

2015 Regional Council Process & Consolidated Funding Applications

Background:

The Regional Economic Development Councils (REDCs) are a community driven, regional approach to economic development in New York State. Each Council consists of up to 30 business, academic and government leaders from throughout the Region.

In 2011, each of the ten Regional Councils were tasked with developing a five-year strategic plan that included a comprehensive vision for economic development for that region, regional strategies to achieve that vision, and specific priority projects that are significant, regionally supported and capable of stimulating economic investment. Empire State Development Corporation developed a competitive process in which Regional Council Strategic Plans containing recommendations for funding made by each Regional Council were reviewed by a Strategic Plan Review Committee consisting of two State Agency Commissioners and three economic development experts. Members of the 2011 Review Team included: Dall W. Forsythe, Senior Fellow at the Wagner School of Public Service at New York University and former Vice President for Finance and Operations at The Atlantic Philanthropies; Walter D. Broadnax, Professor of Public Administration at The Maxwell School of Syracuse University; Bruce J. Katz, Vice President at the Brookings Institution and founding Director of the Brookings Metropolitan Policy Program; Joan McDonald, Commissioner of the New York State Department of Transportation; and Cesar Perales, New York State Secretary of State. On December 8, 2011, the Governor and Legislative Leaders announced the winners of the first round of competition and one year later 97% of Round One projects were under contract and/or progressing.

In 2012, the Councils went a step further and produced Strategic Implementation Agendas that built upon the progress from the first round and further developed and refined their Regional Five Year Strategic Plans by undertaking four primary activities: Establishing a framework to advance the Regional Strategic Plan; Implementing the strategies laid out in the Strategic Plan; Creating a project pipeline; and providing a progress report documenting the success the Council has had in implementing its Strategic Plan.

In 2013, all ten of the Regional Councils competed against each other to be designated as a "Top Performer". The 2013 Council competition was designed with a similar framework as 2012 but added several new activities for the council to focus on that would continue to help develop and advance the original strategic plans. Regional Councils were asked to develop an Opportunity Agenda, identify Innovation Hot Spots, and advance regional Cleaner, Greener Community Sustainability Plans.

In 2014, the regional councils developed strategies for several new initiatives including a Global NY Plan to identify import/export and foreign direct investment (FDI) opportunities. Councils also created a Veteran's Work Group to address the unemployment of returning Veteran's in New York. The REDC's were asked to identify projects as part of NY Rising to assist in the rebuilding of areas devastated by natural disasters. The Councils also provided an update on their Opportunity Agenda, workforce development challenges, and their project pipeline.

This year, the REDCs launched the Regional Economic Cluster Program to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region's plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were published in the regions' Progress Report, which are publically available online at www.regionalcouncils.ny.gov. Projects were scored by both the state agencies and the Regional Councils. The agencies scored their projects based on a technical evaluation in adherence with existing funding program guidelines and awarded a project up to 80%. The remaining 20% is awarded by the Regional Councils, and were based off the following endorsement standards:

Statewide Endorsement Standards

Regional Council members will determine the degree to which the application implements the regional strategic plan and assign the corresponding number of points as a score.

IMPLEMENTATION OF THE PLAN	DEGREE	POINTS
The proposal is identified as a priority project by the Regional Council.	Priority	20
The proposal is identified in the plan and has regional benefits.	Very Strong	15
The proposal advances the plan and has local benefits.	Strong	10
The proposal is consistent with the plan and has project level benefits.	Moderate	5
The proposal has limited relationship to the plan	Weak	0

2015 Competition:

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils competed in 2015 for up to \$150 million in capital funds and \$70 million in Excelsior

Tax Credits for projects identified by the Regional Councils in their regions. Round 5 of the REDC initiative also includes the creation of the Upstate Revitalization Initiative, in which 7 regions will compete for \$1.5B. This new initiative requires each council to develop regional investment plans that identify existing assets, highlight needs, and recommend areas of opportunity. Seven regions will be eligible to compete for a \$500 million revitalization awards: Mid-Hudson, Capital Region, Mohawk Valley, Central New York, North Country, Southern Tier and Finger Lakes. This initiative will help to transform local economies by providing three regions \$500 million over the next five years to support projects and strategies that create jobs, strengthen and diversify economies, and generate economic opportunity within the region.

As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

By incentivizing implementation of the strategic plans, Regional Councils, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision. While project funding was awarded in all ten Regional Councils through the 2015 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) *Implementation of regional strategic economic development plans;*
- 2) *Performance in encouraging economic growth through job creation and investment;*
- 3) *Identification of regional industry clusters;*

In 2015, the Regional Councils competed against each other to be designated as a "Top Performer" and 7 upstate regions competed to be designated as one of the three "URI Best Plan Awardee".

