



Regional Review:

A Closer Look at New York's \$7 Billion Subsidy System

December 2013

By ALIGN

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New York spends approximately \$7 billion each year on subsidies to businesses across New York. Fifteen economic development programs, some with hundreds of local entities, issue subsidies such as tax exemptions, tax credits, grants, tax-exempt bonds, and discounted land to corporations, ostensibly in the name of job creation, economic growth and an improved quality of life for all New Yorkers.¹ This report takes a closer look at the subsidy programs that report regional data, their job creation performance, and the most expensive projects funded in each program.

Only seven of the top 15 economic development programs report data regionally, and most programs do not report in great enough detail to assess their performance.² When we are able to assess performance, as with Industrial Development Agencies (IDAs), we find significant performance failures. The most recent IDA data shows that 33% of net spending resulted in no job promise, no job creation or a loss of jobs.³ If IDAs are any indication of the overall performance of New York's economic development system, we can assume that approximately \$2.3 billion is wasted each year and could be repurposed to addressing the jobs crisis. Unfortunately, subsidy spending is on the rise. Tax credit programs have nearly tripled their spending over the last 8 years, from \$673 million in 2005 to \$1.7 billion in 2013.⁴ With little accountability, businesses often take the money and run.

Despite evidence pointing to the need to improve existing economic development programs, state and local officials have spent more time and resources creating new programs without making improvements to existing programs. Regional Economic Development Councils were created in 2010 to better coordinate spending on the regional level, yet they only coordinate around 6% of the \$7 billion spent each year in New York. Start-Up NY was launched in early 2013 to provide a completely tax-free environment to businesses that locate on or near university campuses. And Local Development Corporations (LDCs) have been expanding at an unprecedented rate. Since 2000, the number of LDCs has increased by 150% – 168 of the 270 LDCs did not exist 13 years ago. Nearly 20% of all LDCs were incorporated in just the past two years.⁵

In looking at the available regional data, we identified several problems. Simply put, there is very little transparency or accountability among these programs, spending is increasing in most regions of New York, a small number of big businesses are taking advantage of uncoordinated programs, and too often subsidies fail to create jobs for New Yorkers. The Just and Open Business Subsidies (JOBS) Act, A8203, new state legislation, offers key solutions to these problems by requiring recipients of economic development subsidies to set clear good job and local hiring targets, transparently track subsidies and job creation on a single public website, and establish a "money back guarantee" to recapture subsidies if recipients break their promises. By enacting common sense reforms, it will be possible to assess the effectiveness of all of New York's economic development programs—at the local, regional, and statewide level.

Regional Summary and Highlights

- Spending varies dramatically by region and by program.
 - 97% of the state's Local Development Corporation grants are provided in New York City.
 - Long Island businesses have received only 2% of total Empire Zone Program tax credits since 2001.
 - The Excelsior Jobs Program is rarely used in some regions. The Mohawk Valley and North Country regions have committed only 2% of the program's total tax credits.
 - The Brownfields Cleanup Program's tax credits are providing excessive subsidies to few projects, while funding zero projects in three of New York's regions.
 - Regional Economic Development Councils are the only program with regional parity: no region has received more than 15% of the total funding.
- Only a tiny fraction of New York's businesses are accessing economic development subsidies.
 - 96% of businesses are shouldering the tax burden for the 4% of businesses that receive subsidies.
- Big businesses take advantage of multiple, uncoordinated subsidy programs.
 - Target Corporation is currently receiving 14 separate subsidies across New York for their retail stores and warehouses, and this only takes into account the 7 programs with regional data. There is no indication that there is coordination or communication among these various subsidy programs.
- IDAs have increased their spending on net tax exemptions since 2009 in 7 out of 10 regions.
 - However, overall IDA subsidy spending has remained flat due to several enormous subsidy deals in New York City winding down.
- IDA projects are failing to create jobs for New Yorkers.
 - An average of 72% of IDA projects that ended in 2011 failed to create a single job, failed to meet their job creation goals, or failed to set any job creation or retention goals.
 - Central New York has the highest failure rate at 85%. The Finger Lakes had the lowest failure rate, with 52% of its projects failing.

Regional Allocation of Subsidies

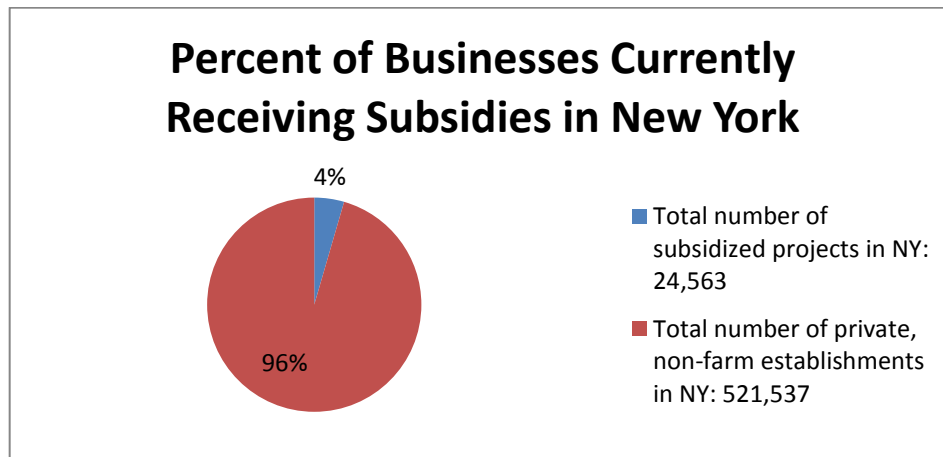
Businesses in some regions of the state are cashing in on subsidies much more than in other regions of the state, with the Mohawk Valley and North Country in particular being left far behind the other regions of New York.

- New York City consistently ranks at the top in subsidy spending.
- The North Country ranks 10th in IDA tax exemptions, 9th in ESDC grants, 8th in Empire Zone tax credits, 9th in Regional Economic Development Council awards, 10th in Excelsior Jobs Program tax credits, tied for last in Brownfield Tax Credits, and 3rd in LDC grants. On average, it ranks 8th in spending among all programs.
- Long Island has an inconsistent record, ranking 1st in IDA tax exemptions, 10th in ESDC grants, 10th in Empire Zone tax credits, 6th in REDC awards, 4th in Excelsior Jobs Program tax credits, tied for last in Brownfield tax credits, and 9th in LDC grants.

Ranking of Each Region by Total Number of Subsidized Projects among the 7 Programs Covered in this Report

Ranking	Region	Number of Subsidized Projects
1	Western NY	3,861
2	NYC	3,695
3	Mid-Hudson	2,983
4	Central NY	2,691
5	Finger Lakes	2,574
6	Capital District	2,173
7	Southern Tier	2,162
8	Mohawk Valley	1,556
9	North Country	1,537
10	Long Island	1,331
TOTAL		24,563

The current subsidy system provides grants, tax exemptions and tax credits to only 4% of businesses in New York. The 96% of businesses that do not receive subsidies, along with individual taxpayers, shoulder the tax burden for the 4%.⁶



Empire State Development Corporation has provided \$1.4 billion in cash grants throughout New York, with New York City businesses receiving 33% of that funding.

Empire State Development Corporation (ESDC) Grant Spending by Region⁷

Ranking	Region	Number of Projects	Total Current Grant Awards (in millions)
1	New York City	545	\$477
2	Western NY	437	\$237
3	Southern Tier	241	\$130
4	Finger Lakes	393	\$109
5	Mid-Hudson	215	\$95
6	Capital Region	182	\$87
7	Central New York	256	\$83
8	Mohawk Valley	160	\$80
9	North Country	198	\$77
10	Long Island	286	\$69

The Empire Zone Program has provided \$4.8 billion in tax credits since 2001 throughout New York. Long Island businesses have hardly utilized this program, receiving only 2% of the total tax credits.

Empire Zone Program Tax Credit Spending by Region⁸

Ranking	Region	Number of Projects	Total Tax Credits Since 2001 (in millions)
1	Western NY	2,440	\$874
2	Central New York	2,070	\$714
3	Mid-Hudson	2,218	\$614
4	New York City	2,433	\$583
5	Finger Lakes	1,291	\$467
6	Southern Tier	1,582	\$450
7	Capital Region	1,487	\$365
8	North Country	1,103	\$320
9	Mohawk Valley	1,110	\$241
10	Long Island	277	\$114

Regional Economic Development Council awards are notable for their funding parity throughout New York's 10 regions.

Regional Economic Development Councils (REDCs) Award Amounts by Region⁹

Ranking	Region	Number of Projects	Total Award in 2012 (in millions)
1	Western NY	108	\$73
2	New York City	54	\$64
3	Central New York	80	\$59
4	Mid-Hudson	63	\$59
5	Capital Region	90	\$58
6	Long Island	72	\$57
7	Mohawk Valley	52	\$52
8	Finger Lakes	98	\$50
9	North Country	72	\$49
10	Southern Tier	61	\$36

The Excelsior Jobs Program is rarely used in some regions.

- Only 2% of total Excelsior tax credits are being provided to businesses in the Mohawk Valley and North Country regions.

Excelsior Jobs Program Tax Credit Spending by Region¹⁰

Ranking	Region	Number of Projects	Max. Tax Credits (in millions)
1	New York City	20	\$113
2	Southern Tier	5	\$52
3	Mid-Hudson	24	\$51
4	Long Island	47	\$47
5	Finger Lakes	34	\$32
6	Western NY	23	\$31
7	Central New York	24	\$22
8	Capital Region	4	\$9
9	Mohawk Valley	10	\$4
10	North Country	4	\$2

The Brownfields Cleanup Program tax credits are failing to clean up sites in nearly half of New York's regions, while providing excessive funding to a small number of projects.

- The Capital Region provided \$87 million in tax credits to one project in 2012, while three regions did not fund a single project in that same year.

Brownfields Cleanup Program Tax Credit Spending by Region¹¹

Ranking	Region	Number of Projects	Total Tax Credit in 2012 (in millions)
1	Capital Region	1	\$87
2	Central New York	3	\$57
3	New York City	17	\$43
4	Western NY	14	\$7
5	Mid-Hudson	6	\$3
6	Finger Lakes	4	\$2

Ranking	Region	Number of Projects	Total Tax Credit in 2012 (in millions)
7	Southern Tier	2	\$0
8 (tie)	North Country	0	\$0
8 (tie)	Mohawk Valley	0	\$0
8 (tie)	Long Island	0	\$0

Local Development Corporation (LDC) grants are excessively skewed towards New York City, which provided 97% of the state's LDC grant funding.

Local Development Corporations (LDC) Grant Spending by Region ¹²

Ranking	Region	Number of LDCs Reporting	Number of Projects	Total Grants in 2012 (in millions)
1	New York City	2	80	\$179
2	Finger Lakes	6	47	\$2
3	North Country	8	32	\$1
4	Western NY	7	15	\$1
5	Southern Tier	2	13	\$1
6	Capital Region	6	18	\$1
7	Mid-Hudson	3	5	\$0
8	Central New York	2	3	\$0
9	Long Island	1	4	\$0
10	Mohawk Valley	0	0	\$0

Businesses are Benefiting from Multiple Uncoordinated Subsidy Programs

Certain businesses receive funding from several subsidy programs. It is likely that there is no coordination among these programs and big businesses with adequate resources (e.g. large tax and legal departments) are able to access dozens of different subsidy programs. There is no single location for reporting all subsidies and most subsidy programs fail to report project-specific data at all.

- Target Corporation is currently receiving 14 separate subsidies across New York, and this only takes into account the 7 programs with regional data. In regions where subsidies are prohibited for retail projects, the company is cashing in by billing their retail stores as “destination tourism.”

