County	Steuben County Well and Septic System Program	386.00	H	386.00	\$ 198,000.00
552HR132-11	City of Hornell	City of Hornell Housing Rehabilitation Program	336.00	H	336.00	\$ 400,000.00
264HR151-11	Town of Colesville	Town of Colesville Housing Rehabilitation Program	325.00	H	325.00	\$ 400,000.00
1046HR67-11	Schuyler County	Schuyler County Well & Septic Replacement Program	322.00	H	322.00	\$ 144,000.00
1144HR63-11	Tompkins County	Tompkins County Housing Rehabilitation Program	306.00	H	306.00	\$ 400,000.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
324HR48-11	Town of Deposit	Town of Deposit Housing Rehabilitation Program	295.00		295.00	\$ -
506HR18-11	Village of Hancock	Village of Hancock Housing Rehabilitation Program	272.00		272.00	\$ -
227HR91-11	Chenango County	Chenango County Well & Septic Replacement Program	254.00		254.00	\$ -
320HR20-11	Village of Delhi	Village of Delhi Housing Rehabilitation Program	220.00		220.00	\$ -

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - PUBLIC FACILITY

936PF142-11	Village of Port Dickinson	Village of Port Dickinson Municipal Building Accessibility Project	295.00	H	295.00	\$ 400,000.00
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HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - PUBLIC INFRASTRUCTURE

35PR17-11	Town of Andes	Town of Andes Sewer District #1 Improvements	0.00		0.00	\$ -
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HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - PUBLIC INFRASTRUCTURE (WATER)

323PW122-11	Village of Deposit	Village of Deposit Drinking Water Distribution Improvements	305.00	H	305.00	\$ 600,000.00
1217PW131-11	Village of Wayland	Village of Wayland Water Distribution System Improvements	0.00		0.00	\$ -
258PW128-11	Village of Cohocton	Village of Cohocton Water Main Replacements	0.00		0.00	\$ -

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: NYS HOME PROGRAM

20113130	First Ward Action Council, Inc.	First Ward Action Council Rehab Program	88.00	H	88.00	\$ 300,000.00
20113089	Western Catskills Community Revitalization Council, Inc.	HOME Rental Rehab 2	84.00	M/L/H	84.00	\$ 400,000.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
20113244	Bishop Sheen Ecumenical Housing Foundation, Inc.	Chemung HOME Program	84.00	H	84.00	\$ 400,000.00
20113307	SCAP d/b/a Arbor Development	HOME Community Housing Development Organization Acquisition/Rehabilitation Program	83.00	H	83.00	\$ 600,000.00
20113248	Bishop Sheen Ecumenical Housing Foundation, Inc.	Steuben HOME Program	82.00	H	82.00	\$ 500,000.00
20113176	M-ARK Project, Inc.	Central Catskills HOME for Rental Rehab Program	82.00	H	82.00	\$ 400,000.00
20113276	Opportunities For Chenango, Inc.	2011 Chenango County HOME Repair Program V	81.00	H	81.00	\$ 500,000.00
20113250	Bishop Sheen Ecumenical Housing Foundation, Inc.	Tompkins HOME	81.00	H	81.00	\$ 400,000.00
20113106	Ithaca Neighborhood Housing Services, Inc.	Holly Creek Phase II-CHDO	73.00	H	73.00	\$ 550,000.00
20113246	Bishop Sheen Ecumenical Housing Foundation, Inc.	Schuyler HOME Program	79.00	H	79.00	\$ -
20113275	Opportunities For Chenango, Inc.	2011 Broome County HOME Repair Program III	77.00	H	77.00	\$ -
20113249	Bishop Sheen Ecumenical Housing Foundation, Inc.	Tioga HOME Program	76.00		76.00	\$ -
20113393	Near Westside Neighborhood Association, Inc.	Elmira HOME Improvement Program	75.00		75.00	\$ -
20113109	Better Housing For Tompkins County Inc.	Tompkins County Rehab Program 2011	70.00		70.00	\$ -
20113052	City of Norwich Community Development Office	Ira Revitalization Program, Chenango Co. ARC	69.00		69.00	\$ -
20113161	Village of Groton	Groton Village HOME Rehabilitation Program	69.00		69.00	\$ -
20113188	Metro Interfaith Housing Management Corp.	Metro Interfaith HOME Program	68.00		68.00	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
20113075	SCAP d/b/a Arbor Development	HOME - Multi 2011	66.00		66.00	\$ -
20113172	The Empire Housing Center, Inc.	Southern Tier Healthy HOMEs Project	61.00		61.00	\$ -
20113152	Delaware Opportunities Inc.	Delaware County HOMEbuyers 2011	58.00		58.00	\$ -
20113147	Delaware Opportunities Inc.	Delaware County HOME Rehabilitation 2011	56.00		56.00	\$ -
20113294	Tioga Opportunities, Inc.	Tioga County HOME Repair Program III	51.00		51.00	\$ -
20113225	New York State Rural Housing Coalition	NYS Rural Housing Coalition Rental Rehab Program	46.00		46.00	\$ -

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: NEW YORK MAIN STREET PROGRAM