The 2015 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Tax and Finance Commissioner Jerry Boone, Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, NYS Upstate Revitalization Director Richard Tobe, Brookings Institution's Metropolitan Policy Program Senior Fellow Robert Puentes, National Urban League President Marc Morial, and the United States Department of Commerce Northeast Regional Director James Cox. Due to the unprecedented commitment of state funds to economic development in the 2015 State Budget, the SIAT was expanded to include four additional members that were appointed by the Legislature. Those members include Hon. James Seward, State Senate District 51; Hon. Kenneth LaValle, State Senate District 1; Hon. Donna Lupardo, State Assembly District 123; and Hon. Herman Farrell,

State Assembly District 71. The SIAT reviewed each region's Progress Report and Upstate Revitalization Plans based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2015 activities and priorities to the SIAT which included PowerPoint presentations, videos, and regional exhibit booths. The SIAT was also given time to ask questions of the REDC's about their progress reports and regional priority projects.

The SIAT provided an assessment of each plan and made recommendations to Howard Zemsky, President & CEO, Empire State Development Corporation of the six reports that most closely aligned with the criteria outlined in the guidebook. President Zemsky accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded three regions with the Best Plan Award of \$500 million and three regions with the top Progress Report up to \$45 million in funding consisting of \$30 million in capital grants and up to \$15 million in Excelsior tax credits for priority projects identified in their Strategic Plans. The balance of the incentives was awarded to projects identified by the Councils as in alignment with their strategies and priorities.

In addition, project sponsors applied for over \$500 million in economic development resources available from twelve state agencies through the Consolidated Funding Application (CFA). The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency review team analysis and agency discretion.

The 2015 REDC initiative was launched on April 29 and the CFA opened for applications on May 01 and closed on July 31. All details about CFA resources were made available online via the 2015 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 31, agencies immediately began marking project eligibility. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation. On September 21, the REDCs submitted their final 2015 progress reports to the State. Final URI reports were submitted on October, 5. After the SIAT presentations concluded in October, the Inter-agency team met to review the projects and make final funding decisions.

The interagency team reviewed projects based on relevant factors including Regional Councils Implementation Agendas and designation of priority projects, project alignment with regional goals and objectives, funding availability and regional need. Priority projects are those specifically enumerated in the Regional Council Reports, receiving a score of 20 from the Regional Council, and identified as significant, regionally supported and capable of stimulating economic investment.

The interagency team once again consisted of professional staff from relevant agencies and authorities' with detailed knowledge of their respective CFA program funding. This group conducted an analytical assessment that provided the basis for project funding recommendations made by individual agencies for final approval by respective agency or authority head. As provided in the budget, the Regional Council Grant funds were awarded by ESD in its discretion.

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

On Thursday, December 10, 2015, the Governor announced that 1062 projects totaling \$999.7 million had been awarded through Round Five of the Regional Economic Development Council initiative. URI Best Plan Awards were given to Central New York, Finger Lakes and Southern Tier. Top Performer awards were given to the Mohawk Valley, Long Island, and Capital District regions in adherence to the competition guidelines detailed above.

MEMORANDUM

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

From: Cesar Perales, Secretary of State
Jerry Boone, Commissioner, New York State Department of Taxation and Finance
James Cox, Northeast Regional Director at the United States Department of Commerce
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Marc Morial, President of the National Urban League
Robert Puentes, Senior Fellow and Director with the Brookings Institution
Richard Tobe, Director of Upstate Revitalization for New York State
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblyman Herman “Denny” Farrell, of the 71st District
Assemblywoman Donna Lupardo, of the 123rd District
Senator Kenneth LaValle, of the 1st District
Senator James Seward, of the 51st District

Subject: Review of Progress for the 2015 Regional Economic Development Council Initiative and Review of Plans for the Upstate Revitalization Competition

Date: December 9, 2015

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo’s Regional Economic Development Council (REDC) and Upstate Revitalization Initiatives (URI). In the past five years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. This year, after the success of the Buffalo Billion, Governor Cuomo launched the \$1.5 billion URI competition to transform the economy of upstate New York.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan that emphasized their region’s unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development, and create jobs statewide. Each year since, the plans have been updated to identify projects that support each region’s vision of its economic future.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process. With this shift, the State has asked the REDCs to use their unique understanding of their regional economies to implement important State priorities. In year five (2015) of the REDC competition, Regional Councils were asked to address one major new State priority: the development of strategies and projects that focus on the growth of one regional economic cluster.

In 2015, in addition to updating their Strategic Economic Development Plans and focusing on a regional economic cluster, seven upstate regions also prepared a Revitalization Plan to explain how they would leverage \$500 million of state funding to stimulate public and private investment in the region. Each region was charged with engaging their community in drafting a data-driven plan that builds on evolving REDC strategies and looks comprehensively at the regional economy.

