

Western New York

## 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.<sup>1</sup>

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.”<sup>2</sup>

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 plan<sup>3</sup> and made recommendations to Kenneth Adams, President & CEO, Empire State Development Corporation of the four plans that most closely aligned with these criteria.<sup>4</sup> 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

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

<sup>2</sup> See Chapter 54 of the Laws of 2011, Capital Projects Budget, page 595.

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

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

on the endorsement of the local Regional Council<sup>5</sup> and the technical program review of the agencies providing resources, subject to interagency team analysis and agency discretion.<sup>6</sup>

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.<sup>7</sup> 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

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<sup>5</sup> 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.

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

<sup>7</sup> 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

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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 York<sup>i</sup>
- 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.

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<sup>i</sup> 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

# WESTERN NY REGIONAL COUNCIL

## Strategic Plan Scoring Criteria

### 1. REGIONAL ECONOMIC DEVELOPMENT VISION – MAXIMUM 5 %

#### Discussion/Comments:

The Vision statement clearly lays out the key elements of the strategic plan: workforce enhancement; smart growth and entrepreneurship. These fundamental themes are woven throughout the Plan and the vision statement makes adequate reference to them.

#### Strengths:

- Recognizes the economic value of the Region and its proximity to Canada; Region promoted as a “bi-national logistics trading center.”
- The Plan articulates the strengths and weakness of the region and commits to a coordinated, inclusive process.
- The Plan’s written presentation was creatively packaged using high quality graphics to capture regional economic data.

#### Weaknesses:

- None noted

### 2. PROCESS – MAXIMUM 10 %

#### Discussion/Comments:

The Plan makes note that over 300 surveys of residents of the Region were completed and over 200 stakeholders participated in topic and industry section focused work groups. Overall more than 1,000 citizens added their voices to the planning process.

#### Strengths:

- The Council engaged in significant outreach and formed a large number of work groups.
- The Plan’s “work group component” of the public participation was strong and included many of the core fundamental and industry strategies.

#### Weaknesses:

- None noted.

### 3. STRATEGIES – MAXIMUM 35 %

#### Discussion/Comments:

The plan identifies the following strategic fundamentals: 1) to strengthen the human capital of the Region by workforce preparation; 2) to promote entrepreneurship; and 3) to employ smart growth principles. The Plan states that by acknowledging, promoting and nurturing these “core fundamentals” the stage will be set for business and job growth in the eight industry sectors that have been identified in the Plan as strategic to the success of the Region.

#### Strengths:

- The strategies reflect and confront the unique challenges of the region. The plan sets forth a series of strategies and projects to capitalize on the region’s research capacity.
- At same time, the Plan and the Presentation directly confront the sobering fact that minorities in the region suffer from a staggering unemployment rate. The plan sets forth a number of actions designed to train this population for the high demand middle wage professions that can be the stepping stone to economic stability.
- The Council, particularly in its oral presentation, offers a spirited commitment to helping at-risk teens gain the support they need to complete high school and to compete in the market place.
- The Plan’s smart growth plan emphasized mixed use development that can attract the young adults who are critical to reversing the Region’s population decline and reinvigorating the Region’s image, two weaknesses that were cited by the Council.
- The Plan endorses tax credit investments in specific companies that are at the core of the Region’s primary industry sectors.
- The Council recognizes that the Region’s progress in attracting research dollars has not been accompanied by growth in product commercialization and has set forth strategies and projects to address this challenge.
- The Council’s oral presentation provided a more thorough explanation of the priority projects for which funding was being sought.
- The Council establishes both short and long term strategies to capitalize on its position as a global gateway to Canadian markets.
- The Plan contains a SWOT analysis of eight strategic industry sectors and includes strategies that are tailored to each of these eight industry sectors.

#### Weakness:

- None noted.

#### 4. IMPLEMENTATION – MAXIMUM 15 %

##### Discussion/Comments:

The Plan and presentation acknowledged that considerable work remains to be done to bring strategies and projects to fruition and the Council commits to assuming a continuing leadership role.

##### Strengths:

- Each priority project offers milestones and, where available, implementation schedules.
- The Plan sets forth the lead organization for each priority project.
- The Council, particularly in its oral presentation, evinces a strong commitment to partnering with primary and secondary schools and higher education institutions to invest in career talent pipeline initiatives that will engage students, parents, educators and businesses.

##### Weaknesses:

- Several of the priority projects do not include specific timeframes for implementation.

#### 5. LEVERAGE RESOURCES – MAXIMUM 15 %

##### Discussion/Comments:

The Plan and by extension the strategies leverage the significant intellectual capital found in the Region at institutions of higher learning and the existing health care industry. The list of priority projects (pages 49-53) provides information on resources needed and those in hand. During the oral presentation, the Review Committee noted that Plan would have benefited from a single table with the sources and uses of the priority projects.

##### Strengths:

- Strategies have been adopted that focus upon leveraging the Region's existing institutions and resources and intellectual capital. During the oral presentation for example, the Plan identified the importance of leveraging Alfred University's expertise in the High-Temp material processing.
- Leveraging partners are identified for several of the priority projects.

##### Weakness:

- A single table clearly identifying the priority projects, sources and uses, and leverage ratios was not provided in the plan.

## 6. EVALUATION/PERFORMANCE MEASURES – MAXIMUM 20 %

### Discussion/Comments:

For each of the core fundamentals, the Council set forth metrics to be tracked. For each of the eight industry sectors, the Council will track employment and investments data.

### Strengths:

- The Council offers performance measures, using verifiable data, for each of the Region's core fundamentals as well as for its industry sectors.
- The plan provides solid employment and wage based metrics for the eight industry sectors using the NYS Department of Labor as a 3<sup>rd</sup> party data source.
- The performance measures for the core fundamentals are cogent and address the desired outcomes.

### Weakness:

- None noted.

## 2011 CFA Project Scores

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                |              |              |  |             |               |
|----------------------------|----------------|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |

#### CANALS CORPORATION: CANALWAY GRANT PROGRAM

|      |  |                        |       |      |       |      |
|------|--|------------------------|-------|------|-------|------|
| 5480 | City of Lockport                             | Lockport Harbor Marina | 43.00 | 8.59 | 51.59 | \$ - |
| 2178 | Town of Amherst                              | Nature View Park       | 24.00 | 7.67 | 31.67 | \$ - |
| 4582 | Riviera Theatre & Organ Preservation Society | Riviera Theater Marque | 21.50 | 9.50 | 31.00 | \$ - |
| 3750 | Carousel Society of the Niagara Frontier     | Kiddieland             | 11.50 | 9.50 | 21.00 | \$ - |

#### DEPARTMENT OF LABOR: ON THE JOB TRAINING PROGRAM

|      |   |  |       |       |       |              |
|------|---|--|-------|-------|-------|--------------|
| 4343 | Galvstar, LLC   | Galvstar Workforce Development                                   | 67.00 | 18.66 | 85.66 | \$ 4,154.00  |
| 6705 | Goodyear Dunlop Tires North America LTD                       | On the Job Training  | 59.00 | 18.66 | 77.66 | \$ 48,897.00 |
| 6869 | Niagara Blower Company  | Niagara Blower Workforce Training                                | 62.00 | 9.96  | 71.96 | \$ 9,600.00  |
| 5423 | Buffalo Blends, Inc.  | Industry Specific Equipment Training                             | 47.00 | 15.91 | 62.91 | \$ 14,400.00 |
| 4114 | L.D. McCauley, LLC  | Machine Operator Training  | 48.00 | 9.96  | 57.96 | \$ 12,000.00 |
| 7428 | Erie Regional Housing Development Corporation                 | Positive Light Innovation Center                                 | 37.00 | 13.62 | 50.62 | \$ -         |
| 3855 | Norampac Niagara Falls, Inc. dba Norampac Niagara Falls, Inc. | Skilled Worker Upgrade Training in Paper Manufacturing Processes | 20.00 | 6.76  | 26.76 | \$ -         |

#### DEPARTMENT OF LABOR: UNEMPLOYED WORKER PROGRAM

|      |                         |                     |       |       |       |      |
|------|-------------------------|---------------------|-------|-------|-------|------|
| 6896 | Immco Diagnostics, Inc. | IMMCO_NYS_1         | 36.36 | 20.00 | 56.36 | \$ - |
| 3833 | People Inc.             | Management Training | 47.50 | 7.67  | 55.17 | \$ - |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                              |              |              |  |             |               |
|----------------------------|------------------------------|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name               | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 5589                       | Skyview Learning Group, Inc. | CTC          | 34.19        | 9.96                                   | 44.15       | \$ -          |