Sample of Businesses that Benefit from Multiple Programs

Company Name	Programs; Entities	Amount Provided (in millions)	Project Descriptions
Target Corp	IDAs (2011)		
	Montgomery County IDA	\$1.3 & \$.5	Renovation of a building for “wholesale trade”
	Onondaga County IDA	\$.03	Construction of a retail store in Fayetteville
	Wallkill IDA	\$0	Construction of Target store in Middletown
	Genesee County IDA	\$.2	Target store construction for “destination tourism”
	Mount Vernon IDA	\$0	Retail store development, “Heritage South”
	Niagara County IDA	\$0	Construction of “tourist destination retail complex”
	ESDC (One-time grant)		
	Approved in 2003	\$2.5	Construction of distribution center in Amsterdam
	Empire Zone (since 2001)		
	Amsterdam EZ	\$16.4	Construction of distribution center
	Mount Vernon EZ	\$3.6	Retail store development, “Heritage South”

Company Name	Programs; Entities	Amount Provided (in millions)	Project Descriptions
Wal-Mart	Islip EZ	\$3.1	N/A
	Monroe County EZ	\$2.1	N/A
	Watertown EZ	\$1.1	N/A
	Syracuse EZ	\$.3	N/A
	East Harlem EZ	\$.09	New store construction
	IDAs (2011)		
	Schoharie County IDA	\$2.8	Construction of distribution facility in Sharron Springs
	Oneida County IDA	\$.2	Construction of distribution facility in Marcy
	Hornell IDA	\$.2	Construction of retail store on Route 36 in Hornell
	Empire Zone (since 2001)		
Beech-Nut	Gloversville EZ	\$7.4 & \$.2	Construction of distribution facility in Johnstown
	Oneida County EZ	\$6	N/A
	Oswego EZ	\$5.1	N/A
	IDAs (2011)		
	Montgomery County IDA	\$1.2	New facility construction in Amsterdam
	ESDC (One-time grant)		
	Approved in 2008	\$23	New facility construction in Amsterdam
	Approved in 2007	\$2.5	Construction related to Headquarters in Latham
	Approved in 2006	\$.5	Improvement to facility in Canajoharie, later moved to Amsterdam
	Empire Zone (since 2001)		
Morgan Stanley	Amsterdam EZ	\$.5	New facility construction in Amsterdam
	IDAs (2011)		
	New York City IDA	\$4.3 million	Construction of Headquarters in NYC
	Westchester County IDA	\$.3	Construction of facility in Harrison
	ESDC (One-time grant)		
	Approved in 2005	\$16	Construction of Headquarters in NYC
	Excelsior Jobs Program (Max. tax credit)		
	Approved in 2013	\$52	N/A
	Empire Zone (since 2001)		
	Syracuse EZ	\$0	N/A
Carousel Center/ DestiNY USA	IDAs (2011)		
	Syracuse IDA	\$1.3	Construction and renovation of mall
	Empire Zone (Since 2001)		
	Syracuse EZ	\$68.6	Construction and renovation of mall
	Brownfield Tax Credit (2012)		
Covanta Hempstead Co.		\$68.1	Construction and renovation of mall
	IDAs (2011)		
	Hempstead IDA	\$12.6	Construction of trash incineration facility in Westbury
	Niagara County IDA	\$1.8	Refinancing a "pollution control" facility in Niagara Falls
	Babylon IDA	\$0	Construction of trash incineration facility in West Babylon

Industrial Development Agency Spending Trends by Region

Since 2009, net tax exemption spending by IDAs has remained steady across New York. However, there have been significant shifts in each region.

- Seven of New York's 10 regions have increased their net exemptions since 2009, but a dramatic drop in spending by the NYCIDA balanced out the increases in other regions.
- The NYCIDA decreased its spending by \$92 million since 2009. This is largely due to several enormous subsidy deals winding down after receiving subsidies for 10-20 years.
 - The largest of these is the Morgan Stanley headquarters building, at 1585 Broadway. In 2009, Morgan Stanley received \$64 million in subsidies, while in 2011 the company received \$4 million.

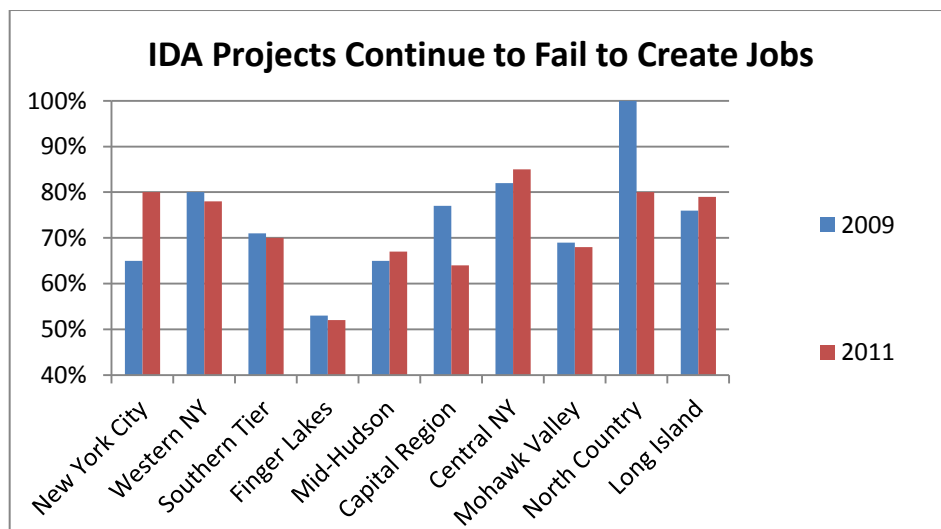
Industrial Development Agency (IDA) Tax Exemption Spending by Region¹³

Ranking	Region	Number of IDAs Reporting	Number of Current Projects	Total Net Tax Exemptions in 2011 (in millions)	% Change in Net Tax Exemptions, 2009-2011
1	Long Island	8	645	\$93	+58%
2	Mid-Hudson	20	454	\$85	+57%
3	Capital Region	21	403	\$84	+29%
4	New York City	1	546	\$52	-64%
5	Finger Lakes	11	748	\$51	+34%
6	Southern Tier	9	258	\$38	0%
7	Western NY	14	824	\$36	-27%
8	Central New York	7	256	\$31	-6%
9	Mohawk Valley	8	224	\$15	+7%
10	North Country	7	128	\$7	+133%
Total		106	4,486	\$492	-1%

IDA Job Performance by Region

IDA projects are largely losing jobs, failing to meet their job creation commitments, or failing to set any job creation goals. For this section we examined only those projects that ended in 2011 to ensure that the success or failure of a project is not based on the first few years when projects have not had time to reach their job creation potential. Some of the projects that ended in 2011 have received subsidies for up to 20 years, and given the high degree of failure, we can say that this is truly money for nothing.

- On average, 72% of IDA projects that ended in 2011 failed to create jobs, lost jobs, or never promised to create or retain jobs.
 - The projects subsidized by the Finger Lakes IDAs have the lowest failure rate, at 52%.
 - In contrast, 85% of Central NY's IDA projects failed
- Four regions have a higher failure rate in 2011 than in 2009, although the average failure rate declined marginally from 74% to 72%.



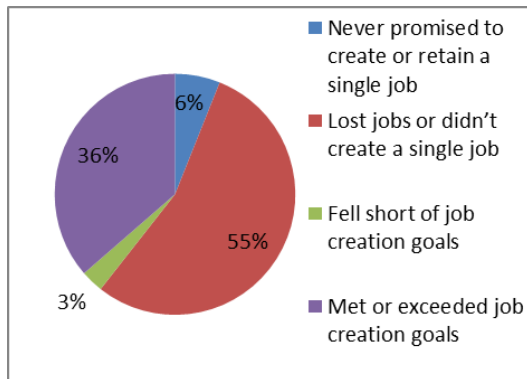
SUBSIDY SNAPSHOT: CAPITAL REGION

Spotlight on IDAs

IDA subsidies take much-needed tax revenues from our communities

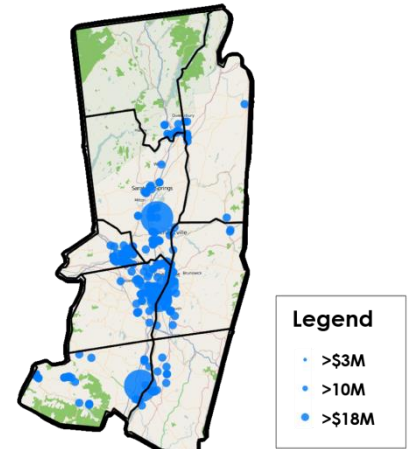
- In 2011, the Capital Region's 21 IDAs spent \$84.2 million in net tax exemptions on 403 projects. This is an increase of nearly \$20 million since 2009. With this money we could:
 - Fund the education of 4,500 students for one year.
 - Retrofit nearly 7,000 small businesses for energy efficiency, saving millions of dollars in energy costs and employing over 1,300 people.

Only 36% of the IDA projects in the Capital region set job creation goals and actually meet them



- 33 of the region's 403 current projects ended in 2011, allowing us to assess their lifetime achievement.
- 18 of these 33 projects lost jobs or didn't create a single job, losing a total of 898 jobs over the course of their subsidies.
 - These projects received \$1.5 million in 2011 alone.
- 19 of these projects fell short of their job creation goals, failing to create 4,037 jobs.
- 12 projects established job creation and/or retention goals and met or exceeded them, creating 909 jobs.

IDA Projects by Net Exemption Amount



Key Regional Facts

- 75% of the Greene County IDA's \$26.7 million in net tax exemptions came from the local school district. As a result, \$20.1 million in revenue did not go to local schools.
 - Green County IDA has exempted 21.1% of the county's property tax levy, yet its 40 current projects have created only 393 jobs over their lifetime.
- 99.4% of the Saratoga County IDA's \$25.5 million in net tax exemptions came from state and local sales tax exemptions. This is almost wholly due to purchases by GlobalFoundries.
- Schenectady City and County IDAs were a combined 4,034 jobs below their job creation promises, despite providing over \$4 million in net tax exemptions in 2011 alone.

Five Most Expensive IDA Projects in the Capital Region in 2011

Project Name	IDA	City	Jobs Added/Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Athens Generating Co	Greene County IDA	Athens	32	2018	Electric generation facility	\$25.8
Global Foundries	Saratoga County IDA	Malta	1,061	2059	Manufacturing	\$25
Metropolitan Life Insurance	Rensselaer County IDA	Troy	181	2060	Insurance company construction	\$11.9
Besicorp-Empire Power	Rensselaer County IDA	Rensselaer	19	2029	Electric generation facility	\$10.6
GE Health Care	Rensselaer County IDA	Rensselaer	132	2019	Manufacturing - health imaging equip.	\$1.5

The Most Expensive Projects in the Capital Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 182 projects in the Capital Region, providing \$86.7 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
GEMx Technologies	Schenectady	JOBS NOW	\$12.5
International SEMATECH	Albany	JOBS NOW; Upstate Regional Blueprint Fund	\$10
GE Energy	Schenectady	JOBS NOW	\$5
Albany - Arbor Hill Reclamation	Albany	Restore New York Communities	\$4.5
Schenectady - ALCO Industrial Site	Schenectady	Restore New York Communities	\$4

The Empire Zone Program funds 1,487 projects in the Capital Region, providing \$365 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
Momentive Performance Materials USA, Inc.	Waterford	\$21.8
SCA North America Tissue Division	South Glens Falls	\$19.5
Erie Boulevard Hydropower, L.P.	Marlborough	\$13.5
Finch Paper LLC	Glens Falls	\$11
Golub Corporation	Schenectady	\$10.2

The Capital District's Regional Economic Development Council funds 90 projects, providing \$58 million in assistance in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Rensselaer Wharf Reconstruction; Albany Port District Comm.	Rensselaer	Replace 600 feet of deteriorated wharf on the Hudson River	DOT: Multi-Modal Project	\$11.5
Etransmedia Technology	Troy	Purchase HQ at Rensselaer Tech Park	ESD: Excelsior Jobs Program	\$4
Comm. Aircraft Maintenance Hangar Improvements; Albany Intl Airport	Albany	Aircraft maintenance facility expansion	DOT: Aviation Bond Project	\$3.8
Ida Yarborough; Pearl Overlook Corp.	Albany	Demolish existing housing project and build new units	HCR: Federal Low Income Housing Tax Credit	\$3.3
The United Group of Companies; City Station	Troy	Construction of a parking deck and new green space	ESD: Regional Council Capital Fund	\$2.5

The Excelsior Jobs Program has admitted four projects in the Capital Region, providing up to \$8.5 million in tax credits.

Applicant Name	Type of Business	Location	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Regeneron Pharma, Inc.	Manufacturing	Rensselaer	300	N/A	\$69	\$6.7
M & G DuraVent, Inc.	Manufacturing	Colonie	103	N/A	\$0	\$1
Precisionaire/Flanders Corp	Manufacturing	Greenport	180	206	\$0	\$5
Green Renewable, Inc.	Manufacturing	Berlin	35	N/A	\$0	\$3

The Brownfield Cleanup Program funds one project in the Capital Region, providing \$86.9 million in tax credits in 2012.

Company	Project Description and Location	Site Preparation Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credit (in millions)
Empire Gen/South 40 Site	Natural gas fired electric generation plant; Rensselaer	\$44.3	\$679.6	\$0	\$86.9

Local Development Corporations fund 18 projects in the Capital Region, providing \$652,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Net Exemptions (in millions)
Flanders Precisionaire	Columbia EDC	Hudson	144	2011	Business Expansion/ Startup	\$2
Local Ocean	Columbia EDC	Hudson	44	2010	Business Expansion/ Startup	\$2
Warren Street Square LLC	Greater Glens Falls LDC	Glens Falls	NULL	2011	Comm Property Improvement	\$1
Best Western Franklin Inn	Troy LDC	Troy	NULL	2010	Comm Property Improvement	\$1
Greenport Crossings, LLC	Columbia EDC	Montgomery	NULL	2010	Business Expansion/ Startup	\$0.4

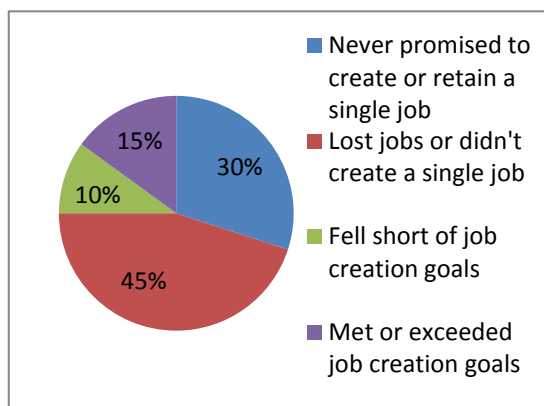
SUBSIDY SNAPSHOT: **CENTRAL NY**

Spotlight on IDAs

IDA subsidies take much-needed tax revenues from our communities

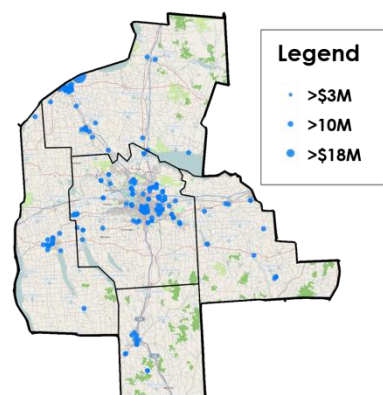
- In 2011, Central New York's seven IDAs spent \$30.9 million in net tax exemptions on 256 projects. With this money we could:
 - > Fund the education of over 1,700 students for one year.
 - > Retrofit nearly 2,400 small businesses for energy efficiency, saving millions of dollars in energy costs and employing nearly 500 workers in the construction industry.