This October, the Regional Councils came to Albany to present their progress, and, where applicable, their URI proposals. Their oral presentations complemented the regional Progress Reports and Revitalization Plans submitted by the Regional Councils in September and early October. We listened to those presentations and have the responsibility of assessing the progress of the ten Regional Councils and the Revitalization plans submitted by the seven Regional Councils competing in the URI.

2015 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2015 REDC Guidebook. We focused on these four areas:

- 1) Development of strategies and projects for a Regional Economic Cluster Plan
- 2) Implementation of regional strategic economic development plans, including the following 2015 priorities:
 - Advancement of projects and activities to strengthen the region's Global NY plan
 - Updating plans to address new regional priorities, conditions, and emerging opportunities
 - Maintaining a project pipeline
 - Workforce training to fill regional workforce development needs
 - Identification and reporting on indicators measuring regional progress and tracking key regional issues
- 3) Updates on ongoing initiatives:

- Identification of projects to implement the region's Opportunity Agenda and train hard-to-place workers
- Selection of an existing business incubator for additional funding
- Implementation of Cleaner, Greener Communities Sustainability Plans
- Promotion of veterans participation in the workforce
- Support to NY Rising Community Reconstruction Plan projects
- Collaboration with universities on NYSUNY 2020 and CUNY 2020 plans
- Engaging local government officials in the REDC process

4) Progress and performance in encouraging economic growth:

- Impact on job creation and retention
- Business growth and leverage of private sector investment
- Advancement of past priority projects
- Public engagement

URI Competition

In the URI competition, our task was to evaluate the seven competing regions based on their readiness to create and maintain new jobs, attract and retain private sector investment, and contribute to the growth of wealth in the region. In addressing those goals, the regions were asked to identify their challenges and weaknesses and incorporate key concepts identified by the state, as well as any additional elements relevant to the region. We focused on these areas to guide our evaluation:

1) Progress:

- The region's foundations for economic growth
- The use of data to support identified challenges and opportunities and position the region for success

2) Planning:

- Connectivity of the plan across industries and geographical barriers
- Targeting of innovative sectors and community investment that would lead to transformative change
- Strategies and actions to attract investment and support growth
- Sustainability of investments
- Workforce development and hard-to-place workers

- Implementation strategies and organizational structure

3) Projects:

- Development of projects ready for immediate implementation
- Conceptual projects developing in the pipeline

4) Participation:

- Community outreach and business engagement
- Engagement of local government leaders
- Collaboration and regional support for the plan

5) Performance:

- Ability to increase private sector jobs and generate significant private sector investment
- Readiness to create a widespread increase of wealth in the region

Awards

The seven regions participating in the URI competed for three awards of up to \$500 million each, to be distributed over five years, in addition to \$30 million in agency funds through the Consolidated Funding Application. The URI regions consisted of the Capital Region, Central New York, the Finger Lakes, the Mid-Hudson, Mohawk Valley, the North Country, and the Southern Tier.

The Strategic Implementation Assessment Team has identified three regions that deserve the highest awards for the URI: **Central NY, the Finger Lakes, and the Southern Tier**. This was a challenging undertaking, as every region devoted substantial energy to the process and presented impressive plans for transformation.

However, the regions we are recommending presented particularly promising Revitalization Plans and should receive up to \$130 million this year.

The **Central New York Regional Economic Development Council (CNYREDC)** presented a tenacious plan for the revitalization of the region. The plan focused on investing in key growth drivers, building an economy inclusive of all residents, and developing enablers of prosperity. One major growth driver is designed to establish the region's global competitiveness in precision sensing technologies and data analytics, which will build on

the region's interregional collaborations on unmanned aircraft systems and the Internet of Things. To strengthen the region's agribusiness sector, the CNYREDC presented plans for coordinated efforts that will extend the shelf life and safety of food products grown in the state. The CNYREDC had a thoughtful approach to public engagement, evidenced by their launch and promotion of a "Big Idea Competition" that converted over 200 public submissions into project proposals and long-term priorities for the region. This spirit of robust public engagement and inclusiveness was also reflected in the region's tactical approach to building an economy that provides opportunities for workers of different backgrounds, training, and educational levels. The plan identified several prosperity enablers that are necessary to sustain the region's growth, including strengthening innovation and providing targeted entrepreneurship opportunities in diverse communities of veterans, women, and minorities. The plan also identified a number of community investment opportunities, and collaborative models for cultural and tourism assets that will contribute to the attractiveness of the region and help retain talented graduates from the region's academic institution.