### DEPARTMENT OF LABOR: WORKER SKILLS UPGRADING PROGRAM

|      |  |  |       |       |       |              |
|------|--|--|-------|-------|-------|--------------|
| 6705 | Goodyear Dunlop Tires North America LTD                                      | On the Job Training  | 67.66 | 18.66 | 86.32 | \$ 40,004.00 |
| 2333 | Conestoga Rovers and Associates, Inc.  | Sustainable Development Leadership Training                  | 57.56 | 14.54 | 72.10 | \$ 50,000.00 |
| 7859 | International Imaging Materials, Inc.  | Professional Level Skills Upgrade Training                   | 48.86 | 17.74 | 66.60 | \$ -         |
| 7149 | Hospice Chautauqua County, Inc.  | Health Care Worker Training                                  | 53.50 | 11.33 | 64.83 | \$ 2,420.00  |
| 4343 | Galvstar, LLC  | Galvstar Workforce Development                               | 44.74 | 18.66 | 63.40 | \$ 28,970.00 |
| 6869 | Niagara Blower Company   | Niagara Blower Workforce Training                            | 53.19 | 9.96  | 63.15 | \$ 16,000.00 |
| 5106 | Computer Task Group, Inc.  | Information Technology Training                              | 50.18 | 11.79 | 61.97 | \$ 41,589.00 |
| 3250 | Catholic Charities of Buffalo, NY  | Quality Management Training                                  | 52.91 | 8.59  | 61.50 | \$ 50,000.00 |
| 6272 | Community Action Organization of Erie County, Inc.                           | National Family Development Credential Training              | 52.72 | 7.67  | 60.39 | \$ 42,208.00 |
| 6821 | Buffalo Computer Graphics, Inc.  | Professional Level Technical Skills Upgrade Training         | 48.19 | 10.42 | 58.61 | \$ 45,880.00 |
| 2823 | Ronco Communications & Electronics, Inc.                                     | Data Network Technical Training                              | 47.19 | 8.13  | 55.32 | \$ 49,875.00 |
| 8020 | Ecology and Environment, Inc.  | Project Management and Environmental Prevention Act Training | 46.28 | 7.22  | 53.50 | \$ 4,718.00  |
| 2600 | Catholic Health System   | Certified Lactation Consultant Training                      | 47.47 | 5.84  | 53.31 | \$ 16,500.00 |
| 4566 | Allegany County Chapter NYSARC, Inc. dba Albany Community Action Partnership | Leadership Training  | 40.32 | 12.71 | 53.03 | \$ 12,300.00 |
| 7226 | Smith + Associates Architects, PLLC  | Smith Associates Training Grant                              | 38.33 | 12.17 | 50.05 | \$ 20,150.00 |
| 3437 | Network Services, LLC  | Advanced Information Technology Training                     | 38.13 | 13.62 | 51.75 | \$ 18,000.00 |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |  |              |                                     |             |               |
|----------------------------|---|--|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name  | Project Name   | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 8694                       | ESM Group, Inc.   | Information Technology Training                                  | 44.69        | 6.76                                | 51.45       | \$ 7,380.00   |
| 3855                       | Norampac Niagara Falls, Inc. dba Norampac Niagara Falls, Inc. | Skilled Worker Upgrade Training in Paper Manufacturing Processes | 44.67        | 6.76                                | 51.43       | \$ 50,000.00  |
| 6265                       | Life Technologies   | Customer Care 2012   | 42.26        | 8.59                                | 50.85       | \$ -          |
| 6685                       | Utilities International, Inc. dba Mainstreethost.com          | training grant   | 41.85        | 8.59                                | 50.44       | \$ -          |
| 6044                       | Transport National Development dba North American Carbide     | NACTND   | 42.76        | 7.67                                | 50.43       | \$ -          |
| 3833                       | People Inc.   | Management Training  | 36.77        | 7.67                                | 44.44       | \$ -          |
| 8238                       | MBMS Incorporated   | NYS Training Grant 2011  | 37.20        | 6.76                                | 43.96       | \$ -          |
| 6948                       | Gaines Kriner Elliott LLP                                     | Paperless  | 27.63        | 12.25                               | 39.88       | \$ -          |
| 8395                       | IEvolve Inc.  | IEVOLVE  | 33.63        | 5.39                                | 39.02       | \$ -          |
| 8072                       | Torrent EMS LLC   | Quality System   | 25.31        | 8.59                                | 33.90       | \$ -          |
| 8364                       | Young Architectural LLC                                       | Training   | 23.57        | 9.50                                | 33.07       | \$ -          |
| 4079                       | WNR Pattern & Tool, Inc.                                      | WNR Expansion  | 20.22        | 9.96                                | 30.18       | \$ -          |
| 5559                       | Statler City, LLC   | Statler City   | 13.13        | 15.00                               | 28.13       | \$ -          |

### DEPARTMENT OF STATE: LOCAL WATERFRONT REVITALIZATION PROGRAM

|      |                       |   |       |       |       |               |
|------|-----------------------|---|-------|-------|-------|---------------|
| 7687 | Town of Westfield     | Barcelona Hamlet Improvements             | 68.80 | 15.45 | 84.25 | \$ 200,000.00 |
| 1985 | City of Niagara Falls | LaSalle Waterfront Park                   | 64.80 | 15.91 | 80.71 | \$ 102,440.00 |
| 4968 | Town of Newfane       | Town of Newfane Marina Facilities Upgrade | 64.80 | 15.19 | 79.99 | \$ 63,800.00  |
| 5480 | City of Lockport      | Lockport Harbor Marine Center             | 68.80 | 8.59  | 77.39 | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                        |                                  |              |                                     |             |               |
|----------------------------|------------------------|----------------------------------|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name         | Project Name                     | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 2063                       | Town of Grand Island   | Scenic Woods Development Project | 63.20        | 10.42                               | 73.62       | \$ -          |
| 4871                       | Chautauqua County      | Chautauqua Lake 2012             | 60.00        | 12.71                               | 72.71       | \$ -          |
| 6483                       | Village of Bemus Point | Sharpen the Point                | 55.20        | 16.83                               | 72.03       | \$ -          |
| 1987                       | City of Niagara Falls  | Griffon Park                     | 56.00        | 10.88                               | 66.88       | \$ -          |
| 5618                       | Chautauqua County      | Chautauqua Watershed 2012        | 46.40        | 13.17                               | 59.57       | \$ -          |

### DEPARTMENT OF TRANSPORTATION: AVIATION BOND PROGRAM

|      |   |  |       |       |       |                 |
|------|---|--|-------|-------|-------|-----------------|
| 5103 | Niagara Frontier Transportation Authority (NFTA)  | Buffalo Niagara International Airport Parking Expansion Project          | 39.00 | 17.28 | 56.28 | \$ 6,000,000.00 |
| 8298 | City of Olean                                     | Olean Airport Hangar Construction  | 37.00 | 11.79 | 48.79 | \$ 630,000.00   |
| 5122 | Aviation Consultants of WNY, Inc.                 | Buffalo Airfield: Construct New Airport Terminal and Operations Building | 38.00 | 9.50  | 47.50 | \$ -            |
| 4950 | Lancaster Airport Inc.                            | Airport Pavement Repairs Crack Filling Sealing and New Markings          | 32.00 | 14.54 | 46.54 | \$ -            |
| 8149 | Town of Wellsville (Wellsville Municipal Airport) | Tarantine Field Upgrades   | 35.00 | 10.88 | 45.88 | \$ -            |
| 5048 | Christian Airmen, Inc.                            | Replacement of Existing Terminal Building and Hangar                     | 33.00 | 12.71 | 45.71 | \$ -            |
| 5120 | Aviation Consultants of WNY, Inc.                 | THangar Rehabilitation and New Doors 10Unit                              | 34.00 | 10.42 | 44.42 | \$ -            |
| 6386 | City of Olean                                     | Olean Mower  | 33.00 | 9.05  | 42.05 | \$ -            |
| 5121 | Christian Airmen, Inc.                            | Utility Infrastructure Septic and Water                                  | 30.00 | 11.33 | 41.33 | \$ -            |
| 5118 | Chautauqua County                                 | Replace Existing Bulk Hangar   | 30.00 | 10.42 | 40.42 | \$ -            |
| 7180 | Chautauqua County                                 | Jamestown Fuel Facility  | 32.00 | 5.84  | 37.84 | \$ -            |
| 5123 | Aviation Consultants of WNY, Inc.                 | Public Parking Lot Rehabilitation and Drainage Improvements              | 25.00 | 5.84  | 30.84 | \$ -            |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                        |                                       |              |                                     |             |               |
|----------------------------|------------------------|---------------------------------------|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name         | Project Name                          | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 4771                       | Lancaster Airport Inc. | Flight School and Hangar Improvements | 0.00         | 6.76                                | 6.76        | \$ -          |