Only 15% of the IDA projects in the Central NY region set job creation goals and actually meet them



- 40 of the region's 256 projects ended in 2011, allowing us to assess their lifetime achievement.
- These 40 projects lost nearly 100 net jobs over the life of their subsidies.
- 18 of these projects lost jobs or failed to create a single job, ending with 2,400 jobs less than at the start of the subsidy.
- 15 projects promised to create jobs, but instead fell nearly 1,000 jobs short of their promises.
- Only six of these 40 projects met or exceeded their job creation promises, creating 1,430 jobs.

IDA Projects by Net Exemption Amount



Key Regional Facts

- The Oswego County IDA funds only 15% of the projects in the region (40 out of 256), but provides 54% of the region's tax exemptions (\$16.6 million out of \$30.9 million). It has created only 750 net jobs.
 - > The Onondaga County IDA, on the other hand, funds 39% of the current projects in the region (100 out of 256), but only provides 13% of the region's tax exemptions (\$4.1 million out of \$30.9 million). It has created over 3,700 net jobs.
- 67% of Oswego County's net tax exemptions came from the local school district. As a result, school districts did not collect \$11.1 million in revenue.
- Nearly one half of the net tax exemptions provided in Central New York went to a single project: Sithe Energies. Sithe received nearly \$15 million.
 - > \$10.4 million of Sithe's tax exemptions came from the local school district.

Five Most Expensive IDA Projects in the Central NY Region in 2011

Project Name	IDA	City	Jobs Added/Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Sithe	Oswego County IDA	Oswego	43	2013	Construction of a gas-fired power plant	\$15
Richfield Syracuse Hotel Project	Syracuse IDA	Syracuse	-23	2011	Renovations to former Renaissance Hotel	\$3.7
Carousel Center Facility/DestiNY USA	Syracuse IDA	Syracuse	3,356	2035	Expand and improve shopping mall	\$1.3
WPS Syracuse Generation	Onondaga County IDA	Solvay	2	2015	Acquisition of electric generating facility	\$0.9
EDR Syracuse, LLC	Syracuse IDA	Syracuse	5	2048	On-campus housing at Syracuse University	\$0.8

The Most Expensive Projects in Central NY

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 256 projects in Central NY, providing \$82.9 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
The Connective Corridor: Building Upwards	Syracuse	Restore NY Communities	\$5
Novelis Oswego Plant	Oswego	Empire State Economic Development Fund	\$5
City Center Core Revitalization	Syracuse	Restore NY Communities	\$4.5
COR Inner Harbor Capital - Phase I	Syracuse	Regional Council Capital Fund	\$3
Syracuse University NYE	Syracuse	Regional Council Capital Fund	\$3

The Empire Zone Program funds 2,070 projects in the Central NY Region, providing \$714 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
Solvay Paperboard, LLC	Syracuse	\$75.5
Carousel Center Company, L.P. (DestiNY USA)	Syracuse	\$68.6
New Process Gear, Inc.	E. Syracuse	\$37.3
NRG Energy, Inc.	Oswego	\$23.8
John Mezzalingua Associates, Inc. d/b/a/ PPC	E. Syracuse	\$16.8

The Central NY Regional Economic Development Council funds 80 projects, providing \$59.3 million in assistance in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
DDiMAI Training; Cayuga Marketing, L.L.C.	Aurelius	Construction of milk and dairy processing facility	ESD: Regional Council Capital Fund and Excelsior Jobs Program	\$4
COR Development	Syracuse	Former Kennedy Square mixed-use development	ESD: Regional Council Capital Fund	\$3.6
Centerville Court Apts; Home Leasing, LLC	North Syracuse	Preservation and rehab. of 150-unit Mitchell-Lama project for seniors	HCR: Federal Low Income Housing Tax Credit Housing Trust Fund	\$3.3
S.E. Payne Cornerstone; Housing Visions Consultants	Auburn	Demolition, rehabilitation and new housing construction	HCR: Federal Low Income Housing Tax Credit Housing Trust Fund	\$3.1
NYE - RIC Labs; Syracuse University	Syracuse	Build out and equipping of HQ for the Syracuse Center of Excellence Labs	ESD: Regional Council Capital Fund	\$3
COR Inner Harbor	Syracuse	Pre-development of the City of Syracuse Inner Harbor Area	ESD: Regional Council Capital Fund	\$3

The Excelsior Jobs Program has admitted 24 projects in the Central NY Region, providing up to \$22.2 million in tax credits.

Applicant Name	Type of Business	Location	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
ShoreGroup, Inc.	Software Dev	Syracuse	200	N/A	\$2.1	\$3
C Speed LLC	Manufacturing	Liverpool	225	N/A	\$11.7	\$2
Agrana Fruit US, Inc.	Manufacturing	Lysander	120	N/A	\$0	\$2
Dielectric Laboratories Inc.	Manufacturing	Cazenovia	60	N/A	\$4	\$1.9
Cayuga Marketing LLC	Manufacturing	Aurelius	52	N/A	\$0	\$1.5

The Brownfield Cleanup Program funds three projects in the Capital Region, providing \$56.6 million in tax credits in 2012.

Company	Project Description and Location	Site Preparation Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credit (in millions)
Pyramid Company of Onondaga	Oil City/Carousel Center-Phase 1 (DestiNY USA); Syracuse	\$ 27.5	\$ 534	\$0	\$56.1
Syracuse Label Co	Luther Ave. site; Liverpool	\$.6	\$2.5	\$0	\$.4
Lowe's Home Centers, Inc.	Midler City Industrial Park, Syracuse	\$0	\$19.1	\$0	\$0

Local Development Corporations fund 3 projects in the Central NY Region, providing \$201,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Net Exemptions (in millions)
Heidelberry Farms	Cortland County BDC	Homer	N/A	2010	Equipment Acquisition	\$.1
CenterState CEO	Onondaga CDC	Syracuse	N/A	2011	Business Development	\$.1
Americanization League Syracuse and CNY, Inc.	Onondaga CDC	Syracuse	N/A	2011	Business Development	\$.05

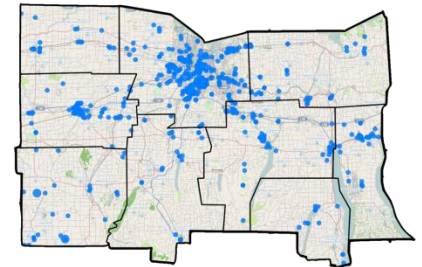
SUBSIDY SNAPSHOT: FINGER LAKES

Spotlight on IDAs

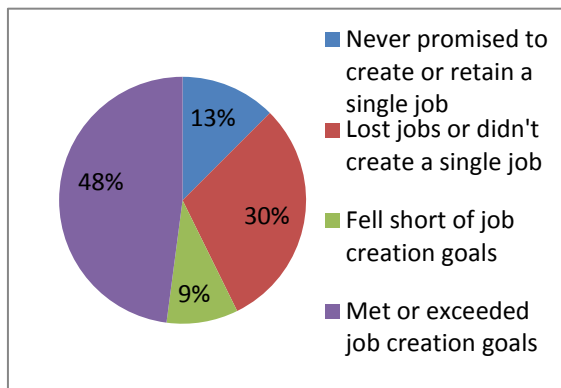
IDA subsidies take much-needed tax revenues from our communities

- In 2011, the Finger Lakes Region's 11 IDAs spent \$50.8 million on 748 projects, a spending increase of over 30% since 2009, but with 18 fewer projects.
- With this money we could:
 - > Fund the education for nearly 2,800 students for one year.
 - > Retrofit over 4,000 small businesses for energy efficiency, saving millions of dollars in energy costs and employing over 800 workers in the construction industry.

IDA Projects by Net Exemption Amount



Only 48% of the IDA projects in the Finger Lakes region set job creation goals and actually meet them



- 96 of the region's 748 current projects ended in 2011, allowing us to assess their lifetime achievement.
- Less than half of these 96 projects met or exceeded their job creation goals.
- 37 businesses failed to create a single job.
 - > They ended with 400 jobs less than at the start of the subsidy.
- 34 businesses fell 1,141 jobs short of their job creation goals.
 - > Instead of creating 2,928 jobs, these projects ended with only 1,787 jobs.

Key Regional IDA Facts

- 3 of the 5 largest projects in the Finger Lakes in 2011 are wind energy projects.
- 52% of the 748 projects in the region are funded by the County of Monroe IDA (COMIDA).
 - > 40% of the net exemptions in the region were provided by COMIDA.
- 34% (\$7.7 million) of the region's school property tax exemptions are provided by the Wyoming County IDA, despite the IDA only funding 31 (4%) of the region's 748 projects.
 - > \$7.5 million of the school property tax exemptions went to wind farm projects.
- Of the \$6.2 million in state sales tax exemptions provided in the region, COMIDA accounted for 55% of the total (\$3.4 million).

Five Most Expensive IDA Projects in the Finger Lakes Region in 2011

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Noble Wethersfield Wind Park	Wyoming County IDA	Bliss	-4	2024	Wind farm construction	\$5.4
High Sheldon Wind Farm	Wyoming County IDA	Varysburg	9	2024	Wind farm construction	\$4.2
American Rock Salt Refinance	Livingston County IDA	Mount Morris	-19	2011	Construction of surface support facilities for salt mine	\$2.8
Guardian Industries	Geneva IDA	Geneva	297	2022	Glass manufacturer	\$2.6
Noble Bliss Wind Park, LLC	Wyoming County IDA	Bliss	8	2023	Wind farm construction	\$2.6

The Most Expensive Projects in the Finger Lakes Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 393 projects in the Finger Lakes, providing \$108.7 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
Rochester - Center City Commercial & Mixed Use Initiative	Rochester (30 Church St)	Restore NY Communities	\$10.1
SUNY Research Foundation/Smart Sys Tech & Commercialization Ctr.	Canandaigua	Upstate Regional Blueprint	\$5
Harris RF Communications	Rochester	Empire State Economic Development Fund	\$4
RED Rochester	Rochester	Economic Development Purposes Fund	\$3.6
Rochester - Development Site Clearance	Rochester (100 Fernwood Ave)	Restore NY Communities	\$3.5

The Empire Zone Program funds 1,291 projects in the Finger Lakes Region, providing \$467 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
Nucor Steel Auburn, Inc.	Auburn	\$52.1
Western New York Energy, LLC	Medina	\$18.9
Greece Town Mall, L.P.	Rochester	\$17.8
Carestream Health, Inc.	Buffalo	\$15.6
Guardian Industries Corp.	Auburn Hills	\$12.8

The Finger Lakes Regional Economic Development Council funds 98 projects, providing \$49.7 million in assistance in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Health Sciences Center for Computational Innovation	Rochester	Renovations to data center and installation of a supercomputer	ESD: Econ. Dvlp Purposes Fund & Regional Council Capital Fund	\$5
Carriage Factory Special Needs Apts	Rochester	Adaptive reuse of the Cunningham Carriage Factory into rental housing	HCR: Federal Low Income Housing Tax Credit & Housing Trust Fund	\$3.3
Business Accelerator Cooperative	Finger Lakes Region	Create network of business support facilities that spans nine counties	ESD: Regional Council Capital Fund	\$2.5
Portageville Bridge Replacement	Portageville	Rebuild bridge over the Genesee River for greater rail car weights and speeds	DOT: Rail; Port Bond Project	\$2
El Camino Estates Phase II	Rochester	New construction of 25 single-family infill rental houses	HCR: Federal Low Income Housing Tax Credit & Housing Trust Fund	\$1.7

The Excelsior Jobs Program has admitted 34 projects in the Finger Lakes Region, providing up to \$32.3 million in tax credits.

Applicant Name	Type of Business	City	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Xerox Commercial Solutions	Back Office	Webster	500	N/A	\$1.9	\$5
Muller Quaker Dairy LLC	Manufacturing	Batavia	250	N/A	\$0	\$4.5
Maximus Federal Services	Back Office	Pittsford	308	N/A	\$1.7	\$2
IEC Electronics Corp.	Manufacturing	Newark	150	N/A	\$0	\$1.9
GM Components Holdings	Manufacturing	Rochester	0	N/A	\$91	\$1.8

The Brownfield Cleanup Program funds four projects in the Finger Lakes Region, providing \$1.7 million in tax credits in 2012.