The **Finger Lakes Regional Economic Development Council (FLREDC)** provided a convincing argument that the region is well poised to take advantage of the URI investment. The region focused on three key growth pillars that are essential to its future growth. The first is optics, photonics and imaging (OPI). Innovation in this longstanding regional cluster continues to grow, as seen by the recent award to the American Institute of Manufacturing Integrated Photonics from the Department of Defense. The second growth pillar is agriculture and food production, where the region plans to build a food ecosystem across the region that will maintain the region's status as the leading food producer in the state. The third growth pillar is next generation manufacturing and technology, where the region has taken a comprehensive approach to ensuring the vitality of the Eastman Business Park as well as the Western New York Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County. The FLREDC identified three enablers that are necessary to sustain and stimulate growth: pathways to prosperity, which created strong connections to the Rochester-Monroe Anti-Poverty Initiative (RMAPI); entrepreneurship and development; and higher education and research. Overall, the region is prepared to build on their strengths and take serious steps to address various workforce and community needs.

The **Southern Tier Regional Economic Development Council (STREDC)** presented a strong plan for the transformation of their region. The Revitalization Plan focused on growing the advanced economy through the development of the Greater Binghamton Innovation Ecosystem, strategic investments in advanced manufacturing, transformation of the food and agriculture industry, and promotion of the Southern

Tier's innovative culture. Each of these initiatives builds regional connectivity and ensures lasting bonds between the public sector, private sector, and educational institutions. Proposed innovation districts in Binghamton, Endicott, and Johnson City will benefit from local higher education institutions and innovation cultivators, such as the Southern Tier Startup Alliance, a state-designated Innovation Hot Spot. The STREDC clearly laid out underlying actions needed to support its growth, including the enhancement of regional supply chains of existing advanced manufacturers and the attraction and training of skilled STEM workers. To improve agricultural output, the region proposes leveraging its longstanding partnerships with Cornell University and Corning Inc. to test and eventually apply new agricultural and clean energy technologies. These technologies will extend growing seasons and expand controlled environment agriculture (CEA), bringing the region to the forefront of CEA. With the understanding that industry growth must be complemented by community development in order to attract talent, the STREDC prioritized investments that will improve community assets and attract young talent.

The Strategic Implementation Assessment Team has identified three regions that were Top Performers in the annual REDC competition: **the Capital Region, the Mohawk Valley, and Long Island**. The substantial progress that each region accomplished made this a difficult decision; however, the achievements of these regions merit the designation of Top Performer and awards of up to \$105 million.

The **Capital Region Regional Economic Development Council (CREDC)** continued its substantial commitment to the branding and development of the region as the Tech Valley. The CREDC focused its cluster plan on research, development, and commercialization. The region structured its approach to leverage pioneering academic institutions, a highly educated workforce, and competitive private sector partners. Past investments in research institutions have successfully built investments with interregional benefits and far-reaching impact. The CREDC refined its Global NY strategies and identified multiple projects that advance the Global NY agenda. The region presented metrics that illuminate challenges for employment among many minorities and reinforce the direction of the region's Opportunity Agenda. Significant efforts are being undertaken to increase access to employment in areas of distress, particularly through the Kindl Workforce Development Building in Schenectady and the Tech Valley Center of Gravity in Troy. The inclusiveness of the region's efforts are further supported by the enthusiastic backing of the CREDC by local governments, not-for-profits, educational institutions, and private partners.

The **Mohawk Valley Regional Economic Development Council (MVREDC)** excelled in its pursuit of high-impact STEM intensive industries. The region selected cybersecurity as its regional cluster, identified key public institutions and private businesses that are active in this industry, and described actions needed to maximize the potential for new relationships among these stakeholders. The progress report laid out a cradle-to-career action plan to fill the need for more STEM-trained workers in this growing field as well as the infrastructure improvements necessary to guarantee the region's competitive advantage. Detailed performance metrics were introduced that provided context for strategies and supports the direction of ongoing initiatives, including the region's Opportunity Agenda. The progress report aptly conveyed the renewed excitement in the region, especially with the realization of past ambitions and investments in the Marcy Nanocenter and Quad-C. Although the MV500 regional strategy team was created to help draft the URI plan, it also served to enhance the region's active engagement of the public and private sectors, government, and educational stakeholders.

The **Long Island Regional Economic Development Council (LIREDC)** maintained its focus on key initiatives, most strongly addressing its innovation and industry clusters, with a focus on supporting potential sites for biotech space, as well as supporting leading centers of bio-innovation, such as Cold Spring Harbor and Stony Brook. The LIREDC recognizes that top talent and an educated workforce will help move the biotech industry forward on Long Island, and has identified steps needed to increase the supply of trained employees and foster collaboration between higher education institutions and research companies. Through its Opportunity Agenda, the LIREDC continues to support a variety of initiatives to support the entry of hard-to-place workers into the Long Island economy, including the creation of affordable housing and extension of primary healthcare to high need communities. The region's project pipeline is robust, strengthened by redevelopment opportunities at the Nassau Hub, including a planned cancer treatment and research center.