### DEPARTMENT OF TRANSPORTATION: MULTI MODAL PROGRAM

|      |   |  |       |       |        |               |
|------|---|--|-------|-------|--------|---------------|
| 6816 | City of Olean   | East State Street Reconstruction   | 80.00 | 20.00 | 100.00 | \$ 500,000.00 |
| 3324 | Joseph Davis State Park Local Development Corporation | Joseph Davis State Park Phase I Capital Improvements                     | 80.00 | 16.83 | 96.83  | \$ -          |
| 4950 | Lancaster Airport Inc.                                | Airport Pavement Repairs Crack Filling Sealing and New Markings          | 80.00 | 14.54 | 94.54  | \$ -          |
| 5048 | Christian Airmen, Inc.                                | Replacement of Existing Terminal Building and Hangar                     | 80.00 | 12.71 | 92.71  | \$ -          |
| 7470 | Buffalo Southern Railroad Inc.                        | Rush Creek Stone Arch MP827  | 80.00 | 11.79 | 91.79  | \$ -          |
| 8298 | City of Olean   | Olean Airport Hangar Construction  | 80.00 | 11.79 | 91.79  | \$ -          |
| 8149 | Town of Wellsville (Wellsville Municipal Airport)     | Tarantine Field Upgrades   | 80.00 | 10.88 | 90.88  | \$ -          |
| 5118 | Chautauqua County                                     | Replace Existing Bulk Hangar   | 80.00 | 10.42 | 90.42  | \$ -          |
| 5120 | Aviation Consultants of WNY, Inc.                     | THangar Rehabilitation and New Doors 10 Unit                             | 80.00 | 10.42 | 90.42  | \$ -          |
| 8244 | New York & Lake Erie Railroad, Inc.                   | New York and Lake Erie Railroad Yard Track Rehabilitation Project        | 80.00 | 9.96  | 89.96  | \$ -          |
| 5122 | Aviation Consultants of WNY, Inc.                     | Buffalo Airfield: Construct New Airport Terminal and Operations Building | 80.00 | 9.50  | 89.50  | \$ 366,300.00 |
| 8551 | Buffalo Southern Railroad Inc.                        | Siding and Switch Track Rehab MP175MP23                                  | 80.00 | 8.59  | 88.59  | \$ -          |
| 7129 | Mohawk Adirondack & Northern RR Corp                  | Inspect Engineer Loadrate and Repair Culverts Bridges                    | 80.00 | 7.71  | 87.71  | \$ -          |
| 7188 | Mohawk Adirondack & Northern RR Corp                  | Track Infrastructure and M of W improvements Utica to Lyons Falls        | 80.00 | 7.40  | 87.40  | \$ -          |
| 6439 | City of Tonawanda                                     | City Sidewalk Improvement Project  | 80.00 | 7.22  | 87.22  | \$ -          |
| 8547 | Somerset Railroad Corporation                         | Main Line Track Rehabilitation on Gulf Bridge                            | 80.00 | 7.22  | 87.22  | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                                      |   |              |                                     |             |               |
|----------------------------|--------------------------------------|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name                       | Project Name  | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 7587                       | Falls Railroad Co.,Inc.              | FRR Ethanol Unit Train Siding   | 80.00        | 6.30                                | 86.30       | \$ -          |
| 5123                       | Aviation Consultants of WNY, Inc.    | Public Parking Lot Rehabilitation and Drainage Improvements                 | 80.00        | 5.84                                | 85.84       | \$ -          |
| 7180                       | Chautauqua County                    | Jamestown Fuel Facility   | 80.00        | 5.84                                | 85.84       | \$ -          |
| 7290                       | Falls Road Railroad Co.              | Track Repairs and Infrastructure Upgrades                                   | 80.00        | 5.84                                | 85.84       | \$ -          |
| 5020                       | Town of Lockport                     | Transit North Improvement Project   | 80.00        | 4.93                                | 84.93       | \$ -          |
| 5150                       | Clarence Flying Club, Inc.           | Pave Perimeter Security Road and Taxiway                                    | 80.00        | 4.01                                | 84.01       | \$ -          |
| 5151                       | Clarence Flying Club, Inc.           | Upgrade Fuel Farm Security and Install Lighting and Additional CCTV Cameras | 80.00        | 4.01                                | 84.01       | \$ -          |
| 6954                       | Town of Wheatfield                   | Culvert Project   | 80.00        | 4.01                                | 84.01       | \$ -          |
| 7244                       | Falls Road Railroad Co.              | Bridges repairs Loadings and culverts repairs                               | 80.00        | 3.84                                | 83.84       | \$ -          |
| 7105                       | Depew Lancaster & Western RR Co. Inc | DLW Lancaster Div Transload Track   | 80.00        | 3.56                                | 83.56       | \$ -          |
| 6866                       | New York & Lake Erie Railroad, Inc.  | South DaytonCherry Creek Rehabilitation                                     | 80.00        | 2.18                                | 82.18       | \$ -          |

### DEPARTMENT OF TRANSPORTATION: RAIL AND PORT PROGRAM

|      |  |   |       |       |       |               |
|------|--|---|-------|-------|-------|---------------|
| 5883 | Chautauqua, Cattaraugus, Allegany and Steuben Southern Tier Extension Railroad Authority | STERA Railroad Rehab Project                  | 75.70 | 14.10 | 89.80 | \$ 786,850.00 |
| 7290 | Falls Road Railroad Co.  | Track Repairs and Infrastructure Upgrades     | 52.50 | 5.80  | 58.30 | \$ -          |
| 7105 | Depew Lancaster & Western RR Co. Inc   | DLW Lancaster Div Transload Track             | 54.50 | 3.56  | 58.06 | \$ -          |
| 8547 | Somerset Railroad Corporation  | Main Line Track Rehabilitation on Gulf Bridge | 49.33 | 7.22  | 56.55 | \$ 164,900.00 |
| 7244 | Falls Road Railroad Co.  | Bridges repairs Loadings and culverts repairs | 50.30 | 5.80  | 56.10 | \$ -          |
| 8551 | Buffalo Southern Railroad Inc.   | Siding and Switch Track Rehab MP175MP23       | 44.00 | 8.59  | 52.59 | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                                     |   |              |                                     |             |               |
|----------------------------|-------------------------------------|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name                      | Project Name  | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 8244                       | New York & Lake Erie Railroad, Inc. | New York and Lake Erie Railroad Yard Track Rehabilitation Project | 30.50        | 9.96                                | 40.46       | \$ -          |
| 7587                       | Falls Railroad Co.,Inc.             | FRR EthanolUnit Train Siding                                      | 31.67        | 6.30                                | 37.97       | \$ -          |
| 6866                       | New York & Lake Erie Railroad, Inc. | South DaytonCherry Creek Rehabilitation                           | 35.67        | 2.18                                | 37.85       | \$ -          |

### ENVIRONMENTAL FACILITIES CORPORATION: GREEN INNOVATION GRANT PROGRAM

|      |                                       |  |       |       |       |               |
|------|---------------------------------------|--|-------|-------|-------|---------------|
| 2986 | City of North Tonawanda               | Webster Street Green Infrastructure                        | 55.00 | 19.57 | 74.57 | \$ 574,500.00 |
| 3890 | Ford Motor Company                    | Stormwater Reuse   | 61.00 | 9.50  | 70.50 | \$ 135,000.00 |
| 5845 | Buffalo Urban Development Corporation | RiverBend  | 59.00 | 9.05  | 68.05 | \$ -          |
| 3723 | Village of Youngstown                 | Youngstown Waterfront Water Filtration Improvement Project | 34.00 | 13.17 | 47.17 | \$ -          |
| 7954 | DBA                                   | Niagara Bicycle Building                                   | 34.00 | 13.17 | 47.17 | \$ -          |
| 6114 | Swain Resort                          | Swain  | 26.00 | 13.17 | 39.17 | \$ -          |