Company	Project Description and Location	Site Prep Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credit (in millions)
Erie Harbor, LLC	River Park Commons - Townhouses	\$.7	\$8.8	\$0	\$1.7
Germanow-Simon Corp.	Ward street site	\$0	\$.3	\$0	\$.06
R. J. Dorschel Corp.	Former Steve Joy's Sunoco	\$0	\$0	\$0	\$0
Genesee Hamilton LP	River Park Commons - Tower	\$0	\$0	\$0	\$0

Local Development Corporations fund 47 projects in the Finger Lakes Region, providing \$2.1 million in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Net Exemptions (in millions)
Alpina Foods, LLC	Genesee Gateway LDC	Batavia	0	2011	Land Acquisition/ Infrastructure	\$.5
Hillside Agency	Seneca County EDC	Romulus	N/A	2011	Commercial Property Improvement	\$.5
Bruce Henry Properties	Seneca County EDC	Seneca Falls	10	2011	Business Expansion/Startup	\$.3
ABVI Goodwill, Inc.	Livingston County DC	Geneseo	22	2010	Business Expansion/Startup	\$.3
NYSEG	Seneca County EDC	Newark	N/A	2010	Commercial Property Improvement	\$.1

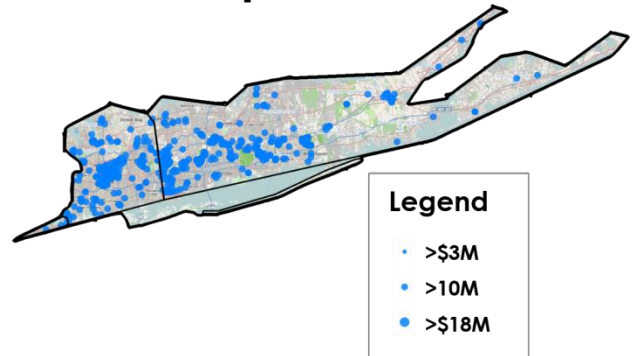
SUBSIDY SNAPSHOT: LONG ISLAND

Spotlight on IDAs

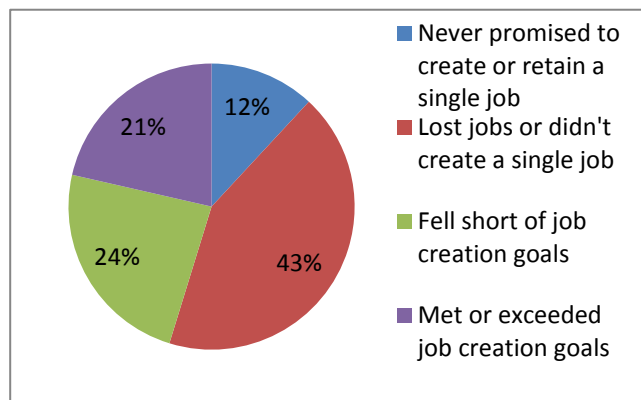
IDA subsidies take much-needed tax revenues from our communities

- In 2011, Long Island's eight IDAs spent \$92.6 million on 645 projects, a 56% increase in spending since 2009.
- With this money we could:
 - > Fund the education of over 5,000 students for one year.
 - > Retrofit nearly 7,500 small businesses for energy efficiency, saving millions of dollars in energy costs and employing almost 1,500 workers in the construction industry.

IDA Projects by Net Exemption Amount



Only 21% of the IDA projects in Long Island set job creation goals and actually meet them



- 42 of the region's 645 projects ended in 2011, allowing us to assess their lifetime achievement.
- 18 of these 42 businesses lost nearly 900 jobs over the life of their subsidies.
 - > Only nine of these 42 projects met or exceeded their job creation goals, creating nearly 1,000 jobs.
- 37 projects promised to create jobs. Instead, these projects fell over 2,000 jobs short of their goals.

Key Regional Facts

- Long Island's IDAs have created more jobs than any region except New York City. One-fifth of all net new jobs created by New York's IDAs have been created in Long Island.
- The Hempstead IDA accounted for 46% (\$42.3 million) of net tax exemptions in the region, while funding only 11% (69) of the projects.
 - > The Hempstead IDA accounted for 46% (\$22.8 million) of net school property tax exemptions in the region.
 - > The Hempstead IDA also accounted for 67% (\$11.7 million) of the county property tax exemptions in the region, despite not being a county IDA.
- The Suffolk County IDA, on the other hand, accounted for only 6% (\$6 million) of the net tax exemptions in the region, while funding 19% (121) of the projects. The Suffolk County IDA also created nearly 15,000 jobs through its current projects, 33% of the region's total.
- The five most expensive projects in the Long Island region have created only three net jobs since they began.

Five Most Expensive IDA Projects in the Long Island Region in 2001

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Covanta Hempstead Co	Hempstead IDA	Westbury	-2	2041	Waste-to-Energy facility expansion	\$12.6
Neptune	Nassau County IDA	Nassau County	5	2027	Electrical Transmission Cable	\$10.5
Trigen/Suez/Nassau Energy	Hempstead IDA	Uniondale	0	2015	Natural gas fired electricity facility	\$3.5
Equity One Northeast Inc.	Hempstead IDA	Westbury	0	2027	Construction of shopping center	\$3
Canon USA, Inc. Phase I	Suffolk County IDA	Melville	0	2023	Construction of Canon Americas HQ	\$3

The Most Expensive Projects in the Long Island Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 286 projects in Long Island, providing \$68.6 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
GE Aviation	Bohemia	Empire State Economic Development Fund	\$6.4
Cold Spring Harbor Laboratory	Cold Spring Harbor	Downstate Regional Program	\$5
Canrock Ventures	Jericho	Innovate NY	\$4.5
Brookhaven National Labs	Brookhaven	JOBS NOW	\$3.9
Hempstead - Elmont Argo Theater	Hempstead	Restore New York Communities	\$2.5
Valley Stream - Sun Valley Towers	Valley Stream	Restore New York Communities	\$2.5

The Empire Zone Program funds 277 projects in the Long Island Region, providing \$114 million in tax credits since 2001. The region has only 2% of the Empire Zone projects in New York, and has provided only 2% of the program's total tax credits.

Project Name	City	Tax Credits Since 2001 (in millions)
Caithness Long Island, LLC	Brookhaven	\$18.2
Broadridge Investor Communications Solutions, Inc.	Islip	\$15.2
United Baking, Inc.	Shirley	\$4.9
Raymours Furniture Co., Inc.	Islip	\$4.3
C.M. Products, Inc.	Central Islip	\$4

The Long Island Regional Economic Development Council funds 72 projects, providing \$57.3 million in assistance in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Wyandanch Rising; Town of Babylon	Babylon	Mixed-use, mixed-income, transit oriented development	ESD: Regional Council Capital Fund & DOT: Multi-Modal Project	\$5.2
Ronkonkoma Hub Sewage Treatment Plant; Suffolk County Public Works	Suffolk County	Construction of sewage treatment plant for private economic development in county, such as Wyandanch Rising	ESD: Regional Council Capital Fund	\$4
Amneal Pharmaceutical Capital	Brookhaven	Construction of pharmaceutical manufacturing and distribution facilities	ESD: Regional Council Capital Fund	\$3
Canrock Ventures Thought Box Capital	Hicksville	Commercial and residential mixed-use center for IT companies and affordable housing	ESD: Regional Council Capital Fund & Economic Development Purposes Fund	\$3
P&L Development of NY	Westbury	Expand pharmaceutical manufacturing operations	ESD: Excelsior Jobs Program	\$2.7

The Excelsior Jobs Program has admitted 47 projects in the Long Island Region, providing up to \$47 million in tax credits.

Applicant Name	Type of Business; Description	Location	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Hain Celestial Group, Inc.	Back office; Moving HQ from Melville to Lake Success	Lake Success	122	N/A	\$3.5	\$4.5
Forest Laboratories, Inc.	Scientific R&D; Expansion of pharmaceutical R&D operations	Commack	20	N/A	\$10.3	\$3.3
P&L Development of NY	Manufacturing; Expansion of pharma manufacturing operations	Westbury	150	N/A	\$0	\$2.7
Sciegen Pharmaceuticals Inc	Manufacturing; Construction of pharmaceutical manufacturing plant	Hauppauge	250	N/A	\$19	\$2.4
Perfumania Holdings	Distribution; Expand distribution facility	Bellport	160	N/A	\$10	\$2.2

There are no current Brownfield Cleanup Program projects receiving tax subsidies in Long Island.

Local Development Corporations fund 4 projects in the Long Island Region, providing \$9,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Grant Amount
FJL Holding Co., LLC	Town of Huntington EDC	Huntington Station	N/A	2011	Commercial Property Improvement	\$4,500
Town of Huntington Youth Services Institute, Inc.	Town of Huntington EDC	Huntington	N/A	2011	Marketing and Business Recruitment	\$2,000
Huntington Community Development Agency	Town of Huntington EDC	Huntington	N/A	2011	Education/Training (Business Development)	\$1,500
Lam Tam Corp	Town of Huntington EDC	Huntington Station	N/A	2011	Commercial Property Improvement	\$1,000

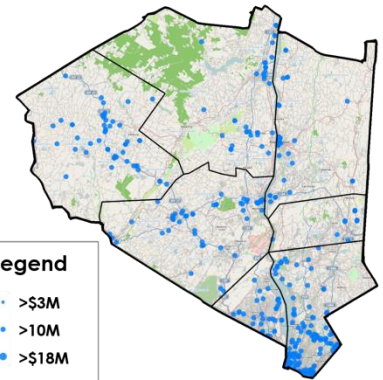
SUBSIDY SNAPSHOT: **Mid-Hudson**

Spotlight on IDAs

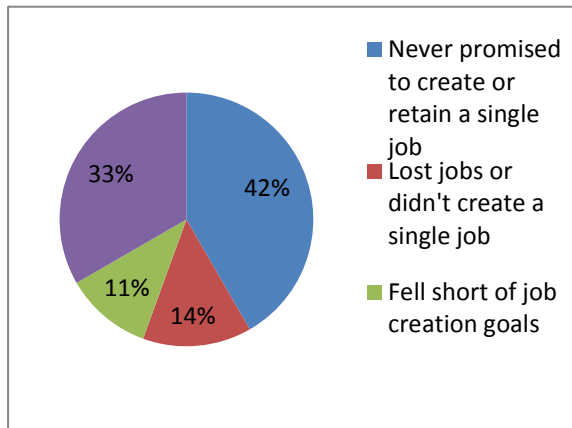
IDA subsidies take much-needed tax revenues from our communities

- In 2011, the Mid-Hudson's 20 IDAs spent \$84.7 million on 454 projects. With this money we could:
 - > Fund the education of over 4,600 students for one year.
 - > Retrofit nearly 6,800 small businesses for energy efficiency, save million of dollars in energy costs and employ nearly 1,400 workers in the construction industry.

IDA Projects by Net Exemption Amount



Only 33% of the IDA projects in the Mid-Hudson region set job creation goals and actually meet them



- 36 of the region's 454 current projects ended in 2011, allowing us to assess their lifetime achievement.
- Only one-third of these 36 projects actually met their job creation goals.
- 15 projects (42%), never promised to create or retain a single job.
- 9 businesses fell 795 jobs short of their job creation and retention goals.
 - > Instead of creating and retaining 1,082 jobs, these projects ended with only 287 jobs.

Key Regional IDA Facts

- 39% (\$32.8 million) of the net tax exemptions in the Mid-Hudson Region went to the Finance, Insurance and Real Estate (FIRE) sector, while only 13% of the projects (57) were in that sector.
 - > 47% of the net school property tax exemptions were due to FIRE exemptions.
- 43% (\$36.4 million) of the net tax exemptions in the region were given out by the Yonkers IDA.
 - > 9 projects in Yonkers received over \$1 million in net tax exemptions, while the Ridgehill Village project received nearly \$8.5 million in 2011 alone. This project is still nearly 1,000 jobs short of its goal.
 - > 6 of the 10 largest exemptions in 2011 went to projects in Yonkers.
- 98% of Westchester County IDA's tax exemptions were provided through state and local sales tax exemptions.
 - > Most of these state and local sales tax exemptions were given to a single project: Avon Products.
- The Dutchess County IDA is the region's only IDA with negative employment growth among all of its current projects. Currently, these projects have nearly 1,800 less jobs than before they received subsidies.
 - > This is primarily due to IBM layoffs. Both the Poughkeepsie and Hopewell Junction locations have over 3,600 less jobs than at the start of the subsidies.