Four regions should receive up to \$90 million to help attract and grow business in their regions: **the Mid-Hudson, New York City, the North Country, and Western NY.**

The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued to concentrate on its four core strategies for technology, mature Industries, natural resources, and infrastructure. This continuity contributes to the strong brand identity of the region, which was refined this year as a part of the URI and well integrated into the Progress Report. The selection of the food and beverage manufacturing supply chain as the MHREDC key industry cluster was based on an evaluation of existing regional strengths and an analysis of industry trend data. This cluster is a fast-growing industry in

the region and thematically aligned with the region's original 2011 plan. In workforce development, the MVREDC engaged local community colleges as part of the Hudson Valley Educational Consortium to host regional job fairs and create a network of information for potential entrepreneurs. Other implementation activities include the formation of an International Trade and Investment Advisory Committee under the region's Global NY agenda.

The **North Country Regional Economic Development Council (NCREDC)** focused on the transportation equipment and materials industry cluster, where the region has seen a dramatic rise in employment with higher than average regional wages. This cluster merges the manufacturing of transportation equipment with the need to develop and manufacture advanced materials that companies can use in next-generation transit systems. Significant implementation activities include the strengthening of the NCREDC's Opportunity Agenda with the development of new economic development strategies and the refinement of strategies under the Global NY agenda. Progress in prior investments has been encouraging, with projects around Fort Drum helping to prevent large-scale layoffs and the Wild Walk at the Wild Center in Tupper Lake breaking attendance records this summer. The NCREDC informed its approach to new investments through outreach activities that included events with local farmers and presentations at local government conferences.

The **Western NY Regional Economic Development Council (WNYREDC)** continues to embrace its three core strategies of workforce enhancement, entrepreneurship, and smart growth to provide a regional foundation by which its seven strategic industries can grow and prosper. This year it focused on materials processing and machinery manufacturing for its cluster industry action plan and identified detailed actions to support the cluster. Successful implementation of workforce initiatives and other actions in the region is bearing fruit through increased employment in advanced manufacturing and a rise in the young adult population by 5.4% over four years. The region's commitment to meeting the educational and workforce needs of area veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers – is evidenced in its support for expanding the coverage area of the Veterans One-Stop Center of Western New York.

The **New York City Regional Economic Development Council (NYCREDC)** turned its focus this year to the development of an industry cluster called "Smart Cities," which includes technology to help manage and deliver government services and public infrastructure. NYCREDC has already taken multiple steps to implement the Smart Cities cluster, such as securing a commitment of resources from NYC, and identifying future

infrastructure initiatives to promote and expedite. Multiple priority projects are proposed within the advanced manufacturing, biomedical, tourism, food processing, media, and IT industries. Workforce development continues to be a top priority for the NYCREDC. To address this gap, its strategy is to build extensive partnerships; to target funding that leads to gainful employment and the upward mobility of residents; and to build a workforce development system that is focused on demand-driven strategies. The expansion of successful employer-partnership workforce training models will help bridge pervasive skill gaps and address workforce readiness issues.

Conclusion

The Strategic Implementation Assessment Team was impressed by the dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We believe that the continuation of this bottom-up process, which included this year's Upstate Revitalization Initiative, is taking New York down a path of great success, driven by the informed perspective of REDC members, spurred on by the advancement of new ideas and products by business leaders and educational institutions, and fueled by the development of a workforce across all age groups and socioeconomic strata. Please extend our congratulations to all members of the Regional Councils for the outstanding work they are doing to strengthen New York's economy.

Capital Region Regional Economic Development Council

2015 Progress Report Assessment

Section I. Planning

a. Quality of the Progress Report

Strengths

- CRREDC continues to build on its eight regional strategies, integrated with six themes, to advance the plan for economic growth.
- Using strong economic indicators in workforce and growth potential, the region crafted a plan to take advantage of its unique competitive sectors.
- The report is readable and graphics are generally clear.

Weaknesses

- None noted.

b. Development of regional metrics to measure success

Strengths

- CRREDC offered measurable indicators for the local strength of the economy, quality of life, and migration patterns
- There are undeniable measures of success – lower regional unemployment (5.6%) than the State (6.3%), an increase of 14.9% in GDP from 2011-2013, 3.7% growth in export value since 2012, and a steady influx of highly educated (and foreign) workers.
- The use of performance metrics was especially strong in driving the Opportunity Agenda.
- CRREDC focuses on metrics that show challenges for employment (unemployment rates for Black and Hispanic residents are 15% and 13%, respectively). The higher poverty rates in urban areas for all races were used to reinforce and focus the Opportunity Agenda and present new projects to address those challenges.