### EMPIRE STATE DEVELOPMENT

|      |                                    |   |       |       |       |                 |
|------|------------------------------------|---|-------|-------|-------|-----------------|
| 7913 | RWB Energy, LLC                    | Riverwright Biorefinery                                     | 70.00 | 16.83 | 86.83 | \$ -            |
| 7855 | Roswell Park Cancer Institute      | WNY Genomics and Health Consortium                          | 65.00 | 20.00 | 85.00 | \$ 5,100,000.00 |
| 7252 | Calspan Corporation                | Calspan Transportation Safety Campus                        | 57.00 | 20.00 | 77.00 | \$ 260,000.00   |
| 2051 | City of Olean Urban Renewal Agency | City of Olean 2011  | 56.00 | 20.00 | 76.00 | \$ 1,000,000.00 |
| 7304 | The John R. Oishei Foundation      | Buffalo Arts and Technology Center                          | 56.00 | 20.00 | 76.00 | \$ 800,000.00   |
| 6373 | Niagara County Community College   | Hospitality and Tourism Center                              | 55.00 | 20.00 | 75.00 | \$ 2,000,000.00 |
| 6349 | City of Buffalo                    | Economic Advancement of Buffalo's Central Business District | 53.00 | 20.00 | 73.00 | \$ 4,000,000.00 |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |   |              |                                     |             |                 |
|----------------------------|--|---|--------------|-------------------------------------|-------------|-----------------|
| CFA Number                 | Applicant Name   | Project Name  | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded   |
| 8413                       | Buffalo Neighborhood Stabilization Company, Inc.         | Small Business Green Retrofit Initiative                        | 52.00        | 20.00                               | 72.00       | \$ 800,000.00   |
| 4797                       | Jacobs Institute   | Hopkins JI  | 51.00        | 20.00                               | 71.00       | \$ 4,000,000.00 |
| 3952                       | St John Fruit Belt CDC                                   | Auto tech   | 51.00        | 20.00                               | 71.00       | \$ 2,000,000.00 |
| 4319                       | Niagara Wine Trail                                       | Niagara Wine Trail  | 51.00        | 20.00                               | 71.00       | \$ 30,000.00    |
| 6725                       | Manufacturing Technology Institute                       | Dream It Do It Western New York                                 | 50.00        | 20.00                               | 70.00       | \$ 500,000.00   |
| 6579                       | Niagara County IDA                                       | Rubberform Recycled Products, LLC Expansion                     | 62.00        | 7.67                                | 69.67       | \$ 250,000.00   |
| 7327                       | Launch New York  | JumpStart NY Project  | 49.00        | 20.00                               | 69.00       | \$ 93,565.00    |
| 5732                       | Hauptman Woodward Medical Research Institute             | HWI HTCL  | 48.00        | 20.00                               | 68.00       | \$ 500,000.00   |
| 4441                       | Springville Center for the Arts                          | Acquire Building for Arts Cafe                                  | 53.00        | 13.17                               | 66.17       | \$ -            |
| 5103                       | Niagara Frontier Transp Auth for B-N Airport Parking Lot | Buffalo Niagara International Airport Parking Expansion Project | 48.45        | 17.28                               | 65.74       | \$ 880,000.00   |
| 5949                       | Niagara Frontier Transportation Authority (NFTA)         | NFTA Airport Plan   | 45.00        | 20.00                               | 65.00       | \$ 970,000.00   |
| 5423                       | Buffalo Blends, Inc.                                     | Instant Cocoa   | 49.00        | 15.91                               | 64.91       | \$ -            |
| 6816                       | City of Olean  | East State Street Reconstruction                                | 44.00        | 20.00                               | 64.00       | \$ 500,000.00   |
| 4958                       | Alfred University  | High Temperature Laboratory                                     | 40.00        | 20.00                               | 60.00       | \$ 2,800,000.00 |
| 4735                       | Acquest Hospitality LLC                                  | Fort Niagara  | 38.00        | 20.00                               | 58.00       | \$ -            |
| 3967                       | Niagara Experience Center, Inc.                          | Niagara Experience Center                                       | 38.00        | 20.00                               | 58.00       | \$ -            |
| 2345                       | Niagara Generation, LLC                                  | Zeus33  | 47.00        | 10.88                               | 57.88       | \$ -            |
| 7736                       | P2 Collaborative of WNY, Inc.                            | WNYCHPI   | 35.00        | 20.00                               | 55.00       | \$ -            |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |   |              |  |             |               |
|----------------------------|--|---|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name   | Project Name                            | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 8193                       | Lucille Ball-Desi Arnaz Center, Inc.                         | Lucille Ball Comedy Center Hall of Fame | 41.00        | 12.25                                  | 53.25       | \$ -          |
| 4758                       | Buffalo Olmsted Parks Conservancy, Inc.                      | Buffalo Olmsted Parks Conservancy 2011  | 36.00        | 16.83                                  | 52.83       | \$ -          |
| 6028                       | Erie County Industrial Development Agency                    | Erie County Agribusiness Park           | 35.00        | 15.00                                  | 50.00       | \$ -          |
| 3493                       | Zoological Society of Buffalo, Inc.                          | Arctic Exhibit                          | 30.00        | 19.57                                  | 49.57       | \$ -          |
| 7513                       | Eastern Niagara Hospital, Inc.                               | URGENTCAREIMAGING                       | 30.00        | 17.74                                  | 47.74       | \$ -          |
| 8040                       | RiverSullivan Corp   | Silo City                               | 30.00        | 16.83                                  | 46.83       | \$ -          |
| 7231                       | TM Montante Development LLC                                  | Tonawanda MicroGrid                     | 38.00        | 8.13                                   | 46.13       | \$ -          |
| 8473                       | Arrowhead Spring Vineyards, LLC                              | Regional Mobile Bottling Line           | 32.00        | 13.17                                  | 45.17       | \$ -          |
| 5845                       | Buffalo Urban Development Corporation                        | RiverBend                               | 36.00        | 9.05                                   | 45.05       | \$ -          |
| 6380                       | Erie Community College                                       | ECC Health Sciences                     | 33.00        | 11.33                                  | 44.33       | \$ -          |
| 2464                       | Artpark & Company, Inc.                                      | Artpark Amphitheater                    | 28.00        | 15.91                                  | 43.91       | \$ -          |
| 5646                       | Alleyway Theatre Inc.  | Upper West Arts Center                  | 25.00        | 18.66                                  | 43.66       | \$ -          |
| 7670                       | Haley Marketing Group, Inc.                                  | Social Media Management                 | 30.00        | 13.17                                  | 43.17       | \$ -          |
| 7624                       | St. John Fruitbelt Community Development Corporation / SICDC | wellness center                         | 34.00        | 9.05                                   | 43.05       | \$ -          |
| 2073                       | Chautauqua County  | Ripley Gateway Center                   | 23.00        | 20.00                                  | 43.00       | \$ -          |
| 8780                       | Buffalo Naval Park Committee Inc.                            | Navy Fleet Week                         | 28.00        | 14.08                                  | 42.08       | \$ -          |
| 6929                       | City of Lockport   | Flight of Five Lock 69 Restoration      | 37.00        | 4.93                                   | 41.93       | \$ -          |
| 6508                       | City of Olean - Olean Local Development Corporation          | Bradner Stadium Renovation              | 31.00        | 10.88                                  | 41.88       | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |  |              |                                     |             |               |
|----------------------------|--|--|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name   | Project Name   | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 8382                       | US itek Incorporated   | EMR Showroom   | 27.00        | 13.62                               | 40.62       | \$ -          |
| 6580                       | Niagara University   | Construction of the B Thomas Golisano Center for Integrated Sciences | 30.00        | 10.42                               | 40.42       | \$ -          |
| 8227                       | Integrated Care Systems, LLC                                     | NRHCCSNFBLG  | 30.00        | 9.96                                | 39.96       | \$ -          |
| 5872                       | Challenger Learning Center of Orleans, Niagara and Erie Counties | CLC of ONE   | 24.00        | 15.91                               | 39.91       | \$ -          |
| 7450                       | Mount St. Mary's Hospital of Niagara Falls                       | Mount St Marys Hospital Expansion                                    | 30.00        | 9.05                                | 39.05       | \$ -          |
| 7806                       | Market Arcade Film & Arts Centre                                 | Digital Film Center  | 29.00        | 9.96                                | 38.96       | \$ -          |
| 7223                       | Newark Niagara LLC   | The Cooperage Waterfront Lofts                                       | 23.00        | 15.45                               | 38.45       | \$ -          |
| 8485                       | Canisius College   | New York State Minority Womens Business Center                       | 27.00        | 10.88                               | 37.88       | \$ -          |
| 7398                       | Tapecon Inc  | TC Expansion   | 22.00        | 15.00                               | 37.00       | \$ -          |
| 6794                       | Community Action Organization of Erie County Inc                 | Big Red Wagon  | 30.00        | 6.30                                | 36.30       | \$ -          |
| 5605                       | Seneca Larkin 701, LLC   | Project Gateway  | 28.00        | 8.13                                | 36.13       | \$ -          |
| 5559                       | Statler City, LLC  | Statler City   | 21.00        | 15.00                               | 36.00       | \$ -          |
| 7603                       | OSC Equipment Services LLC                                       | OSC Equipment  | 26.00        | 9.96                                | 35.96       | \$ -          |
| 8279                       | Empire GeNomics  | WNY Genome Project   | 22.00        | 13.62                               | 35.62       | \$ -          |
| 5718                       | Buffalo Niagara Medical Campus                                   | TransformBNMC  | 22.00        | 13.62                               | 35.62       | \$ -          |
| 7073                       | Modular Radiant TechNologies, Inc.                               | Rubber Pannels   | 28.00        | 7.22                                | 35.22       | \$ -          |
| 7852                       | Kaleida Health   | Western NY Regional Health Alliance                                  | 21.00        | 14.08                               | 35.08       | \$ -          |
| 8527                       | Edward Abell   | BBL  | 24.00        | 10.42                               | 34.42       | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |  |              |                                     |             |               |
|----------------------------|---|--|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name  | Project Name   | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 5583                       | Village of Hamburg                                    | Parking Hamburg                                      | 22.00        | 12.25                               | 34.25       | \$ -          |
| 6742                       | western new york miNority media professionals inc     | The Broadway Theater                                 | 26.00        | 8.13                                | 34.13       | \$ -          |
| 4079                       | WNR Pattern & Tool, inc.                              | WNR Expansion  | 24.00        | 9.96                                | 33.96       | \$ -          |
| 3324                       | Joseph Davis State Park Local Development Corporation | Joseph Davis State Park Phase I Capital Improvements | 17.00        | 16.83                               | 33.83       | \$ -          |
| 3750                       | Carousel Society of the Niagara Frontier              | Kiddieland   | 24.00        | 9.50                                | 33.50       | \$ -          |
| 2570                       | RossWilson & Associates Inc.and Vineyard Group LLC    | Bonaventure Square llc                               | 22.00        | 11.33                               | 33.33       | \$ -          |
| 6193                       | NorthWinds Biodiesel LLC                              | NorthWinds   | 33.00        |                                     | 33.00       | \$ -          |
| 7428                       | Erie Regional Housing Development Corporation         | Positive Light Innovation Center                     | 19.00        | 13.62                               | 32.62       | \$ -          |
| 4157                       | Allegany County                                       | Crossroads Water                                     | 22.00        | 10.42                               | 32.42       | \$ -          |
| 2866                       | Lumber City Development Corporation                   | Gateway Harbor Inn                                   | 19.00        | 13.17                               | 32.17       | \$ -          |
| 6114                       | Swain Recreation, LLC                                 | Swain  | 19.00        | 13.17                               | 32.17       | \$ -          |
| 8436                       | Anthony Verel   | International Martial Arts MMA Hall of Fame          | 23.00        | 9.05                                | 32.05       | \$ -          |
| 6824                       | Continental 1   | Continental 1  | 25.00        | 6.76                                | 31.76       | \$ -          |
| 6953                       | GoGreen AutoCenters LLC                               | Hybrid Training                                      | 23.00        | 8.59                                | 31.59       | \$ -          |
| 8172                       | Allegany Trails, Inc.                                 | Barrel House   | 24.00        | 6.76                                | 30.76       | \$ -          |
| 6675                       | Juneteenth of Buffalo                                 | African Cultural Center                              | 18.00        | 12.25                               | 30.25       | \$ -          |
| 7521                       | Eastern Niagara Hospital, Inc.                        | ASCENTER   | 27.00        | 3.10                                | 30.10       | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |  |              |  |             |               |
|----------------------------|--|--|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name                                   | Project Name   | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 8481                       | Torrent EMS, LLC                                 | Growth and Expansion   | 19.00        | 10.42                                  | 29.42       | \$ -          |
| 7317                       | Buffalo BioBlower TechNologies LLC               | High Efficiency Heat Exchangers for Energy Conservation            | 21.00        | 8.13                                   | 29.13       | \$ -          |
| 8560                       | Mount St. Mary's of Niagara Falls                | PETCT Suite  | 22.00        | 6.76                                   | 28.76       | \$ -          |
| 7815                       | Mount St. Mary's of Niagara Falls                | Emstar Fast Track  | 20.00        | 7.67                                   | 27.67       | \$ -          |
| 7860                       | WNY Railway Historical Society, Inc.             | Heritage Discovery Center  | 17.00        | 10.42                                  | 27.42       | \$ -          |
| 7379                       | OSC Inc.   | OSC PARK   | 19.00        | 8.13                                   | 27.13       | \$ -          |
| 6260                       | Buffalo First, Inc.                              | The Main Street Initiative   | 17.00        | 9.96                                   | 26.96       | \$ -          |
| 5551                       | CUBRC, Inc.                                      | Chemical Laboratory Instrumentation                                | 16.00        | 10.88                                  | 26.88       | \$ -          |
| 7993                       | Rivershore, Inc.                                 | Rivershore Center for Learning and Growth                          | 23.00        | 3.10                                   | 26.10       | \$ -          |
| 8454                       | Field & Fork Network Inc.                        | Ready to Grow Increasing Access to Western New Yorks Farm Products | 6.00         | 20.00                                  | 26.00       | \$ -          |
| 5020                       | Town of Lockport                                 | Transit North Improvement Project                                  | 21.00        | 4.93                                   | 25.93       | \$ -          |
| 3374                       | T-krow inc, Krow Entertainment inc               | The Krows Nest Family Fun Center<br>Little Krow Day Care           | 20.00        | 5.84                                   | 25.84       | \$ -          |
| 5028                       | American Heritage Homes                          | AHH  | 19.00        | 6.76                                   | 25.76       | \$ -          |
| 5592                       | CUBRC, Inc.                                      | CO2 to Fuel Conversion   | 13.00        | 12.71                                  | 25.71       | \$ -          |
| 8270                       | Niagara Frontier Transportation Authority (NFTA) | The NFTA Railcar Rebuild Project                                   | 15.00        | 10.42                                  | 25.42       | \$ -          |
| 7717                       | Weatherpanel, Inc.                               | Weatherpanel Holdings Inc  | 15.00        | 9.96                                   | 24.96       | \$ -          |
| 8602                       | Erie County Industrial Development Agency        | Export Trade Shows   | 20.00        | 4.93                                   | 24.93       | \$ -          |
| 7623                       | Brenda L. Calhoun                                | Consulting and Energy Efficient Supplies                           | 18.00        | 6.76                                   | 24.76       | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |   |              |                                     |             |               |
|----------------------------|---|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name  | Project Name  | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 8045                       | Niagara 1812 Bicentennial                                       | 1812 Bicentennial   | 24.00        | 0.01                                | 24.01       | \$ -          |
| 8364                       | Jerry Young   | Training  | 14.00        | 9.50                                | 23.50       | \$ -          |
| 8298                       | City of Olean   | Olean Airport Hangar Construction   | 11.00        | 11.79                               | 22.79       | \$ -          |
| 8092                       | Niagara Falls Water Board                                       | lift station  | 15.00        | 7.67                                | 22.67       | \$ -          |
| 8351                       | Destination Buffalo   | Start Up  | 12.00        | 9.05                                | 21.05       | \$ -          |
| 8698                       | Hurondel I, Inc.  | Miller Livery   | 11.00        | 9.96                                | 20.96       | \$ -          |
| 2499                       | Chautauqua County Department of Planning & EcoNomic Development | Chautauqua Food Hub   | 8.00         | 11.79                               | 19.79       | \$ -          |
| 7517                       | Eastern Niagara Hospital, Inc.                                  | CHILDADOLESCENT   | 5.00         | 13.62                               | 18.62       | \$ -          |
| 4912                       | James Baker   | Signage   | 8.00         | 9.96                                | 17.96       | \$ -          |
| 7115                       | Buffalo Niagara RIVERKEEPER                                     | Scajaquada Creek Water Quality Improvement Demonstration Project Green Infrastructure | 5.00         | 12.71                               | 17.71       | \$ -          |
| 2977                       | The Woods at Bear Creek LLC.                                    | Woods at Bear Creek   | 8.00         | 8.59                                | 16.59       | \$ -          |