Five Most Expensive IDA Projects in the Mid-Hudson Region in 2011

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Ridgehill Village	Yonkers IDA	Yonkers	3,044	2032	Mixed-use development	\$8.5
Avalon on the Sound East (Phase II)	New Rochelle IDA	New Rochelle	22	2034	Construction of rental housing/parking	\$8
Avon Products, Inc.	Westchester County IDA	Rye	250	2012	Office retention	\$4.9
Avalon on the Sound (Phase I)	New Rochelle IDA	New Rochelle	18	2029	Construction of rental housing/parking	\$4
Wartburg Senior Housing, Inc. - Meadowview	Mount Vernon IDA	Mount Vernon	55	2029	Senior citizen assisted living facility	\$3.8

The Most Expensive Projects in the Mid-Hudson Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 215 projects in the Mid-Hudson, providing \$95.2 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
OSI Pharmaceuticals	Ardsley	JOBS NOW	\$15
Yonkers - Former Library Restoration	Yonkers	Restore New York Communities	\$5.4
Regeneron Pharmaceuticals	Tarrytown	Empire State Economic Development Fund	\$4
New York Medical College	Valhalla	Regional Council Capital Fund	\$4
Yonkers - Philipse Manor Historic District Rehabilitation	Yonkers	Restore New York Communities	\$3.5

The Empire Zone Program funds 2,218 projects in the Mid-Hudson Region, providing \$614 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
IBM Corp.	Armonk	\$126.9
Philips Semiconductor Manufacturing, Inc.	Hopewell Junction	\$70.7
GPSDC (New York), Inc. – Old Navy Distribution Center	Fishkill	\$17.6
Ridgehill Village - FC Yonkers Associates, LLC (FKA Forest City Ratner)	Yonkers	\$12.7
Staples, The Office Superstore East, Inc.	Newburgh-Stewart area	\$11.9

The Mid-Hudson Regional Economic Development Council funds 63 projects, providing \$58.9 million in assistance in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Public School 6	Yonkers	Demolition of public school building; new construction of 121 residential rental units	HCR: Homes for Working Families, State Low Income Housing Tax Credit	\$29.6
New York Medical College (NYMC)	Valhalla	Westchester campus development for lab incubator & workforce training center	ESD: Regional Council Capital Fund	\$4
Sunrise Apts	Wallkill	Construction of two residential buildings, some reserved for persons with disabilities	HCR: Federal Low Income Housing Tax Credit & Housing Trust Fund	\$2.2
The Birches at Fishkill	Fishkill	Construction of 72 units of affordable housing for seniors	HCR: Federal Low Income Housing Tax Credit & Housing Trust Fund	\$1.8
Orange County Track and Bridge Rehabilitation	Orange County	Rehabilitate rail line	DOT: Rail; Port Bond Project	\$1.7

The Excelsior Jobs Program has admitted 24 projects in the Mid-Hudson Region, providing up to \$50.5 million in tax credits.

Applicant Name	Type of Business	City	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Atlas Air, Inc.	Back Office	Purchase	50	32	\$326.5	\$8.5
Mediacom Communication Corp	Back Office	Blooming Grove	140	N/A	\$34.8	\$6.5
Linuo Group Co., Ltd.	Manufacturing	East Fishkill	596	N/A	\$0	\$6
Acorda Therapeutics	Scientific R&D	Ardsley	190	N/A	\$30.2	\$5.2
United Natural Foods, Inc.	Distribution	Montgomery	362	N/A	\$50	\$3.6

The Brownfield Cleanup Program funds six projects in the Mid-Hudson Region, providing \$2.9 million in tax credits in 2012.

Company	Project Description and Location	Site Prep Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credit (in millions)
LC Main LLC	221 Main St, White Plains	N/A	N/A	N/A	\$2.6
Ossining Rx Development LLC	Clinton Terrace Shopping Center, Ossining	\$6	N/A	\$3	\$2
The Wire Mill, LLC	Former Hudson Wire Company, Ossining	N/A	\$2	N/A	\$0.04
Main Street Lofts Yonkers, LLC	Main/Hudson/Hawthorne Site, Yonkers	N/A	\$2	N/A	\$0.04
Collins Yonkers II, LLC	Yonkers Parcels B and C	\$0	\$2	\$0	\$0.03

Local Development Corporations fund 5 projects in the Mid-Hudson Region, providing \$245,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Grants Awarded
Bardavon 1869 Opera House	Dutchess County LDC	Poughkeepsie	N/A	2011	Commercial Property Improvement	\$.1
Ulster County IDA	Ulster County CRC	Kingston	N/A	2011	Marketing and Business Recruitment	\$.1
Beachak Bros	Peekskill Facilities DC	Yorktown Heights	N/A	2011	Commercial Property Improvement	\$.04
Peekskill Facilities Development Corporation	Peekskill Facilities DC	Peekskill	N/A	2011	Commercial Property Improvement	\$.01
Dutchess County Agricultural Society Inc	Dutchess County LDC	Rhinebeck	N/A	2011	Marketing and Business Recruitment	\$.01

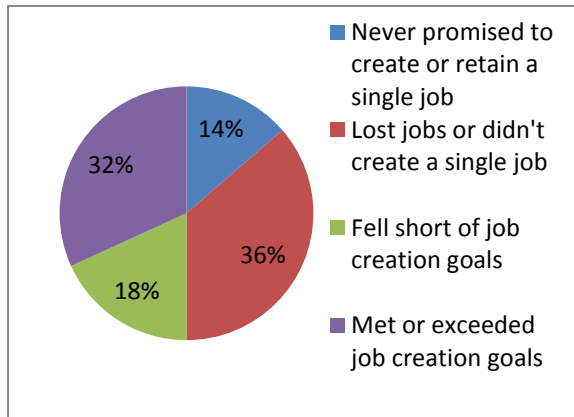
SUBSIDY SNAPSHOT: **MOHAWK VALLEY**

Spotlight on IDAs

IDA subsidies take much-needed tax revenues from our communities

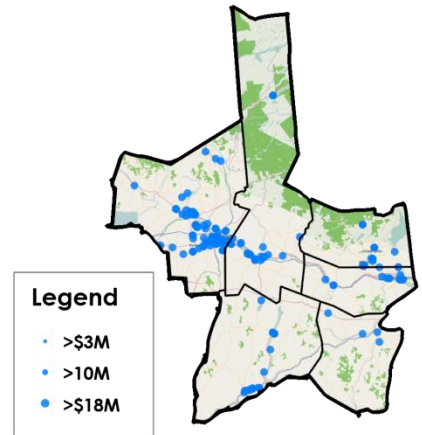
- In 2011, the Mohawk Valley region's eight IDAs spent \$14.9 million in net tax exemptions on 224 projects. With this money we could:
 - > Fund the education of over 800 students for one year.
 - > Retrofit nearly 1,200 small businesses for energy efficiency, saving millions of dollars in energy costs and employing almost 250 workers in the construction industry.

Only 32% of the IDA projects in the Mohawk Valley set job creation goals and actually met them



- 22 of the region's 224 current projects ended in 2011, allowing us to assess their lifetime achievement.
- 8 of these 22 projects lost jobs or failed to create a single job over the life of the subsidy agreement.
 - > 4 more projects failed to meet their job creation goals.
- The 12 projects that lost jobs, failed to create a single job, or that missed their job creation goals had promised to create 454 jobs, but instead fell 397 jobs below their promise.

IDA Projects by Net Exemption Amount



Key Regional IDA Facts

- The Oneida County IDA accounts for nearly 50% of the region's IDA projects (108 out of 224).
- The Schoharie County and Montgomery County IDAs provided 43% of the net tax exemptions in the region (\$6.4 million), while funding only 10% of the projects (22 projects).
 - > The Schoharie County IDA funds only seven projects. The largest project is the construction of a Walmart distribution center, which received \$2.8 million in 2011 alone. This project accounts for 84% of the IDA's net tax exemptions.
- The Montgomery County IDA provided 40% of the region's school property tax exemptions (\$2.9 million out of \$7.2 million), but funded only 7% of the projects (15).
 - > The Beechnut project accounts for nearly 75% of the IDA's net property tax exemptions.

Five Most Expensive IDA Projects in the Mohawk Valley Region in 2011

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Wal-Mart Distribution Center	Schoharie County IDA	Sharon Springs	572	2015	Other; Construction of new distribution center	\$2.8
Target Corp T3802	Montgomery County IDA	Amsterdam	0	2018	Wholesale Trade; Renovation of building	\$1.3
Beechnut	Montgomery County IDA	Amsterdam	39	2028	Manufacturing; Construction of new facility	\$1.2
Mohawk Adirondack RR (Genesee Valley Transport)	Oneida County IDA	Batavia	-10	2015	Transportation; Extended rail service to Oneida County businesses	\$.9
Senior Development	City of Utica IDA	Utica	0	2012	Other; N/A	\$.6

The Most Expensive Projects in the Mohawk Valley Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 160 projects in the Mohawk Valley, providing \$80.3 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
Beech-Nut Nutrition Corporation	Amsterdam	Empire State Economic Development Fund (EDF); JOBS NOW	\$23
Mohawk Valley Mfg Consortium Training	Verona	Empire State Economic Development Fund (EDF)	\$3
Target	Amsterdam	JOBS NOW	\$2.5
Rome - Cable Remediation	Rome	Restore New York Communities	\$2.5
Richmondville - Maranatha Family Center	Richmondville	Restore New York Communities	\$2.3

The Empire Zone Program funds 1,110 projects in the Mohawk Valley, providing \$241 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
Fage USA Dairy Industry, Inc.	Johnstown	\$19.3
Target Corporation	Amsterdam	\$16.4
Riverside Enterprises, LLC	Utica	\$10.3
Lowe's Home Centers, Inc.	Rome	\$7.4
Wal-mart Stores East, LP	Gloversville	\$7.2

The Mohawk Valley's Regional Economic Development Council funds 52 projects, providing \$52 million in funding in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Ft. Schuyler Management Capital (FSMC)	Utica	Construct laboratories for FSMC on behalf of SUNYIT	ESD: Economic Transformation Grant	\$15
Mohawk Valley Edge (MVEDGE)	Marcy	Build road and replace sewer pipe for Marcy Nanocenter at SUNYIT	ESD: Economic Transformation Grant	\$10
Town of Cobleskill Capital	Cobleskill	Extend water and sewer capacity on Route 7 for existing and future businesses	ESD: Economic Transformation Grant	\$4.1
Griffiss International Airport	Rome	Rehabilitation of hangar to allow for commercial aircraft	DOT: Aviation Bond Project	\$2.7
Fulton County Capital	Perth	Renovating a former prison to create the Tryon Business Park	ESD: Regional Council Capital Fund	\$2

The Excelsior Jobs Program has admitted ten projects in the Mohawk Valley Region, providing up to \$4.2 million in tax credits.

Applicant Name	Type of Business	City	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
TecMar NY, LLC	Agriculture	Glen	175	N/A	\$0	\$1
ProTerra Lighting US Inc.	Manufacturing	Amsterdam	140	N/A	\$1.2	\$7
Indium Corporation of America, Inc.	Manufacturing	Rome	24	N/A	\$9	\$7
Delorio Foods, Inc.	Manufacturing	Utica	55	N/A	\$0	\$5
Homogeneous Metals, Inc.	Manufacturing	Clayville	31	N/A	\$0	\$4

The Brownfield Cleanup Program does not currently fund a project in the Mohawk Valley region.

Local Development Corporations are not providing grants to projects in the Mohawk Valley region.

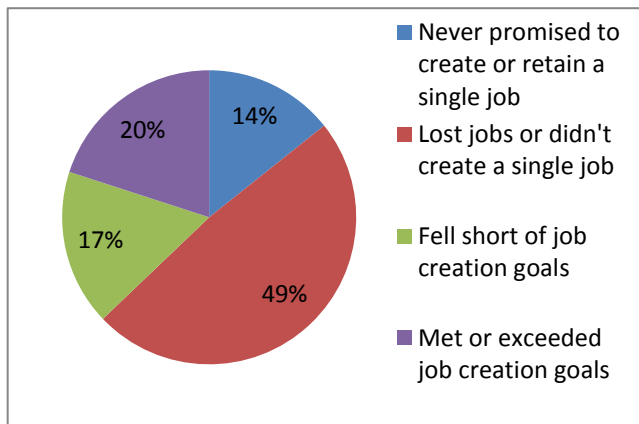
SUBSIDY SNAPSHOT: **NEW YORK CITY**

Spotlight on IDAs

IDA subsidies take much-needed tax revenues from our communities

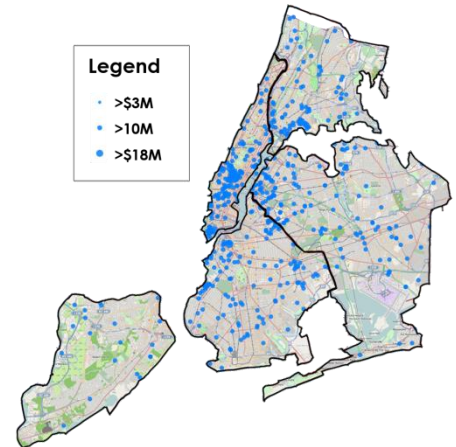
- The NYC IDA provided \$51.6 million in net tax exemptions on 546 projects in 2011, a decrease of 64% in spending since 2009. This is largely due to Giuliani-era subsidies ending. With this money we could:
 - Fund the education of over 2,800 students in the NYC.
 - Retrofit over 4,100 small businesses for energy efficiency, save millions of dollars in energy costs, and employ 825 workers in the construction industry.

Only 20% of NYC IDA projects set job creation goals and actually meet them



- 35 of the region's 546 current projects ended in 2011, allowing us to assess their lifetime achievement.
- Only 7 of the 35 met or exceeded their job creation goals.
- 12 businesses lost over 10,600 jobs during the course of their IDA subsidies.
- 22 businesses promised to create nearly 9,000 jobs, but instead fell 12,400 jobs short, ending with 3,500 less jobs than they started with.