Weaknesses

- Child poverty rates are particularly high in Schenectady, Albany, and Troy, but no new strategies or projects were advanced that directly address this problem.

c. Identification of regional workforce development needs for key sectors

Strengths

- Due to past investment and expansion efforts, the region has a highly skilled and highly educated workforce that receives higher than average wages.
- Significant efforts are focused on increasing access to employment in the areas of distress identified in the Opportunity Agenda. The CRREDC proposes additional job training initiatives this year, including projects with the Legal Aid Society and Nine Pin Cider Works.
- Developed a plan to increase access to transportation in underserved communities.

Weaknesses

- Pockets of rural poverty that could be addressed more strongly.

d. Readiness of the region

Strengths

- The region has positioned itself for targeted both foreign and domestic investment in health care institutions and new-market technology companies.

Weaknesses

- The region does not identify a plan to address the effects on the workforce of out-migration and higher than average numbers of workers eligible for retirement.

Section II. Performance

a. Impact on job creation and retention

Strengths

- Growth in its technology cluster, which produces high wage jobs, is being fostered.
- In the past four years, the CRREDC projects \$260 million in CFA awards impacted over 24,000 jobs.
- As a result of Round IV CFA awards, 3,699 jobs are projected to be created and retained.
- Unemployment in 2014 was lower in the Capital Region (5.6%) than in the rest of the state (6.3%).

Weaknesses

- Due to the unique nature of building an economy around a technology cluster, the long-term investments that the region is making may not immediately produce measurable short-term results.

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

Strengths

- The SUNY Advanced Technology Training And Information Networking (ATTAIN) Lab (awarded funding in Rounds III and IV) is the centerpiece of the Capital South Campus Center. The ATTAIN Lab provides educational opportunities and career development skills in Albany's south end. The program now has 220 students enrolled and will be expanding this year with a second teacher to be hired.
- Training and support programs include the Kindl Workforce Development Building in Schenectady and the Tech Valley Center of Gravity in Troy.
- The Albany Barn Project redeveloped an abandoned school into 22 low-cost live/work residences in Arbor Hill.

Weaknesses

- While the report provided information on two veteran-related programs, it was unclear what role, if any, the CRREDC played in those programs.

c. Business growth and leverage of private sector investments

Strengths

- Over the past four years, \$260 million for 390 Priority Projects resulted in a **5.6:1** leverage ratio of total project cost to total ESD Capital Fund awards.
- The region's GDP grew significantly (14.9%) between 2011 and 2013, to \$60.8 billion in 2014.
- CRREDC clearly presented investment ratios for all CFA projects.

Weaknesses

- Private sector establishments have not grown as quickly as the public sector, around 3% compared to 25% for the public sector.

Section III. Progress

a. Advancement of the region's 2014-15 Implementation Agenda

Strengths

- CRREDC strategies were refined to reflect the adoption of a Global NY strategy in 2014.
- CRREDC worked with the EB-5 Regional Center to promote local investment opportunities to foreign nationals.
- The Opportunity Agenda was updated with a renewed focus on projects in the three Opportunity Areas.
- Focus on the creative economy continued. The region leveraged a 2013 CFA award to change how it solicits and builds support for related projects through the Regional Alliance for the Creative Economy (RACE). A few notable projects in the pipeline that advance this strategy are the proposed renovation of the Capital Repertory Theater and the proposed living-museum New York Arboretum.
- NY Rising projects continue to advance.
- Many projects proposed in the 2014 Report are continued through 2015 proposals, demonstrating the region's commitment to sustainable growth and long-term solutions.

Weaknesses

- It is unclear what role the CRREDC had in the many activities undertaken to build trade and investment relationships, such as the Neighbors to the North meeting for the Quebec Delegate General.
- The connection of some new priority projects identified as furthering the Global NY strategy is unclear, such as the American Dance Institute in Catskill.

b. Advancement and completion of prior round Priority Projects

Strengths

- Seventy-nine percent of the 81 Round IV Priority Projects are on schedule or complete. Only three have been terminated or cancelled.
- From 2011 – 2014, 27% of the 390 of Priority Projects have been completed and 56% are on schedule.

Weaknesses

- Presentation of project status and leveraging numbers for CFA projects did not follow the recommended format, which made project status and investment more difficult to determine.

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

Strengths

- With technology development central to the region's industries, chemical manufacturing exports are valued at over \$1 billion.
- The high-tech capabilities of the region's workforce make this a strong area for future opportunities relating to the cluster.
- The region has seen a significant rise in the number of patents coming from Schenectady, Saratoga, and Albany, indicating a highly educated workforce and strong research and development institutions.

Weaknesses

- The region has not yet engaged the younger population in urban centers, or addressed the issue of high-cost and low-performing schools with the same vigor it has had for institutions of higher education.