### ESD EXCELSIOR TAX CREDITS

|      |                         |                                      |       |       |       |                 |
|------|-------------------------|--------------------------------------|-------|-------|-------|-----------------|
| 7041 | Computer Task Group     | CTG NYS Initiative                   | 72.00 | 20.00 | 92.00 | \$ 1,000,000.00 |
| 6896 | Immco Diagnostics, Inc. | IMMCO_NYS_1                          | 69.00 | 20.00 | 89.00 | \$ 1,000,000.00 |
| 6341 | Hebeler Corporation     | LNG Expansion Project                | 67.00 | 20.00 | 87.00 | \$ 1,250,000.00 |
| 6997 | Ascion LLC              | Project Expansion Silver Creek       | 61.00 | 20.00 | 81.00 | \$ 800,000.00   |
| 7252 | Calspan Corporation     | Calspan Transportation Safety Campus | 57.00 | 20.00 | 77.00 | \$ 1,034,500.00 |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |  |              |                                     |             |                 |
|----------------------------|---|--|--------------|-------------------------------------|-------------|-----------------|
| CFA Number                 | Applicant Name  | Project Name                             | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded   |
| 4547                       | Sentient Corporation  | Office and laboratory renovation project | 55.00        | 20.00                               | 75.00       | \$ 811,534.00   |
| 4931                       | WATT Fuel Cell Corp   | Watt Fuel Cell                           | 53.00        | 20.00                               | 73.00       | \$ 951,652.00   |
| 8582                       | ENrG Incorporated   | TES Expansion                            | 54.00        | 13.62                               | 67.62       | \$ 601,500.00   |
| 8025                       | FMC Corporation   | Persulfate Expansion Project             | 62.00        | 13.17                               | 75.17       | \$ 1,000,000.00 |
| 6303                       | Niagara Transformer Corp.   | 1755 Dale Rd Expansion                   | 70.00        | 15.00                               | 85.00       | \$ 673,835.00   |
| 3636                       | David Karczewski  | HamiltonRoadSoccer                       | 7.00         | 7.67                                | 14.67       | \$ -            |
| 6124                       | Michael Carbone   | TRR Productions                          | 4.00         | 10.42                               | 14.42       | \$ -            |
| 8091                       | South Buffalo Auto Sales LLC  | Sbuffauto                                | 4.00         | 8.14                                | 12.14       | \$ -            |
| 3069                       | N.I.C.Y.O. Furniture Bank of Western New York                       | Furniture Bank of WNY                    | 5.00         | 4.93                                | 9.93        | \$ -            |
| 5377                       | Community Empowerment Group   | Minority Group                           | 4.00         | 5.84                                | 9.84        | \$ -            |
| 2820                       | Town of Amherst   | Amherston Drive Drainage Improvements    | 4.00         | 5.84                                | 9.84        | \$ -            |
| 3938                       | Latin American Cultural Association                                 | El Buen Amigo Expansion                  | 4.00         | 3.56                                | 7.56        | \$ -            |
| 3978                       | YMCA Camp Onyahsa   | Onyahsa Septic System                    | 2.00         | 5.39                                | 7.39        | \$ -            |
| 7311                       | Buffalo Harbor Global Warming AstroNomy & Planetarium Centers, Inc. | global centers                           | 1.00         | 4.01                                | 5.01        | \$ -            |

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

|               |                                       |                                    |       |       |       |                 |
|---------------|---------------------------------------|------------------------------------|-------|-------|-------|-----------------|
| 8868/20116085 | Riverside Special Needs Apartments LP | Riverside Special Needs Apartments | 73.00 | 9.05  | 82.05 | \$ 855,755.00   |
| 2238/20116206 | Regan Development Corp.               | Dunkirk Meadows Workforce Housing  | 61.00 | 11.33 | 72.33 | \$ 1,143,491.00 |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |   |              |                                     |             |               |
|----------------------------|--|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name   | Project Name                            | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 2217/20116249              | Southern Tier Environments for Living, Inc.                | Silver Creek Supportive Affordable Apts | 65.00        | 7.67                                | 72.67       | \$ -          |
| 3082/20116231              | Bridges Development Inc.                                   | AD Price Phase 3                        | 61.00        | 10.88                               | 71.88       | \$ -          |
| 2559/20116245              | Liberty Affordable Housing, Inc.                           | Mariner Townhomes                       | 53.00        | 11.79                               | 64.79       | \$ -          |
| 8808/20116061              | Episcopal Community Housing Development Organization, Inc. | Canterbury Gardens II                   | 46.00        | 4.93                                | 50.93       | \$ -          |
| 8896/20116049              | Belmont Housing Resources for WNY, Inc.                    | Westcott Gardens                        | 34.00        | 8.59                                | 42.59       | \$ -          |

#### HOMES AND COMMUNITY RENEWAL: LOW INCOME HOUSING TRUST FUND PROGRAM

|               |  |   |       |       |       |                 |
|---------------|--|---|-------|-------|-------|-----------------|
| 8868/20116085 | Riverside Special Needs Apartments LP                      | Riverside Special Needs Apartments      | 73.00 | 9.05  | 82.05 | \$ 2,400,000.00 |
| 2238/20116206 | Regan Development Corp.                                    | Dunkirk Meadows Workforce Housing       | 61.00 | 11.33 | 72.33 | \$ 2,400,000.00 |
| 2217/20116249 | Southern Tier Environments for Living, Inc.                | Silver Creek Supportive Affordable Apts | 65.00 | 7.67  | 72.67 | \$ -            |
| 3082/20116231 | Bridges Development Inc.                                   | AD Price Phase 3                        | 61.00 | 10.88 | 71.88 | \$ -            |
| 8808/20116061 | Episcopal Community Housing Development Organization, Inc. | Canterbury Gardens II                   | 46.00 | 4.93  | 50.93 | \$ -            |
| 8896/20116049 | Belmont Housing Resources for WNY, Inc.                    | Westcott Gardens                        | 34.00 | 8.59  | 42.59 | \$ -            |

#### HOMES AND COMMUNITY RENEWAL: HOMES FOR WORKING FAMILIES PROGRAM

|               |                                    |                |       |       |       |                 |
|---------------|------------------------------------|----------------|-------|-------|-------|-----------------|
| 7995/20110241 | Southport Financial Services, Inc. | Monteagle      | 80.00 | 10.42 | 90.42 | \$ 1,865,401.00 |
| 3436/20116252 | Liberty Affordable Housing, Inc.   | Mariner Towers | 75.00 | 10.88 | 85.88 | \$ 2,500,000.00 |

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

|          |  |                                 |       |   |       |      |
|----------|--|---------------------------------|-------|---|-------|------|
| 20113379 | People, Inc.   | People Inc. Access to Home 2011 | 76.00 | H | 76.00 | \$ - |
| 20113285 | Chautauqua Home Rehabilitation and Improvement Corporation | Access Chautauqua IV            | 74.00 | H | 74.00 | \$ - |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |  |              |                                     |             |               |
|----------------------------|--|--|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name                         | Project Name                               | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 20113191                   | NeighborWorks Home Resources           | Rural Accessibility Modification Program 3 | 66.00        |                                     | 66.00       | \$ -          |
| 20113053                   | Chautauqua Opportunities, Inc.         | Opportunities for Access II                | 60.00        |                                     | 60.00       | \$ -          |
| 20113079                   | Directions In Independent Living, Inc. | Allegany Access                            | 54.00        |                                     | 54.00       | \$ -          |