IDA Projects by Net Exemption Amount



Key Regional IDA Facts

- Four of the five businesses with the worst record of job creation at the end of their subsidies are banks and financial institutions. These four businesses were 10,800 jobs below their promises.
 - Merrill Lynch started with 9,000 employees, and promised to create 2,000 more. Instead, by the end of the subsidy (15 years later), it had only 5,000 employees.
- 93% of the NYC IDA's net tax exemptions come from local property tax exemptions.
- 58% of the NYCIDA's net tax exemptions (\$30.2 million) were spent on projects in Manhattan, while Staten Island projects received only 2% of net tax exemptions (\$887,000).
- The Bronx had only 82 projects financed in 2011 (15% of the total), and these projects received only \$2.8 million (5% of the total).

Five Most Expensive IDA Projects in NYC in 2011.

Project Name	Borough	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
National Broadcasting Company (NBC)	Manhattan	1,577	2024	Renovating office space at Rockefeller Center	\$12.1
Morgan Stanley Group, Inc.	Manhattan	1,155	2012	Purchase and renovation of HQ	\$4.3
American International Group	Manhattan	806	2012	Renovating office space in NYC	\$3.8
Hearst Corporation	Manhattan	-199	2027	Renovating office space in NYC	\$3.7
Chase Manhattan Bank, NA	Brooklyn	-3,449	2015	Purchase and improvement of office building	\$3.5

The Most Expensive Projects in New York City

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 545 projects in New York City, providing \$477.2 million in grants.

Project Name	Borough	Fund Source	Total Grant Award (in millions)
Bank Of New York	Manhattan	World Trade Center Job Creation & Retention Program	\$40
Deutsche Bank	Manhattan	World Trade Center Job Creation & Retention Program	\$34.5
New York State Dairy Assistance Program	N/A	JOBS NOW	\$33
American Express	Manhattan	World Trade Center Job Creation & Retention Program	\$25
Goldman Sachs	Manhattan	World Trade Center Job Creation & Retention Program	\$25

The Empire Zone Program funds 2,433 projects in New York City, providing \$583 million in tax credits since 2001.

Project Name	Zone Name	Tax Credits Since 2001 (in millions)
Astoria Generating Company, L.P.	Sunset Park/Red Hook, Brooklyn	\$84.6
NYP Holdings, Inc. dba New York Post	Port Morris, Bronx	\$22.2
Morris Okun, Inc.	Hunts Point, Bronx	\$18.4
1-10 Industry City Associates, LLC	Sunset Park/Red Hook, Brooklyn	\$17.5
B & H Foto & Electronics Corp.	North Brooklyn	\$15.6

New York City's Regional Economic Development Council funds 54 projects, providing \$64.2 million in funding in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Hunts Point Produce Market & Hunts Point Terminal Co-op Assoc.	The Bronx	Construction of two warehouse bldgs, conversion of existing bldg into a rail receiving facility, energy efficiency and green infrastructure components.	ESD: RC Capital Fund & Excelsior; EFC: Green Innovation Grant Program	\$29.5
Create LLC; Taystee Create LLC	Manhattan	Renovate former Taystee Bakery Complex in Harlem to mixed-use facility.	ESD: RC Capital Fund & State Capital Funds	\$10
Prospect Park Lakeside Green Roof; NYC Parks	Brooklyn	Construction of LEED-certified recreational facility in Prospect Park with a green roof.	EFC: Green Innovation Grant Program	\$2.3
Rufus King Court Apts; Rufus King Court LP	Queens	Construction of retail units, 15% reserved for homeless or mentally ill renters.	HCR: Federal Low Income HTC & State Low Income HTC	\$1.7
King Garden Apartments; Dunn Development Corp.	Brooklyn	Construct six-story affordable housing bldg for seniors, developmentally-disabled adults, & homeless adults.	HCR: Federal Low Income Housing Tax Credit	\$1.7

The Excelsior Jobs Program has admitted 20 projects in New York City, providing up to \$113.4 million in tax credits.

Applicant Name	Type of Business	Borough	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Morgan Stanley & Co. Inc.	Financial Services	Manhattan	1,764	N/A	\$357.1	\$52
Fresh Direct, Inc.	Food distribution	The Bronx	946	N/A	\$98.2	\$18.9
Pearson, Inc.	Other	Manhattan	628	N/A	\$21.1	\$9
Macy's Inc.	Back Office	Manhattan	583	232	\$0	\$7.6
Roche TCRC, Inc (f/k/a Hoffman-La Roche, Inc.)	Scientific R&D	Manhattan	235	N/A	\$0	\$6.6

The Brownfield Cleanup Program funds 17 projects in New York City, provided \$43.2 million in Brownfield Tax Credits in 2012.

Company	Location	Site Preparation Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credits 2012 (in millions)
Astor Substation	Manhattan	\$15.4	\$76.4	\$0	\$12.9
Cornerstone Site B1	The Bronx	\$2	\$32.6	\$0	\$6.6
220 Water Street	Brooklyn	\$2	\$63.7	\$0	\$6.4
Foundation for Torah Studies Project	Brooklyn	\$0	\$31.4	\$0	\$6.3
Flushing Town Center	Queens	\$0	\$52.4	\$0	\$5.5

Local Development Corporations fund 80 projects in the New York City Region, providing \$179 million in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Grants Awarded (in millions)
Lincoln Center Development Project, Inc.	New York City EDC	New York	N/A	2010	Commercial Property Improvement	\$63
Museum for African Art	New York City EDC	Long Island City	N/A	2008	Commercial Property Improvement	\$12.5
American Museum of the Moving Image	New York City EDC	Astoria	N/A	2004	Commercial Property Improvement	\$11.7
Sims Municipal Recycling of New York LLC	New York City EDC	New York	N/A	2008	Commercial Property Improvement	\$9.5
Brooklyn Academy of Music, Inc.	New York City EDC	Brooklyn	N/A	2010	Commercial Property Improvement	\$7.3

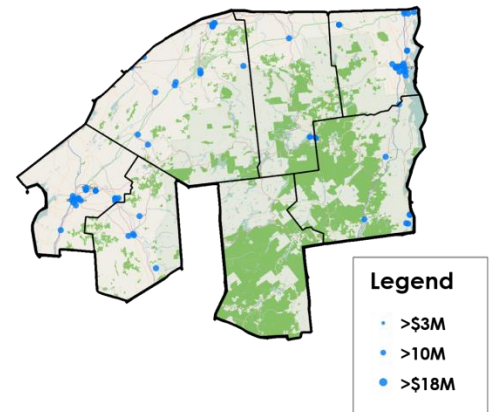
SUBSIDY SNAPSHOT: **NORTH COUNTRY**

Spotlight on IDAs

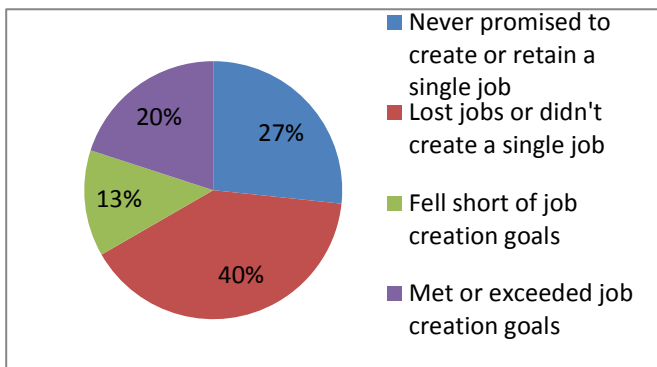
IDA subsidies take much-needed tax revenues from our communities

- In 2011, the North Country region's seven IDAs financed 128 projects, giving away \$6.5 million in net tax exemptions. Since 2009, the North Country has increased its IDA spending by over 75%, but is funding fewer projects. With this money we could:
 - > Fund the education of over 350 students for one year.
 - > Retrofit over 500 small businesses for energy efficiency, saving over hundreds of thousands of dollars in energy costs and employing over 100 construction workers.

IDA Projects by Net Exemption Amount



Only 20% of the IDA projects in the North Country region set job creation goals and actually meet them



- 15 of the region's 128 current projects ended in 2011, allowing us to assess their lifetime achievement.
- Only 3 of these 15 projects met or exceeded their job creation goals.
- 9 projects failed to create a single permanent job over the life of the subsidy agreement.
- Eight projects failed to meet their job creation goals. They promised to create 230 jobs, but instead these projects ended with only 4 net new jobs, 226 jobs short of their goal.
- Corning, Inc accounted for 64% of the net job creation in the region among projects completed in 2011.

Key Regional IDA Facts

- The Lewis County IDA accounts for ¾ of the net school property tax exemptions (\$1.1 million out of \$1.6 million). This is largely due to a single energy project, the WPS Beaver Falls Generation project.
- The Jefferson County IDA accounts for nearly 90% of the state sales tax exemptions provided in the region (\$1.2 million out of \$1.3 million). This is primarily due to a single project, the Fort Drum Mountain Community Homes.
 - > The Jefferson County IDA also created nearly 1,200 net new jobs through only 23 projects, and had only one project with net job loss.

5 Most Expensive IDA Projects in the North Country Region in 2011

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Fort Drum Mountain Community Homes Phase III	Jefferson IDA	Fort Drum	22	2014	Construction of military housing	\$2.7
WPS Beaver Falls Generation	Lewis County IDA	Beaver Falls	7	2016	Energy generation project	\$2.2
Great Lakes Cheese of New York	Jefferson IDA	Adams	0	2028	Cheese manufacturing plant expansion	\$1.2
Carthage Energy LLC	Jefferson IDA	Carthage	0	2014	Energy generation project	\$.5
Saranac Power Partners/North Country Gas Pipeline	Clinton County IDA	Plattsburgh	20	2009	Natural gas pipeline project for electricity generation	\$.4

The Most Expensive Projects in the North County Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 198 projects in the North Country, providing \$77.3 million in grants.

Project Name	City	Fund Source	Total Grant Award (in millions)
Olympic Regional Development Authority	Lake Placid	Empire State EDF: Upstate Regional Blueprint Fund	\$18.8
Laurentian Aerospace MRO Services	Plattsburgh	JOBS NOW	\$6.1
Plattsburgh - North Country Plaza	Plattsburgh	Restore New York Communities	\$2.5
Plattsburgh - Imperial Industrial Park	Plattsburgh	Restore New York Communities	\$2.5
Franklin County - St. Lawrence County Natural Gas Distribution	Malone	Upstate Regional Blueprint Fund	\$2.5
Watertown - Woolworth Building	Watertown	Restore New York Communities	\$2.5

The Empire Zone Program funds 1,103 projects in the North Country Region, providing \$320 million in tax credits since 2001.

Project Name	City	Tax Credits Since 2001 (in millions)
Erie Boulevard Hydropower L.P.	Potsdam	\$79.9
Flat Rock Wind Power, LLC (aka Maple Ridge)	Tug Hill, Lewis County	\$36.8
Mold-Rite Plastics, Inc.	Plattsburgh	\$12.4
Bill McBride Chevrolet, Inc.	Plattsburgh	\$12
St. Lawrence Zinc Company, LLC	Gouverneur	\$10.6

The Mohawk Valley's Regional Economic Development Council funds 52 projects, providing \$52 million in funding in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Newton Falls Capital II; St. Lawrence County IDA	Lewis & St Lawrence Cty	Rehabilitate 46 miles of track on the Newton Falls Railroad line	ESD: Regional Council Capital Fund	\$8.7
Housing Capital; Devel Authority of N. Country DANC	Watertown	Construction of rental housing in the Watertown-Fort Drum area	ESD: Regional Council Capital Fund	\$4
Bombardier Mass Transit Capital; Bombardier	Plattsburgh	Expansion of main plant, upgrade car shell welding robot, expand test facility	ESD: Regional Council Capital Fund	\$2.5
Beaver Meadow; COR Watertown Company, LLC	Watertown	Build 296 rental units in the Fort Drum area. 60 rental units will be affordable.	HCR: Housing Trust Fund	\$2.4
Clayton Harbor Hotel Capital; Clayton Harbor Hotels	Clayton	Build a destination hotel on the former Frink America property	ESD: Regional Council Capital Fund	\$2.3

The Excelsior Jobs Program has admitted four projects in the North Country Region, providing up to \$2.4 million in tax credits.

Applicant Name	Type of Business	City	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
STREAM New York, Inc.	Back Office	Watertown	300	N/A	\$0	\$1.5
MetalCraft Marine U.S. Inc.	Manufacturing	Cape Vincent	63	N/A	\$2	\$4
Fujitsu Frontech North America, Inc.	Manufacturing	Plattsburgh	53	N/A	\$0	\$3
Upstate Niagara Cooperative, Inc.	Manufacturing	N/A	0	N/A	\$11	\$2

The Brownfield Cleanup Program does not currently fund a project in the North Country region.