Section IV. Projects

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

Strengths

- Research, Development, and Commercialization was identified as the key industry cluster, which is consistent with regional branding and focus on the region as a Tech Valley.
- The approach to building the Tech Valley is furthered by strong relationships and past projects with regional assets in the area that are related to the tech cluster.
- CRREDC identified many priority projects to grow their selected industry cluster, including the Albany Medical College Biomedical Acceleration Commercialization Center Service Expansion, the Rensselaer Clean Energy training center, and the xCITE laboratory.
- CRREDC support for the NY CAP Research Alliance (Albany Medical College, Rensselaer Polytechnic Institute, UAlbany, NYSDOH Wadsworth Center), which will leverage intellectual capital and a research infrastructure to advance biomedical research in the Capital Region.

Weaknesses

- None noted.

b. Identification of projects to advance State and regional priorities

Strengths

- The region has a multi-faceted approach to the development of its identified cluster of research, development, and commercialization, with a variety of related projects in the pipeline.

- Efforts aimed at increasing opportunities for distressed communities and low-income individuals will advance the Opportunity Agenda throughout the region. Examples of the 18 projects proposed include the STEAM Garden, Community Loan Fund, The Good Market, and the transit center in Troy.
- The regional priorities of leverage and collaboration can be seen through the identification of 19 projects such as the Aeon Nexus expansion and the Saint-Gobain expansion in production.
- A \$12M high tech workforce development project will double the capacity of Hudson Valley Community College's Advanced Manufacturing Technology program.

Weaknesses

- None noted.

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

Strengths

- The Pipeline to Project work group set up over 200 meetings throughout the region to facilitate CFA proposals. They helped recruit small software companies, and facilitated collaborations between large regional corporations and multi-national companies.
- Thirty-one Priority Projects and 46 other projects were proposed, for a total of 77 proposed projects.
- Many past projects are likely to facilitate future projects, such as the Albany Law Hot Spot, Community Loan Fund, and Mesonet projects.
- The CRREDC has continued to use their institutions of higher education to attract long-term business growth. With each school having a different focus, such as agribusiness and environmental research; bio-life sciences and semiconductor development; and nanofabrication, nano-bio health and clean energy.

Weaknesses

- None noted.

Section V. Participation

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

Strengths

- More than 6,000 stakeholders were engaged and letters of support were collected from influential stakeholders in the region.
- A series of town hall meetings were held to provide an update on the development of the Upstate Revitalization Initiative proposal and solicit ideas and input.
- Over 100,000 emails were distributed to individuals about CRREDC matters.
- CRREDC established a social media profile to enable public engagement and submission of ideas.
- Workgroups were used to help focus priorities, collect data, coordinate, and execute their vision.

Weaknesses

- None noted.

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

Strengths

- The CREDC received numerous town resolutions in support of the revitalization plan, as well as letters from local and national elected officials.

Weakness

- The public engagement workgroup lacks local government representation.

c. Regional unity and support of the Progress Report

Strengths

- CRREDC seems to have strong regional buy-in among its regional leadership, as demonstrated by their strong pipeline of projects related to major anchor institutions. The region has used this to their advantage to build trust and stronger relationships with local businesses.
- The report received widespread support from not-for-profits, educational institutions, and private partners.

Weaknesses

- None noted.

Capital Region Regional Economic Development Council

2015 Revitalization Plan Assessment

Section I. Progress

Foundations for Growth

a. Regional performance clearly reported

Strengths

- The revitalization plan does a good job highlighting the unique assets of the region and the capacity of those assets to grow. CREDC provided strong metrics as key economic indicators, especially in the areas of productivity and growth potential. Metrics that did not necessarily showcase their strengths, such as urban poverty numbers, were presented as a way to channel and justify focus on underserved sectors of the regional economy.

Weaknesses

- The revitalization plan does not sufficiently highlight how past REDC funding contributed to growth.

b. Identification of challenges and opportunities was supported by data

Strengths

- CREDC does a good job using data to support the unique challenges of the area and to justify its approach to development and growth. For example, the revitalization plan developed well-defined targets to address challenges of a declining workforce and increasing levels of urban poverty.
- The region used past experiences to inform future opportunities and accordingly, large investment in the technology sector are justified by historically high growth in that sector.
- Six targeted goals are proposed as a part of the revitalization plan investment to achieve creation of 40,000 new jobs, attraction of 10,000 new residents, assistance to 4,500 unemployed workers, and a shift of 20,000 residents out of poverty. The plan intends to do this by doubling productivity and GDP growth.