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

|      |                         |                                      |       |       |       |               |
|------|-------------------------|--------------------------------------|-------|-------|-------|---------------|
| 8046 | City of North Tonawanda | Remington Events Center on the Canal | 53.00 | 16.83 | 69.83 | \$ 266,000.00 |
| 5462 | City of Lockport        | Development of Harrison Place        | 43.00 | 13.17 | 56.17 | \$ 260,000.00 |

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

|      |                         |  |       |       |       |               |
|------|-------------------------|--|-------|-------|-------|---------------|
| 2478 | City of North Tonawanda | North Tonawanda Microenterprise Assistance Program | 51.00 | 14.08 | 65.08 | \$ 200,000.00 |
|------|-------------------------|--|-------|-------|-------|---------------|

#### HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - HOME OWNERSHIP

|            |                  |  |        |   |        |               |
|------------|------------------|--|--------|---|--------|---------------|
| 663HO38-11 | City of Lockport | City of Lockport Homeownership Program | 341.00 | H | 341.00 | \$ 400,000.00 |
|------------|------------------|--|--------|---|--------|---------------|

#### HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - HOUSING REHAB

|              |                    |  |        |   |        |               |
|--------------|--------------------|--|--------|---|--------|---------------|
| 199HR95-11   | Cattaraugus County | Cattaraugus County Well & Septic Replacement Program               | 363.00 | H | 363.00 | \$ 278,000.00 |
| 222HR96-11   | Chautauqua County  | Chautauqua County Septic and Well Repair/Replacement               | 363.00 | H | 363.00 | \$ 200,000.00 |
| 222HR78-11   | Chautauqua County  | Chautauqua County Housing Rehabilitation Project                   | 343.00 | H | 343.00 | \$ 400,000.00 |
| 23HR118-11   | Town of Almond     | Town of Almond Severely Substandard Housing Rehabilitation Program | 329.00 | H | 329.00 | \$ 400,000.00 |
| 1224HR120-11 | Town of Wellsville | Town of Wellsville Critical Housing Repair Program Phase I (CHRP)  | 320.00 | H | 320.00 | \$ 400,000.00 |
| 429HR94-11   | Town of Friendship | Town of Friendship Housing Rehabilitation Program                  | 307.00 | H | 307.00 | \$ 400,000.00 |
| 88HR76-11    | Town of Belfast    | Town of Belfast Housing Rehabilitation Program                     | 284.00 |   | 284.00 | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                |   |              |                                     |             |               |
|----------------------------|----------------|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name | Project Name                                | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 297HR106-11                | Town of Cuba   | Town of Cuba Housing Rehabilitation Program | 264.00       |                                     | 264.00      | \$ -          |
| 22HR83-11                  | Town of Alma   | Town of Alma Housing Rehabilitation Program | 145.00       |                                     | 145.00      | \$ -          |

#### HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - PUBLIC INFRASTRUCTURE (SEWAR)

|            |               |   |        |  |        |      |
|------------|---------------|---|--------|--|--------|------|
| 841PR49-11 | City of Olean | City of Olean East Olean Sewer Project Phase II | 195.00 |  | 195.00 | \$ - |
|------------|---------------|---|--------|--|--------|------|

#### HOMES AND COMMUNITY RENEWAL/OFFICE OF COMMUNITY RENEWAL: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - PUBLIC INFRASTRUCTURE (WATER)

|            |   |   |        |   |        |               |
|------------|---|---|--------|---|--------|---------------|
| 114PW99-11 | Village of Bolivar joint with Village of Richburg | Village of Bolivar Joint Project with the Village of Richburg Water System Improvements | 376.00 | H | 376.00 | \$ 900,000.00 |
| 167PW87-11 | Village of Canaseraga                             | Village of Canaseraga Water System Improvements   | 285.00 |   | 285.00 | \$ -          |
| 131PW97-11 | Village of Brocton                                | Village of Brocton West Main Water Main Project   | 0.00   |   | 0.00   | \$ -          |

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

|          |   |   |       |     |       |               |
|----------|---|---|-------|-----|-------|---------------|
| 20113308 | West Side Neighborhood Housing Services, Inc. | West Side Rehabilitation Initiative               | 92.00 | H   | 92.00 | \$ 399,600.00 |
| 20113100 | Cattaraugus Community Action, Inc.            | Manufactured HOME Replacement Initiative II       | 86.00 | H   | 86.00 | \$ 749,986.00 |
| 20113284 | NeighborWorks Home Resources                  | Cattaraugus HOME Repair and Replacement Program   | 86.00 | H   | 86.00 | \$ 500,000.00 |
| 20113101 | Cattaraugus Community Action, Inc.            | Housing Opportunities Program IV                  | 84.00 | H   | 84.00 | \$ 500,000.00 |
| 20113173 | The Empire Housing Center, Inc.               | Western New York Healthy HOMEs Project            | 82.00 | H/H | 82.00 | \$ 400,000.00 |
| 20113173 | The Empire Housing Center, Inc.               | Western New York Healthy HOMEs Project            | 82.00 | H/H | 82.00 | \$ 400,000.00 |
| 20113259 | Heart of the City Neighborhoods, Inc.         | 2011 Green & Healthy HOMEs Rehabilitation Program | 81.00 | H   | 81.00 | \$ 288,122.00 |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |  |  |              |                                     |             |               |
|----------------------------|--|--|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name                                       | Project Name                                 | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 20113354                   | Cuba Community Development Corporation               | HOME Rehab For Allegany County               | 81.00        | H                                   | 81.00       | \$ 500,000.00 |
| 20113366                   | Chautauqua Home Rehabilitation and Improvement Corp. | Chautauqua TBRA 2011                         | 78.00        | H                                   | 78.00       | \$ -          |
| 20113301                   | Chautauqua Home Rehabilitation and Improvement Corp. | TBRA Jamestown 2011                          | 77.00        |                                     | 77.00       | \$ -          |
| 20113004                   | NHS of South Buffalo, Inc.                           | NHS of South Buffalo-HOME 2011               | 68.00        |                                     | 68.00       | \$ -          |
| 20113103                   | Martin Luther King Block Club Association, Inc.      | MLK Owner-Occupied Rehab Program             | 67.00        |                                     | 67.00       | \$ -          |
| 20113392                   | NeighborWorks Home Resources                         | HOMEownership Assistance Resources Program 2 | 67.00        |                                     | 67.00       | \$ -          |
| 20113283                   | Chautauqua Opportunities Inc.                        | Chautauqua HOMEowner Program                 | 66.00        |                                     | 66.00       | \$ -          |
| 20113039                   | Southtowns Rural Preservation Company, Inc.          | Southtowns Affordable HOME Repair Program    | 64.00        |                                     | 64.00       | \$ -          |
| 20113037                   | Citizens Alliance, Inc.                              | Citizens Alliance HOME LPA                   | 30.00        |                                     | 30.00       | \$ -          |

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

|          |  |   |       |   |       |               |
|----------|--|---|-------|---|-------|---------------|
| 20113042 | The Elmwood Village Association                        | Elmwood Village 2011 NYMS Program                       | 85.00 | H | 85.00 | \$ 500,000.00 |
| 20113359 | Buffalo Place, Inc.                                    | Theatre District NY Main Street Program                 | 85.00 | H | 85.00 | \$ 500,000.00 |
| 20113200 | Lockport Main Street, Inc.                             | Lockport Main Street                                    | 80.00 | H | 80.00 | \$ 251,300.00 |
| 20113185 | Village of Wilson                                      | Wilson Building Improvement Program                     | 75.00 |   | 75.00 | \$ -          |
| 20113327 | Town of Clarence                                       | Historic Clarence Hollow Main St. Revitalization        | 74.00 |   | 74.00 | \$ -          |
| 20113240 | Hamburg Development Corp.                              | Lake Street Economic & Community Revitalization Program | 68.00 |   | 68.00 | \$ -          |
| 20113356 | Village of Lancaster Community Development Corporation | Central Business District Improvement Program           | 66.00 |   | 66.00 | \$ -          |
| 20113262 | Hamburg Development Corp.                              | South Park Avenue Revitalization & Construction Project | 64.00 |   | 64.00 | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |  |              |  |             |               |
|----------------------------|---|--|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name  | Project Name                                       | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 20113268                   | Chautauqua Opportunities Inc.                               | Westfield Revitalization 2011                      | 60.00        |  | 60.00       | \$ -          |
| 20113291                   | Chautauqua Home Rehabilitation and Improvement Corp.        | Brocton Main Street                                | 58.00        |  | 58.00       | \$ -          |
| 20113010                   | Jamestown Local Development Corporation                     | JLDC Downtown Renaissance                          | 52.00        |  | 52.00       | \$ -          |
| 20113131                   | Town of Evans   | Lake Erie Beach Revitalization                     | 51.00        |  | 51.00       | \$ -          |
| 20113186                   | Lumber City Development Corp.                               | Remington Lofts on the Canal and Signage Program   | 51.00        |  | 51.00       | \$ -          |
| 20113035                   | Alfred Housing Committee, Inc.                              | Wellsville NYMS 2011                               | 50.00        |  | 50.00       | \$ -          |
| 20113305                   | Allegany County Community Opportunity and Rural Development | Angelica Main Street 2011                          | 33.00        |  | 33.00       | \$ -          |
| 20113202                   | Community Action Organization of Erie County, Inc.          | Better Schools Better Neighborhoods Facade Program | 22.00        |  | 22.00       | \$ -          |