Local Development Corporations fund 32 projects in the North Country Region, providing \$1.7 million in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Net Exemptions (in millions)
Schluter Systems UMS	Town of Plattsburgh LDC	Plattsburgh	15	2010	Business Expansion/Startup	\$.3
Great Lakes Cheese of New York	Jefferson County LDC	Adams	36	2010	Business Expansion/Startup	\$.2
Schluter SSF	Town of Plattsburgh LDC	Plattsburgh	15	2010	Business Expansion/Startup	\$.2
Chang Baik-Chang Building	Carthage IDA	Carthage	NULL	2009	Commercial Property Improvement	\$.1
Haley Lumber	Town of Plattsburgh LDC	Plattsburgh	6	2010	Business Expansion/Startup	\$.1

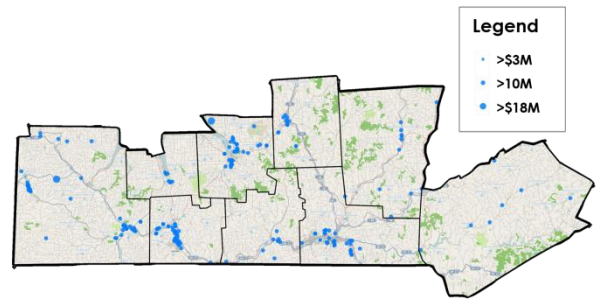
SUBSIDY SNAPSHOT: SOUTHERN TIER

Spotlight on IDAs

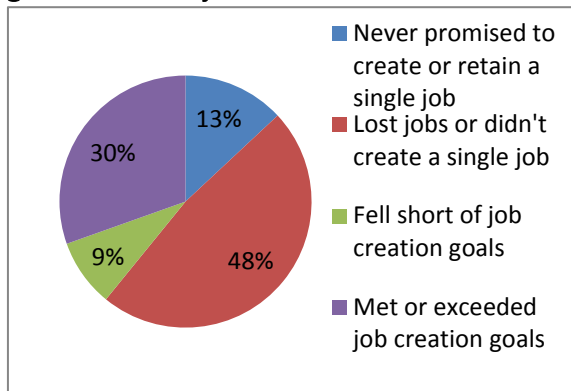
IDA subsidies take much-needed tax revenues from our communities

- The Southern Tier's nine IDAs financed 258 projects, giving away \$37.8 million in net tax exemptions in 2011 alone. With this money we could:
 - Fund the education of 2,100 students for one year.
 - Retrofit over 3,000 small businesses for energy efficiency, saving millions of dollars in energy costs and employing over 600 construction workers.

IDA Projects by Net Exemption Amount



Only 30% of the IDA projects in the Southern Tier set job creation goals and actually meet them



- 23 out of 258 projects ended in 2011 in the Southern Tier, allowing us to analyze the success of these completed projects.
 - Combined, these 23 projects that ended in 2011 had a net loss of jobs: they ended with 70 jobs less than they started with.
- Only 7 of these 23 projects met or exceeded their job creation promises.
- 16 projects lost jobs, didn't meet their job creation promises, or didn't promise to create or retain any jobs.
 - These projects lost 372 jobs and were 741 jobs below their job creation promises.

Key Regional IDA Facts

- 3 of the 5 projects with the greatest net job loss are funded by the Chemung IDA.
- 45% of the net tax exemptions in the Southern Tier were spent by the Steuben County IDA (\$16.9 million), despite that IDA financing only 17% of the region's projects (43 projects).
 - Of the six projects in Steuben County that received over \$1 million in 2011:
 - The 2 largest are windfarms, which received a total of \$8.4 million; 3 are Corning Inc., the glass manufacturer, which received \$4.4 million; and 2 are natural gas-related, which received \$2.7 million.
- Steuben County IDA also spent 68% of the region's state sales tax exemptions (\$4.5 million out of \$6.8 million).
 - Howard Wind LLC, the largest subsidy recipient in 2011 in the Southern Tier, accounted for over 1/3 of the total state sales tax exemptions granted in the region (\$2.5 million).
- The Tioga County IDA, despite spending \$2.9 million in net exemptions on 8 projects in 2011, is the only IDA with net job loss. These projects are 35 jobs below where they were when they started receiving subsidies.

Five Most Expensive IDA Projects in the Southern Tier Region in 2011

Project Name	IDA	City	Jobs Added/ Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Millennium Pipeline Company (4 projects)	Broome; Chemung; Delaware County & Steuben County IDAs	Broome, Chemung, Delaware & Steuben Counties	-13	2021-2025	Construction of 182-mile natural gas transportation pipeline and compressor station	\$5.7
Howard Wind LLC	Steuben County IDA	Avoca	8	2032	60 mw windfarm in the Town of Howard	\$5
Corning Inc. (17 projects)	Steuben County IDA	Corning & Painted Post	2,535	2016-2031	Construction and upgrades of offices, R&D, manufacturing, etc.	\$4.9
AES Cayuga	Tompkins County IDA	Lansing	-36	2029	PILOT agreement with power company to adjust assessment value	\$3.4
Canandaigua Power Partners LLC (2 projects)	Steuben County IDA	Cohocton	8	2028	Construction of up to 58 Clipper Liberty 2.5 MW wind turbines and infrastructure	\$3.4

The Most Expensive Projects in the Southern Tier Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 241 projects in the Southern Tier, providing \$130 million in grants.

Project Name	Borough	Fund Source	Total Grant Award (in millions)
Agro Farma	New Berlin	New Mkts Tax Credits	\$18
Dresser Rand	Painted Post	JOBS NOW	\$5
Lockheed - US101 Hangar	Owego	JOBS NOW	\$5
Cayuga Ventures	Ithaca	Innovate New York Fund	\$5
Endicott Interconnect Technologies	Endicott	Empire State Economic Development Fund (EDF)	\$4

The Empire Zone Program funds 1,582 projects in the Southern Tier Region, providing \$450 million in tax credits since 2001.

Project Name	Zone Name	Tax Credits Since 2001 (in millions)
Huron Real Estate Associates, LLC	Triple Cities Of Broome County	\$65.2
Corning Property Management Corporation	Hornell/Corning	\$47.9
Central New York Oil & Gas Company, LLC	Tioga County	\$26.7
Lockheed Martin - Owego	Tioga County	\$23.8
Synthes U.S.A., LLC	Elmira	\$17.8

The Southern Tier's Regional Economic Development Council funds 61 projects, providing \$36.1 million in funding in 2012.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
STREDC Rural Initiative Fund, Community Revitalization, Shovel Ready; Southern Tier EDC	Southern Tier	The Southern Tier Regional EDC will operate a regional loan program and a Shovel Ready loan program for municipalities and/or developers	ESD: Economic Development Purposes Fund; Regional Council Capital Fund	\$8
Poet's Landing LLC	Dryden, Tompkins County	New green construction of 72 rental units of workforce housing with set-asides for persons with disabilities	HCR: Federal Low Income HTC & Housing Trust Fund	\$2.5
Norwich Pharmaceuticals	Norwich, Chenango County	Utility and water system infrastructure improvements, boiler upgrades, etc.	ESD: Excelsior Jobs Program	\$2
Steuben County Rail Restoration, Corning to PA State Line; Wellsboro & Corning Railroad Co.	Southern Tier	Restoration of 11 miles of railroad track. Train will serve customers in the Southern Tier of NY and the Northern Tier of Pennsylvania.	DOT: Rail & Port Bond Project	\$1.8
Muldoon Gardens; Home Leasing, LLC	Waverly, Tioga County	Redevelop historic school building into 31 affordable units, with set-asides for persons with disabilities	HCR: Housing Trust Fund	\$1.5

The Excelsior Jobs Program has admitted 5 projects in the Southern Tier Region, providing up to \$51.8 million in tax credits.

Applicant Name	Type of Business	Borough	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Corning Incorporated	Manufacturing	Corning	250	N/A	\$236.6	\$40
Chobani, Inc.	Manufacturing	Norwich	450	N/A	\$93	\$8.5
Norwich Pharmaceuticals, Inc.	Manufacturing	Norwich	27	N/A	\$20.2	\$2
The Gunlocke Company, LLC	Manufacturing	Wayland	115	92	\$1.8	\$8
Golden Artist Colors Incorporated	Manufacturing	New Berlin	37	N/A	\$0	\$5

The Brownfield Cleanup Program funds 2 projects in the Southern Tier, provided \$.3 million in Brownfield Tax Credits in 2012.

Company	Project Description and Location	Site Preparation Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credits in 2012 (in millions)
NYSEG-Binghamton Washington St MPG	Binghamton	\$1.6	\$0	\$0	\$3
South Hill Business Campus, LLC	Former Axiom facility, Ithaca	\$0	\$3	\$1	\$0.4

Local Development Corporations fund 13 projects in the Southern Tier Region, providing \$761,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Grants Awarded (in millions)
Town of Stamford	Delaware County LDC	Hobart	31	2010	Business Expansion/Startup	\$.3
Town of Harpersfield	Delaware County LDC	Harpersfield	4	2009	Business Expansion/Startup	\$.1
Town of Hamden	Delaware County LDC	Hamden	4	2011	Business Expansion/Startup	\$.06
Delaware County LDC	Delaware County LDC	Delhi	N/A	2008	Commercial Property Improvement	\$.06
Mary Puglisi	Binghamton LDC	Binghamton	N/A	2011	Commercial Property Improvement	\$.04

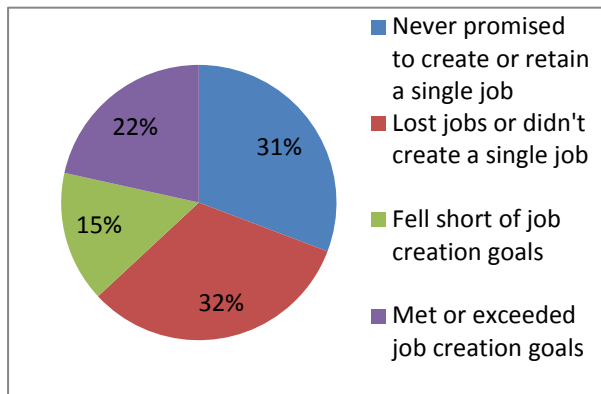
SUBSIDY SNAPSHOT: **WESTERN NEW YORK**

Spotlight on IDAs

IDA subsidies take much-needed tax revenues from our communities

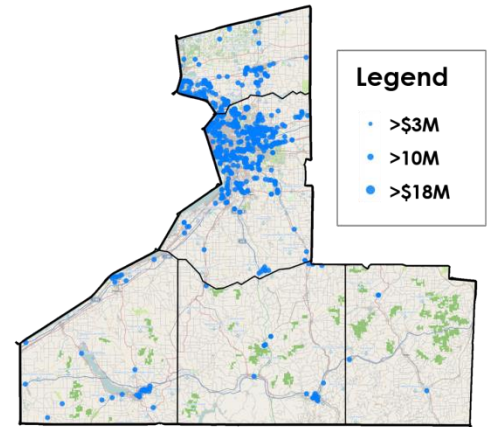
- Western New York's 14 IDAs financed 824 projects, giving away \$36.4 million in net tax exemptions in 2011 alone. With that money we could:
 - Fund the education of 2,000 students for one year.
 - Retrofit nearly 3,000 small businesses for energy efficiency, save millions of dollars in energy costs and employ nearly 600 workers in the construction industry.

Only 22% of the IDA projects in Western NY set job creation goals and actually meet them



- 65 of the region's 824 projects ended in 2011, allowing us to assess their lifetime achievement.
- Of these 65 projects, only 14 projects (22%) promised to create jobs and met their job creation goals.
- 31 businesses promised to create 1,277 jobs but instead fell 1,697 jobs short of those promises.
 - Western New York's IDAs spent nearly \$1.6 million on these failing projects in 2011 alone.

IDA Projects by Net Exemption Amount



Key Regional IDA Facts

- 3 IDAs—Erie County, Amherst, and Niagara County—accounted for 71% of the projects in the region (583 out of 824 total projects), and 78% of the net tax exemptions in the region (\$28.3 million out of \$36.4 million).
 - These same three IDAs also accounted for 75% of the region's school property tax exemptions, costing \$8.2 million, and 89% of the region's local property tax exemptions
- Erie County and Niagara County IDAs accounted for 55% of the state sales tax exemptions (\$2.9 million).
- Four of the five most expensive projects in 2011 are in Niagara County.
- Not one of the five largest projects in the Western New York region has created a job since their subsidy began, while three of the five largest projects have lost a total of 22 jobs over that time.

Five Most Expensive IDA Projects in the Western NY Region in 2011.

Project Name	IDA	City	Jobs Added/Lost	Project End Year	Project Purpose	Net Exemptions (in millions)
Greenpac Mill, LLC	Niagara County IDA	Niagara Falls	0	2033	Manufacturing facility construction for liner board	\$3.1
General Motors, LLC	Erie County IDA	Tonawanda	0	2032	Demolition/new construction; Equipment purchases	\$1.9
Covanta Niagara, LLP (f.k.a. American Ref-Fuel Co. of N.F.)	Niagara County IDA	Niagara Falls	-13	2026	Refinance a trash incineration facility	\$1.8
Niagara Generation, LLC (USRG Niagara Biomass, LLC)	Niagara County IDA	Niagara Falls	-8	2026	Acquisition of a power plant that burns wood biomass and tire derived fuel	\$1.8
Center Court I LLC (Norstar Dvlp USA)	Niagara County IDA	Niagara Falls	-1	2056	Demolition of housing/build new low-income housing	\$1

The Most Expensive Projects in the Western NY Region

Only a few economic development programs report data regionally: we compiled the most expensive projects in each program.

The Empire State Development Corporation (ESDC) funds 437 projects in the Western NY Region, providing \$236.5 million in grants. 26 of the 30 largest recipients of ESDC grants in the region are in Buffalo.