20113316	Village of Addison	Village of Addison NY Main Street 2011	86.00	H	86.00	\$ 212,300.00
20113255	Village of Johnson City	Johnson City Revitalization Program	85.00	H	85.00	\$ 457,000.00
20113265	Community Progress, Inc.	2011 Watkins Glen NYMS Program	83.00	H	83.00	\$ 500,000.00
20113178	M-ARK Project, Inc.	Roxbury Downtown Phase 2	81.00	H	81.00	\$ 361,000.00
20113414	Village of Franklin	2011 Franklin Village NY Main Street Program	81.00	H	81.00	\$ 255,000.00
20113288	Corning Intown District Management Association	2011 Northside Building Renovations	71.00		71.00	\$ -
20113179	Village of Bainbridge	Bainbridge Downtown Revitalization Plan	68.00		68.00	\$ -
20113228	County of Tioga	Owego Downtown Revitalization Program	67.00		67.00	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
20113402	Village of Delhi	2011 Delhi Village NY Main Street	67.00		67.00	\$ -
20113417	Binghamton Local Development Corp.	Binghamton Main Street Project II	60.00		60.00	\$ -
20113135	Village of Dryden	Dryden Downtown Revitalization Program	57.00		57.00	\$ -
20113376	Town of Union	Town of Union 2011 NYMS Program-Endwell CBD	57.00		57.00	\$ -
20113300	Hancock Partners, Inc.	Downtown Hancock Revitalization Program II of 2011	53.00		53.00	\$ -
20113365	City of Hornell	Hornell Main Street Development Project	41.00		41.00	\$ -

HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: RESTORE PROGRAM

20113128	First Ward Action Council, Inc.	First Ward Action Council-RESTORE 2011	100.00	H	100.00	\$ 75,000.00
20113072	Tompkins County	Tompkins County Office for the Aging RESTORE 2011	94.00	H	94.00	\$ 75,000.00
20113082	SCAP d/b/a Arbor Development	SCAP- RESTORE 2011	91.00	H	91.00	\$ 75,000.00
20113043	Delaware Opportunities Inc.	Delaware Opportunities Inc. RESTORE 2011	83.00	H	83.00	\$ -
20113030	Community Progress Inc.	2011 Chemung County RESTORE Program	81.00	H	81.00	\$ -
20113066	Community Progress Inc.	2011 Schuyler County RESTORE Program	79.00		79.00	\$ -
20113279	Opportunities For Chenango, Inc.	Opportunities for Chenango- 2011 RESTORE III	78.00		78.00	\$ -
20113137	Tioga Opportunities, Inc.	Tioga County RESTORE Program	58.00		58.00	\$ -

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded

NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY: CLEANER GREEN COMMUNITIES PROGRAM

4069	Tompkins County	Southern Tier Regional Sustainability Plan	68.00	12.50	80.50	\$ 1,000,000.00
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NEW YORK POWER AUTHORITY: RECHARGE NEW YORK

8131	Agro-Farma, Inc.	N/A	42.59	15.38	57.97	\$ 6,000.00
6115	Anchor Glass Container Corporation	N/A	47.07	12.65	59.72	\$ 6,630.00
9897	Arnot Ogden Medical Center	N/A	52.43	15.38	67.81	\$ 910.00
9502	BAE Systems	N/A	34.70	14.47	49.17	\$ 1,850.00
7491	BinOptics Corporation	N/A	35.86	10.83	46.69	\$ 140.00
3666	BorgWarner Morse TEC Corporation	N/A	43.79	15.38	59.18	\$ 3,500.00
10267	Buckingham Manufacturing Co. Inc.	N/A	39.72	8.10	47.82	\$ 96.00
5956	Corning, Inc.	N/A	46.33	15.38	61.71	\$ 8,366.00
5958	Corning, Inc.	N/A	46.63	14.47	61.11	\$ 2,956.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
5959	Corning, Inc.	N/A	55.21	15.38	70.59	\$ 7,090.00
5417	Dresser-Rand	N/A	45.25	11.74	56.99	\$ 1,376.00
10234	Eaton Corporation	N/A	39.43	11.74	51.17	\$ 1,216.00
9057	HADCO Corporaton	N/A	45.56	12.65	58.22	\$ 1,250.00
3998	Hardinge Inc.	N/A	40.59	10.83	51.42	\$ 996.00
9870	Huron Real Estate Associates, LLC	N/A	40.32	14.47	54.79	\$ 10,000.00
6074	Lockheed Martin MS2 Owego	N/A	50.95	13.56	64.51	\$ 3,606.00
10212	Maines Paper & Food Service	N/A	41.11	9.92	51.04	\$ 666.00
9999	Margaretville Hospital	N/A	43.79	15.38	59.17	\$ 40.00
7197	Mountainside Farms Inc.	N/A	36.99	14.47	51.46	\$ 320.00
10000	Mountainside Residential Care Center	N/A	40.27	15.38	55.65	\$ 40.00

2011 CFA Projects

SOUTHERN TIER

Indicates a Priority Project						
CFA Number	Applicant Name	Project Name	Agency Score	Regional Council Score (Normalized)	Final Score	Amount Funded
11255	National Pipe and Plastics, Inc.	N/A	42.82	9.82	52.64	\$ 1,250.00
6203	Norwich Pharmaceuticals Inc.	N/A	43.16	15.38	58.54	\$ 500.00
5104	Philips Electronics North America Corporation	N/A	38.38	15.38	53.76	\$ 1,716.00
9255	Professional TeleConcepts Inc.	N/A	43.43	6.29	49.71	\$ 10.00
9438	Schweizer Aircraft Corp	N/A	39.80	12.65	52.45	\$ 600.00
8976	The Gunlocke Company, LLC	N/A	35.28	11.74	47.02	\$ 1,606.00
10053	Therm, Incorporated	N/A	36.16	12.65	48.81	\$ 336.00
3996	Unison Industries, LLC	N/A	36.66	14.47	51.14	\$ 606.00
9980	United Health Services, Inc.	N/A	55.81	13.56	69.37	\$ 170.00
4691	Willow Run Foods, Inc.	N/A	46.46	10.83	57.30	\$ 96.00
10409	World Kitchen, LLC	N/A	35.88	13.56	49.44	\$ 6,000.00
5959	Corning, Inc.	N/A	55.21	15.38	70.59	7090 kW