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

|          |   |  |       |   |       |              |
|----------|---|--|-------|---|-------|--------------|
| 20113013 | Niagara Community Action Program, Inc.                      | Niagara Community Action Program, Inc. RESTORE | 91.00 | H | 91.00 | \$ 75,000.00 |
| 20113054 | Chautauqua Opportunities, Inc.                              | Chautauqua RESTORE 2011                        | 91.00 | H | 91.00 | \$ 75,000.00 |
| 20113281 | Chautauqua Home Rehabilitation and Improvement Corporation  | CHRIC-RESTORE 2011                             | 86.00 | H | 86.00 | \$ 75,000.00 |
| 20113024 | Allegany County Community Opportunity and Rural Development | ACCORD- RESTORE VI                             | 73.00 |   | 73.00 | \$ -         |
| 20113297 | West Side Neighborhood Housing Services, Inc.               | RESTORE Buffalo 2011                           | 67.00 |   | 67.00 | \$ -         |
| 20113380 | People, Inc.  | People Inc. RESTORE 2011                       | 56.00 |   | 56.00 | \$ -         |
| 20113003 | NHS of South Buffalo, Inc.                                  | NHS of South Buffalo-RESTORE 2011              | 48.00 |   | 48.00 | \$ -         |
| 20113038 | Citizens Alliance, Inc.                                     | Citizens Alliance Emergency Repair Program     | 26.00 |   | 26.00 | \$ -         |

### INDUSTRIAL DEVELOPMENT BOND CAP

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                                  |                         |              |                                     |             |                  |
|----------------------------|----------------------------------|-------------------------|--------------|-------------------------------------|-------------|------------------|
| CFA Number                 | Applicant Name                   | Project Name            | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded    |
| 3436/20116252              | Liberty Affordable Housing, Inc. | Mariner Towers          | 75.00        | 10.88                               | 85.88       | \$ 13,000,000.00 |
| 5028                       | Erie County IDA                  | American Heritage Homes | 80.00        | 6.76                                | 86.76       | \$ 2,500,000.00  |

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

|      |                 |  |       |       |       |               |
|------|-----------------|--|-------|-------|-------|---------------|
| 3772 | Allegany County | WNY Regional Sustainability Planning Program | 61.00 | 16.00 | 77.00 | \$ 998,224.00 |
|------|-----------------|--|-------|-------|-------|---------------|

### NEW YORK STATE POWER AUTHORITY: RECHARGE NEW YORK

|       |   |     |       |       |       |         |
|-------|---|-----|-------|-------|-------|---------|
| 9682  | Kaleida Health - Buffalo General Hospital                 | N/A | 56.46 | 16.69 | 73.14 | 1740 kW |
| 9691  | Kaleida Health - Women and Children's Hospital of Buffalo | N/A | 53.28 | 16.69 | 69.97 | 990 kW  |
| 6050  | Roswell Park Cancer Institute Corporation                 | N/A | 52.75 | 16.69 | 69.44 | 1826kW  |
| 9686  | Kaleida Health - Millard Fillmore Suburban Hospital       | N/A | 49.48 | 15.92 | 65.40 | 570 kW  |
| 9497  | Niagara Falls Memorial Medical Center                     | N/A | 47.21 | 16.69 | 63.90 | 566 kW  |
| 9728  | SAMCO Technologies, Inc.                                  | N/A | 46.41 | 16.69 | 63.10 | 50 kW   |
| 8992  | Computer Task Group, Incorporated                         | N/A | 45.23 | 16.69 | 61.91 | 120 kW  |
| 5871  | Sealing Devices, Inc.                                     | N/A | 47.97 | 13.11 | 61.09 | 110 kW  |
| 4561  | AccuMED Innovative Technologies LLC                       | N/A | 44.34 | 16.69 | 61.03 | 86 kW   |
| 10047 | Brooks Memorial Hospital                                  | N/A | 45.07 | 15.92 | 60.99 | 226 kW  |
| 9485  | Moog Inc.   | N/A | 43.64 | 16.69 | 60.33 | 990 kW  |
| 9687  | Kaleida Health - DeGraff Memorial Hospital                | N/A | 44.83 | 14.52 | 59.35 | 336 kW  |
| 6614  | PCB Piezotronics, Inc.                                    | N/A | 42.68 | 15.92 | 58.60 | 60 kW   |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |              |              |  |             |               |
|----------------------------|---|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name  | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 5016                       | Upstate Niagara Cooperative, Inc.                       | N/A          | 41.88        | 16.69                                  | 58.57       | 800kW         |
| 4249                       | Aurubis Buffalo, Inc.                                   | N/A          | 40.80        | 16.69                                  | 57.49       | 1750 kW       |
| 9923                       | Buflovak LLC  | N/A          | 41.17        | 15.92                                  | 57.09       | 156 kW        |
| 9226                       | General Mills Flour Division                            | N/A          | 41.01        | 15.92                                  | 56.93       | 500 kW        |
| 9875                       | Dal Tile Corporation                                    | N/A          | 40.42        | 15.92                                  | 56.34       | 350 kW        |
| 5421                       | Mount Saint Mary's Hospital of Niagara Falls            | N/A          | 47.32        | 8.90                                   | 56.22       | 330 kW        |
| 4132                       | Young Woman's Christian Association of<br>Niagara, Inc. | N/A          | 39.40        | 15.92                                  | 55.32       | 10kW          |
| 9643                       | Eastern Niagara Hospital, Inc.                          | N/A          | 44.72        | 10.30                                  | 55.03       | 466 kW        |
| 10251                      | Protective Industries, Inc.                             | N/A          | 39.04        | 15.92                                  | 54.96       | 336 kW        |
| 9718                       | Life Technologies Corporation                           | N/A          | 38.94        | 15.92                                  | 54.87       | 506 kW        |
| 9403                       | Ethox International, Inc.                               | N/A          | 38.24        | 15.92                                  | 54.17       | 250 kW        |
| 9257                       | Delphi Automotive Systems, LLC                          | N/A          | 42.33        | 11.71                                  | 54.04       | 250 kW        |
| 5719                       | Sorrento Lactalis, Inc.                                 | N/A          | 37.32        | 16.69                                  | 54.01       | 660 kW        |
| 4497                       | TMP Technologies, Inc.                                  | N/A          | 39.46        | 14.52                                  | 53.98       | 30 kW         |
| 4721                       | Upstate Niagara Cooperative, Inc.                       | N/A          | 39.38        | 14.52                                  | 53.90       | 190 kW        |
| 3894                       | Linita Design & Mfg. Corp.                              | N/A          | 37.81        | 15.92                                  | 53.73       | 86 kW         |
| 8736                       | Kreher's Farm Fresh Eggs, LLC                           | N/A          | 42.00        | 11.71                                  | 53.71       | 276 kW        |
| 9560                       | Producto Corporation                                    | N/A          | 43.93        | 9.53                                   | 53.45       | 176 kW        |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |   |              |              |  |             |               |
|----------------------------|---|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name                            | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 10248                      | Calspan Corporation                       | N/A          | 40.29        | 13.11                                  | 53.40       | 5530 kW       |
| 9762                       | MOD-PAC Corporation                       | N/A          | 37.31        | 15.92                                  | 53.23       | 860 kW        |
| 9210                       | Dynabrade, Inc.                           | N/A          | 37.12        | 15.92                                  | 53.04       | 176kW         |
| 9533                       | Norampac Ind. Inc. Niagara Falls Division | N/A          | 38.39        | 14.52                                  | 52.91       | 2990 kW       |
| 10365                      | API Heat Transfer, Inc.                   | N/A          | 36.21        | 16.69                                  | 52.90       | 150 kW        |
| 10256                      | Precious Plate Inc.                       | N/A          | 36.80        | 15.92                                  | 52.72       | 100 kW        |
| 5244                       | Candlelight Cabinetry, Inc.               | N/A          | 39.10        | 13.11                                  | 52.21       | 30 kW         |
| 10235                      | Mayer Bros. Apple Products, Inc.          | N/A          | 38.84        | 13.11                                  | 51.95       | 250 kW        |
| 3661                       | Ascension Industries, Inc.                | N/A          | 35.26        | 16.69                                  | 51.94       | 40kW          |
| 6285                       | Ford Motor Company                        | N/A          | 37.34        | 14.52                                  | 51.85       | 920 kW        |
| 5414                       | Polymer Conversions, Inc.                 | N/A          | 38.68        | 13.11                                  | 51.79       | 136 kW        |
| 9437                       | Eastman Machine Company                   | N/A          | 35.01        | 16.69                                  | 51.70       | 110 kW        |
| 6303                       | Niagara Transformer Corporation           | N/A          | 41.26        | 9.53                                   | 50.79       | 250 kW        |
| 6781                       | Pivot Punch Corporation                   | N/A          | 40.41        | 10.30                                  | 50.71       | 176 kW        |
| 9233                       | Greatbatch, Ltd                           | N/A          | 43.17        | 7.50                                   | 50.66       | 250 kW        |
| 9169                       | Yahoo! Inc.                               | N/A          | 44.52        | 6.09                                   | 50.61       | 1000 kW       |
| 6335                       | Linde LLC                                 | N/A          | 45.70        | 4.69                                   | 50.39       | 80 kW         |
| 9626                       | Conax Technologies LLC                    | N/A          | 40.01        | 10.30                                  | 50.32       | 140 kW        |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                                 |              |              |  |             |               |
|----------------------------|---------------------------------|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name                  | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 3613                       | Providential Foods Corporation  | N/A          | 42.55        | 7.50                                   | 50.04       | 216 kW        |
| 6884                       | Snyder Industries, Inc.         | N/A          | 43.79        | 6.09                                   | 49.88       | 466kW         |
| 4077                       | AirSep Corporation              | N/A          | 40.65        | 8.90                                   | 49.55       | 326 kW        |
| 9969                       | Cliffstar LLC                   | N/A          | 33.55        | 15.92                                  | 49.47       | 1000 kW       |
| 4865                       | Mayer Brothers Apple Products   | N/A          | 34.71        | 14.52                                  | 49.23       | 376 kW        |
| 7530                       | Derrick Corporation             | N/A          | 41.31        | 7.50                                   | 48.80       | 1170 kW       |
| 3768                       | Allied Frozen Storage, Inc.     | N/A          | 44.06        | 4.69                                   | 48.74       | 200 kW        |
| 5484                       | Harmac Medical Products, Inc.   | N/A          | 39.05        | 9.53                                   | 48.58       | 350 kW        |
| 8928                       | International Fiber Corporation | N/A          | 41.05        | 7.50                                   | 48.54       | 900 kW        |
| 9379                       | 3M Company                      | N/A          | 42.34        | 6.09                                   | 48.43       | 1750 kW       |
| 6144                       | Fitzpatrick & Weller, Inc.      | N/A          | 42.57        | 4.69                                   | 47.26       | 476 kW        |
| 9625                       | FCMP Inc.                       | N/A          | 36.50        | 10.30                                  | 46.81       | 90 kW         |
| 4289                       | HFW Industries, Inc.            | N/A          | 37.72        | 8.90                                   | 46.62       | 150 kW        |
| 7846                       | Hebeler Corporation             | N/A          | 34.59        | 11.71                                  | 46.30       | 186kW         |
| 9398                       | Keystone Corporation            | N/A          | 38.45        | 7.50                                   | 45.95       | 90 kW         |

### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: HERITAGE AREAS SYSTEM DEVELOPMENT PROJECTS

|      |  |                              |       |       |       |               |
|------|--|------------------------------|-------|-------|-------|---------------|
| 3003 | Concord Grape Belt Heritage Association, Inc | Grape Discovery Center       | 50.00 | 12.25 | 62.25 | \$ 200,000.00 |
| 4935 | Shea's O'Connell Preservation Guild Ltd.     | Interior Theatre Restoration | 49.50 | 17.74 | 67.24 | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                               |              |              |                                     |             |               |
|----------------------------|-------------------------------|--------------|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name                | Project Name | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 2161                       | Buffalo Religious Arts Center | BRAC         | 31.00        | 6.76                                | 37.76       | \$ -          |

#### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: HISTORIC PRESERVATION - ACQUISITION PROJECTS

|      |                                |                           |       |       |       |      |
|------|--------------------------------|---------------------------|-------|-------|-------|------|
| 2670 | The Archaeological Conservancy | NewtonHopper Conservation | 32.00 | 10.42 | 42.42 | \$ - |
|------|--------------------------------|---------------------------|-------|-------|-------|------|

#### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: HISTORIC PRESERVATION - DEVELOPMENT PROJECT

|      |  |  |       |       |       |               |
|------|--|--|-------|-------|-------|---------------|
| 3128 | Central Terminal Restoration Corp. Inc.                  | Buffalo Central Terminal Canopy Restoration                                  | 53.50 | 14.08 | 67.58 | \$ 306,117.00 |
| 4935 | Shea's O'Connell Preservation Guild Ltd.                 | Interior Theatre Restoration   | 47.00 | 17.74 | 64.74 | \$ 400,000.00 |
| 5473 | Child & Family Services of Erie County                   | Restoration of the RichmondLockwood Mansion                                  | 46.00 | 15.00 | 61.00 | \$ -          |
| 2139 | Springville Center for the Arts, Inc.                    | SCA Renovation   | 44.50 | 9.96  | 54.46 | \$ -          |
| 6751 | Blessed Trinity Roman Catholic Church Society of Buffalo | Restoration of windows roof and entrance                                     | 46.00 | 4.93  | 50.93 | \$ -          |
| 2161 | Buffalo Religious Arts Center                            | BRAC   | 43.50 | 6.76  | 50.26 | \$ -          |
| 2091 | Buffalo Seminary   | Exterior Restoration of Buffalo Seminary formerly The Buffalo Female Academy | 40.50 | 6.76  | 47.26 | \$ -          |
| 2126 | AIDS Community Services of WNY, Inc.                     | Exterior Restoration Structural Repairs of the 1901 Roanoke Arms Hotel       | 39.00 | 5.39  | 44.39 | \$ -          |
| 2312 | Town of Amherst  | Amherst Gateways   | 27.00 | 10.88 | 37.88 | \$ -          |

#### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: PARKS - ACQUISITION PROJECTS

|      |                    |                              |       |       |       |      |
|------|--------------------|------------------------------|-------|-------|-------|------|
| 2789 | Town of Aurora     | Mill Road Scenic Overlook    | 40.50 | 15.00 | 55.50 | \$ - |
| 2347 | Town of Wellsville | Wellsville Recreation Center | 32.50 | 9.05  | 41.55 | \$ - |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                |              |              |  |             |               |
|----------------------------|----------------|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |

#### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: PARKS - DEVELOPMENT PROJECTS

|      |                                     |   |       |       |       |               |
|------|-------------------------------------|---|-------|-------|-------|---------------|
| 3493 | Zoological Society of Buffalo, Inc. | Arctic Exhibit                            | 70.00 | 19.57 | 89.57 | \$ 400,000.00 |
| 3293 | Town of West Seneca                 | West Seneca Parks Development             | 58.00 | 15.91 | 73.91 | \$ 50,603.00  |
| 2464 | Artpark & Company, Inc.             | Artpark Amphitheater                      | 53.50 | 15.91 | 69.41 | \$ 391,150.00 |
| 2063 | Town of Grand Island                | Scenic Woods Development                  | 56.00 | 10.42 | 66.42 | \$ -          |
| 1987 | City of Niagara Falls               | Griffon Park                              | 51.50 | 10.88 | 62.38 | \$ -          |
| 7621 | Aurora Ice Association, Inc.        | Aurora Ice Association Development Plan   | 42.50 | 14.08 | 56.58 | \$ -          |
| 2188 | Town of Pendleton                   | Pendleton Town Park Improvement           | 49.00 | 7.22  | 56.22 | \$ -          |
| 2556 | Town of Hartland                    | Hartland Town Park Enhancement Initiative | 43.50 | 10.42 | 53.92 | \$ -          |
| 3914 | Town of Orchard Park                | Green Lake Remediation                    | 42.00 | 10.88 | 52.88 | \$ -          |
| 5608 | Town and Village of Bolivar         | Moore Memorial Pool                       | 43.00 | 6.76  | 49.76 | \$ -          |
| 2557 | Town of Holland                     | Holland Town Park Pavilion Enclosure      | 38.00 | 11.33 | 49.33 | \$ -          |
| 2178 | Town of Amherst                     | Nature View Park Improvement              | 41.00 | 7.67  | 48.67 | \$ -          |
| 5035 | Town of Newstead                    | Parks                                     | 29.00 | 14.54 | 43.54 | \$ -          |
| 2314 | Town of Lockport                    | Day Road Park Trail Extension             | 31.00 | 10.42 | 41.42 | \$ -          |

#### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: PARKS - PLANNING PROJECT

|      |  |                             |       |       |       |              |
|------|--|-----------------------------|-------|-------|-------|--------------|
| 2117 | Gowanda Area Redevelopment Corporation | Gowanda Zoar Valley Gateway | 66.00 | 11.33 | 77.33 | \$ 57,375.00 |
| 6762 | Rushford Lake Recreation District      | Balcom Beach Planning Grant | 31.00 | 7.22  | 38.22 | \$ -         |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                  |              |              |  |             |               |
|----------------------------|------------------|--------------|--------------|--|-------------|---------------|
| CFA Number                 | Applicant Name   | Project Name | Agency Score | Regional Council Score<br>(Normalized) | Final Score | Amount Funded |
| 7012                       | Town of Caneadea | Town Park    | 22.00        | 4.93                                   | 26.93       | \$ -          |

## 2011 CFA Projects

### WESTERN NEW YORK

| Indicates Priority Project |                              |   |              |                                     |             |               |
|----------------------------|------------------------------|---|--------------|-------------------------------------|-------------|---------------|
| CFA Number                 | Applicant Name               | Project Name                              | Agency Score | Regional Council Score (Normalized) | Final Score | Amount Funded |
| 1987                       | City of Niagara Falls        | Griffon Park                              | 51.50        | 10.88                               | 62.38       | \$ -          |
| 7621                       | Aurora Ice Association, Inc. | Aurora Ice Association Development Plan   | 42.50        | 14.08                               | 56.58       | \$ -          |
| 2188                       | Town of Pendleton            | Pendleton Town Park Improvement           | 49.00        | 7.22                                | 56.22       | \$ -          |
| 2556                       | Town of Hartland             | Hartland Town Park Enhancement Initiative | 43.50        | 10.42                               | 53.92       | \$ -          |
| 3914                       | Town of Orchard Park         | Green Lake Remediation                    | 42.00        | 10.88                               | 52.88       | \$ -          |
| 5608                       | Town and Village of Bolivar  | Moore Memorial Pool                       | 43.00        | 6.76                                | 49.76       | \$ -          |
| 2557                       | Town of Holland              | Holland Town Park Pavilion Enclosure      | 38.00        | 11.33                               | 49.33       | \$ -          |
| 2178                       | Town of Amherst              | Nature View Park Improvement              | 41.00        | 7.67                                | 48.67       | \$ -          |
| 5035                       | Town of Newstead             | Parks                                     | 29.00        | 14.54                               | 43.54       | \$ -          |
| 2314                       | Town of Lockport             | Day Road Park Trail Extension             | 31.00        | 10.42                               | 41.42       | \$ -          |

### OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION: PARKS - PLANNING PROJECT

|      |  |                             |       |       |       |              |
|------|--|-----------------------------|-------|-------|-------|--------------|
| 2117 | Gowanda Area Redevelopment Corporation | Gowanda Zoar Valley Gateway | 66.00 | 11.33 | 77.33 | \$ 57,375.00 |
| 6762 | Rushford Lake Recreation District      | Balcom Beach Planning Grant | 31.00 | 7.22  | 38.22 | \$ -         |
| 7012 | Town of Caneadea                       | Town Park                   | 22.00 | 4.93  | 26.93 | \$ -         |