Project Name	City	Fund Source	Total Grant Award (in millions)
Adelphia Communications Worker Training	Buffalo	JOBS NOW	\$12.4
Kaleida Health	Buffalo	Upstate Regional Blueprint Fund	\$10
Niagara Falls Culinary Institute	Niagara Falls	Upstate Regional Blueprint Fund	\$9
Buffalo - Neighborhood Revitalization	Buffalo	Restore New York Communities	\$7.6
GM 2L & 2.5L Engine Lines	Buffalo	Upstate Regional Blueprint Fund	\$6

The Empire Zone Program funds 2,440 projects in the Western NY Region, providing \$873.6 million in tax credits since 2001. Western NY has been the largest recipient of Empire Zone program funding in New York over this period.

Project Name	City	Tax Credits Since 2001 (in millions)
NRG Energy, Inc.	Town of Tonawanda; City of Dunkirk	\$143.6
GEICO General Insurance Co & Indemnity Co	Town of Tonawanda	\$127.1
Manufacturers and Traders Trust Company	Buffalo	\$37.4
American Axle & Manufacturing (Decertified: out of business)	Buffalo	\$21.5
Rich Products Corporation	Buffalo	\$16.7

The Western NY Regional Economic Development Council funds 108 projects, providing \$72.6 million in assistance in 2012. The five most expensive Regional Council projects are in Buffalo.

Project Name/Recipient	City	Project Description	Agency/Program	Award Amount (in millions)
Buffalo-Niagara International Airport	Buffalo	Parking lot expansion project, constructing nearly 1,000 new parking spaces	DOT: Aviation Bond Project	\$6
Roswell Park Cancer Institute	Buffalo	Build the infrastructure for a gene database of Western NY residents, for cancer-related drugs and treatment	ESD: Regional Council Capital Fund	\$5.1
Buffalo Streetscapes	Buffalo	Connect Buffalo's Downtown Districts through streetscape and infrastructure -Queen City Hub Plan	ESD: Regional Council Capital Fund	\$4
Jacobs Institute	Buffalo	Construction of a medical device prototyping facility on Buffalo Niagara Medical Campus	ESD: Regional Council Capital Fund	\$4
Riverside Special Needs Apartments	Waverly	Renovate a historic school building into 31 affordable senior rental units	HCR: Federal Low Income Housing Tax Credit & Housing Trust Fund	\$3.3

The Excelsior Jobs Program has admitted 23 projects in the Western NY Region, providing up to \$30.6 million in tax credits.

Applicant Name	Type of Business	City	Net New Jobs Promised	Jobs Created To-Date	Investment Promised (in millions)	Max. Tax Credits (in millions)
Ingram Micro Inc.	Back Office	Williamsville	249	N/A	\$0	\$7.7
PHH Mortgage Corporation	Financial Services	Amherst	400	N/A	\$0	\$3
Rich Products Corporation	Scientific R&D	Buffalo	17	N/A	\$56	\$2.9
FedEx Trade Networks	Back Office	Tonawanda	82	N/A	\$4.6	\$2.3
Transport and Brokerage	Back Office	Tonawanda	82	N/A	\$4.6	\$2.3
Welded Tube USA	Manufacturing	Buffalo	121	N/A	\$0	\$2

The Brownfield Cleanup Program funds 14 projects in the Western NY Region, providing \$7.1 million in tax credits in 2012.

Company	Project Description and Location	Site Prep Costs (in millions)	Tangible Property Costs (in millions)	On-Site Remediation Costs (in millions)	Total Tax Credit (in millions)
SBD Holdings I Inc.	Buffalo Color Corporation Site, Area C & E, Buffalo	\$4.9	\$0	\$4.3	\$2.3
Remington Lofts on the Canal, LLC	Remington Rand Building, North Tonawanda	\$2	\$18.9	\$0	\$1.9
Globe Specialty Metals, Inc.	3807 Highland Ave Site, Niagara Falls	\$4	\$6.7	\$0	\$1.5
598 Main Street, LLC	111 Hydraulic St, Buffalo	\$2.1	\$0	\$0	\$8
1055 Genesee St, LLC	NOCO #S41, Buffalo	\$0.1	\$0	\$1.1	\$2

Local Development Corporations fund 15 projects in the Western NY Region, providing \$808,000 in grants in 2011.

Project Name	LDC	City	Jobs Added/ Lost	Year Grant Awarded	Project Purpose	Net Exemptions (in millions)
LaSalle Hospitality, LLC	NFC DC	Niagara Falls	45	2010	Business Expansion/Startup	\$.4
ERDCO	NFC DC	Niagara Falls	8	2010	Business Expansion/Startup	\$.1
Snyder Manufacturing	Salamanca Area DC	Salamanca	5	2010	Business Expansion/Startup	\$.1
WCA Hospital	Chautauqua County CRC	Jamestown	N/A	2011	Marketing and Business Recruitment	\$.03
PEMCO	NFC DC	Niagara Falls	8	2011	Business Expansion/Startup	\$.03

Appendix

Resources by Program

Industrial Development Agencies

Office of the New York State Comptroller. (2011). Annual Performance Report on New York State's Industrial Development Agencies. Retrieved from <http://www.osc.state.ny.us/localgov/pubs/research/idaperformance2011.pdf>

Office of the New York State Comptroller. (2010). Local Government and School Accountability, Industrial Development Agencies Summary of Data, 2011. Retrieved from http://www.osc.state.ny.us/localgov/datanstat/findata/index_choice.htm

Laws of New York, General Municipal Law, Article 18-A, Industrial Development

Local Development Corporation Data

Office of the New York State Comptroller. (2011). Local Government and School Accountability, Local Development Corporations, Summary of Data. Retrieved from http://www.osc.state.ny.us/localgov/datanstat/findata/index_choice.htm

Laws of New York. Not-for-profit Corporation Law, Local Development Corporations, § 1411.

New York Authorities Budget Office. (2012 & 2013). Annual Report on Public Authorities in New York State. Retrieved from <http://www.abo.ny.gov/reports/aboannualreports.html>

Office of the New York State Comptroller. (2011, April). Municipal Use of Local Development Corporations and Other Private Entities. Retrieved from <http://www.osc.state.ny.us/localgov/pubs/research/ldcreport.pdf>

Excelsior Jobs Program

Laws of NY, Economic Development Law, Excelsior Jobs Program Act. Article 17. Retrieved from http://esd.ny.gov/BusinessPrograms/Data/Excelsior/050211_ExcelsiorStatutoryProvisions.pdf

Empire State Development Corporation. (FY 2012). Excelsior Jobs Program Quarterly Report. Retrieved from <http://esd.ny.gov/CorporateInformation/PublicAuthoritiesRequiredPostings.html>

Empire State Development Corporation. (FY2012). Excelsior Program Investment Quarterly Report. Retrieved from <http://esd.ny.gov/BusinessPrograms/Excelsior.html>

Brownfields Tax Credits

NYS Department of Taxation and Finance. (2012). Brownfield Credit Reports. Retrieved from http://www.tax.ny.gov/research/stats/statistics/special_interest_reports/brownfield_credit/brownfield_credit_reports.htm

The Brownfield Cleanup Program is established under the New York Environmental Conservation Law, Article 27, Chapter 14, Collection, Treatment and Disposal of Refuse and Other Solid Waste, Brownfield Cleanup Program.

Laws of New York, Tax Law, Article 1, Section 21(e), Brownfield Redevelopment Tax Credit

Empire State Development Corporation

Empire State Development Corporation. (2011, December 14). Annual Report on Job Creation and Retained on ESD Grant and Loan Programs, 2011. Retrieved from http://esd.ny.gov/corporateinformation/data/12142011_boardmaterials/11_item112011employmentreport_121411.pdf

Data on grant recipients obtained through a FOIL request to ESDC and on file at ALIGN.

Empire Zones

Laws of New York, General Municipal Law Article 18(b), New York State Empire Zones.

Company-specific data since 2001 obtained through a FOIL request to Empire State Development Corporation, on file with ALIGN.

Annual Empire Zone data available from Syracuse Post Standard. (2012). Data Center, Empire Zone Tax Credits. Retrieved from <http://www.syracuse.com/data/empire-zones-2012/>;

Regional Economic Development Councils

New York Regional Economic Development Councils. (2012). Project Data. Retrieved from <http://www.nyscfaprojectdata.ny.gov/>. Note that contracts for 2011 awards were not executed until 2012. Our analysis is based upon the year contracts were executed, rather than the year the award was made.

End Notes

- ¹ ALIGN. (May, 2013). The \$7,000,000,000 Wager: New York State's Costly Gamble in Economic Development. Retrieved from <http://www.alignny.org/posts/resource/2013/05/the-7-billion-wager-new-york-states-costly-gamble-in-economic-development/>
- ² The data from these seven programs is inconsistent – some programs report on total subsidy allocations to each business, but not on yearly allocations. Other programs report only yearly allocations, but not total allocations. Thus, we cannot add all the subsidy expenditures together to arrive at regional totals, and instead we focus on comparing each program's spending by region. Several of the seven programs covered in this report provide project-specific data only in response to a Freedom of Information Law (FOIL) request, meaning this information is largely inaccessible to the broader public.
- ³ Office of the New York State Comptroller. (2011). Annual Performance Report on New York State's Industrial Development Agencies. Retrieved from <http://www.osc.state.ny.us/localgov/pubs/research/idaperformance2011.pdf>
- ⁴ New York State Tax Reform and Fairness Commission Final Report, November, 2013, page 26, at <http://www.pjsolomon.com/chairmans-corner/nys-tax-reform-and-fairness-commission-final-report-november-2013>
- ⁵ New York Authorities Budget Office. (July 1, 2012). Annual Report on Public Authorities in New York State. Retrieved from <http://www.abo.ny.gov/reports/aboannualreports.html>
- ⁶ The total number of subsidized projects only takes into account the projects subsidized by the seven programs covered in this report. However, the Empire Zone program, IDAs and ESDC account for the majority of subsidized projects in New York and all are covered in this report: most programs subsidize hundreds of projects, whereas these three programs subsidize thousands of projects.
- ⁷ Empire State Development Corporation. (December 14, 2011). Annual Report on Job Creation and Retained on ESD Grant and Loan Programs, 2011. Retrieved from http://esd.ny.gov/corporateinformation/data/12142011_boardmaterials/11_item112011employmentreport_121411.pdf
- See also: Data on grant recipients obtained through a FOIL request to ESDC and on file at ALIGN.
- ⁸ Annual Empire Zone data available from Syracuse Post Standard. (2012). Data Center, Empire Zone Tax Credits. Retrieved from <http://www.syracuse.com/data/empire-zones-2012/>;
- Laws of New York, General Municipal Law Article 18(b), New York State Empire Zones;
- See also: Company-specific data since 2001 obtained through a FOIL request to Empire State Development Corporation, on file with ALIGN.
- ⁹ New York Regional Economic Development Councils. (2012). Project Data. Retrieved from <http://www.nyscfaprojectdata.ny.gov/>
- ¹⁰ Empire State Development Corporation. (FY 2012). Excelsior Jobs Program Quarterly Report. Retrieved from <http://esd.ny.gov/CorporateInformation/PublicAuthoritiesRequiredPostings.html>
- Empire State Development Corporation. (FY 2012). Excelsior Program Investment Quarterly Report. Retrieved from <http://esd.ny.gov/BusinessPrograms/Excelsior.html>
- Laws of NY, Economic Development Law, Excelsior Jobs Program Act. Article 17. Retrieved from http://esd.ny.gov/BusinessPrograms/Data/Excelsior/050211_ExcelsiorStatutoryProvisions.pdf
- ¹¹ NYS Department of Taxation and Finance. (2012). Brownfield Credit Reports. Retrieved from http://www.tax.ny.gov/research/stats/statistics/special_interest_reports/brownfield_credit/brownfield_credit_reports.htm;
- The Brownfield Cleanup Program is established under the New York Environmental Conservation Law, Article 27, Chapter 14, Collection, Treatment and Disposal of Refuse and Other Solid Waste, Brownfield Cleanup Program;
- Laws of New York, Tax Law, Article 1, Section 21(e), Brownfield Redevelopment Tax Credit
- ¹² Office of the New York State Comptroller. (2011). Local Government and School Accountability, Local Development Corporations, Summary of Data. Retrieved from http://www.osc.state.ny.us/localgov/datanstat/findata/index_choice.htm;
- For more information about Local Development Corporations, see also:
- Laws of New York. Not-for-profit Corporation Law, Local Development Corporations, § 1411;
- New York Authorities Budget Office. (July 1, 2012). Annual Report on Public Authorities in New York State.
- Office of the New York State Comptroller. (April, 2011). Municipal Use of Local Development Corporations and Other Private Entities. Retrieved from <http://www.osc.state.ny.us/localgov/pubs/research/ldcreport.pdf>
- ¹³ Office of the New York State Comptroller. (2011). Annual Performance Report on New York State's Industrial Development Agencies. Retrieved from <http://www.osc.state.ny.us/localgov/pubs/research/idaperformance2011.pdf>
- For more information about Industrial Development Agencies, see also:
- Office of the New York State Comptroller. (2010). Local Government and School Accountability, Industrial Development Agencies Summary of Data, 2011. Retrieved from http://www.osc.state.ny.us/localgov/datanstat/findata/index_choice.htm;
- Laws of New York, General Municipal Law, Article 18-A