Weaknesses

- Further explanation could have been useful for some figures, such as the increasing GDP.

c. Positioning of region for success

Strengths

- The region provides great opportunity for technology companies, attracting major investors who want to locate near the region's growing cluster.
- Technology, research & development, and commercialization continue to play a crucial role in the region's economy, evidenced by the fact that those areas are growing three times faster than the rest of the economy and driving more than half of all exports.

Weaknesses

- While the plan projects the shift of 20,000 residents out of poverty and includes hard-to-place workers in many projects, the region still has areas of high poverty and unemployment, especially in urban centers, which require serious investments. More specifics or details were needed.

Investment in the Region

d. Connectivity will lead to transformative change

Strengths

- Nearly all of the region's strategies connect the major clusters and strengths of the region in an attempt to leverage the desired result.
- Strong private sector engagement connects many areas, as seen in the population health technology cluster that brings diverse industries together.
- The Capital Region commercialization cluster is proposed to bring technology and R&D together with higher education and private sector partners to turn research into commercialized successes. Partners in this include GE and Global Foundries (representing the private side) and CNSE, Albany Medical College, and SUNY Albany. These partners are envisioned to work together leveraging venture capital funds that commercialize new technology.

Weaknesses

- None noted.

e. Targeting of innovative sectors

Strengths

- The technology sector is leveraged and utilized throughout most of the region's initiatives. Advanced industries are a consistent thread and the focus of many proposed initiatives.
- The plan's clean-tech cluster targets the specific strengths of the region in technology and higher education.

Weaknesses

- The fulfillment hub expansion does not identify any connections to a specific innovative sector.

f. Unique regional strengths will overcome barriers to growth

Strengths

- Unique regional strengths include the high concentration of higher education institutions that can advance the tech cluster.
- The "ecosystem for entrepreneurs" is another asset, as there has been a 50% growth in small business loans in the region since 2009, the highest increase in the state.

- Because of the concentration of higher education, the region has a highly educated workforce - 62% of Capital Region residents attend college vs. 58% nationally and 18% of Capital Region degrees are in STEM.

Weaknesses

- An educated workforce is a unique strength of Capital Region. With that in mind, it would have been beneficial to provide the breakdown of the educational attainment of the workforce, as well as where that workforce is employed.

g. Choice of areas for physical and community investment

Strengths

- Seventy percent of people living in poverty in the region are located in the Albany, Schenectady, or Troy metro areas, and could potentially benefit from the CREDC choice of urban areas for large-scale urban revitalization projects. Those benefits could derive from jobs, community revitalization, and expansion of the Capital District Transportation Agency (CDTA).
- Investment in the Creative Economy Accelerator is projected to be especially beneficial to Columbia County, which has one of the highest concentrations of independent artists in the country.
- Port expansion in Albany and Coeymans targets areas with a need for lower and middle level skills and are intended to capitalize on the proximity of the ports of New York and New Jersey.
- The Urban Neighborhood Fund is a proposed revolving loan fund in needy areas for (1) loans to businesses that create jobs in the target neighborhoods; and (2) bridge loans for incoming grants to non-profit organizations and artists providing social services (e.g., public art, daycare, etc.) in these target neighborhoods.

Weaknesses

- The physical location for the population health initiative is not well defined. There is proposed investment in private sector partners and research institutions but specific partners or potential locations, physical or otherwise, are not provided.

Section II. Planning

Strategies and Actions

a. Strategies to attract investment

Strengths

- The revitalization plan states that private investment has been secured for many initiatives, including urban revitalization, port expansion, and clean tech.
- Downtown catalyst projects have already identified \$800 million in partner commitments if the region's revitalization plan is funded.

Weaknesses

- Some initiatives have a high cost relative to the potential return on investment, such as the expansion of CDTA (\$30-\$40 million) and further explanation of this high public investment and its economic impact is merited.
- Global NY export and foreign direct investment strategies are not raised in sectors where they may have been useful, such as the Albany Medical Center Biomedical Acceleration Commercialization Center.

b. Identification of actions required to support growth

Strengths

- The clean tech initiative demonstrates the region's plan to develop two clusters (health-tech and clean tech) and follow up on existing momentum in energy innovation to keep the primary components moving.
- The population health technology cluster includes large-scale projects that show large growth potential and seemed designed to be perfected in the Capital Region, and then exported to the rest of the country.

Weaknesses

- For initiatives without more obvious growth potential, some descriptions are vague and lack specific action items. It would have been helpful to include a broad five-year implementation plan for each major initiative.

c. Use of other state initiatives

Strengths

- There is widespread proposed use of state initiatives in the plan. Clean energy funding is included in the clean tech cluster; high technology grants are included in the tech and commercialization clusters; the Delivery System Reform Incentive Program is incorporated in the population health initiative; Innovation Hot Spots are incorporated in the tech and commercialization clusters; infrastructure investments are included in port expansion and downtown projects; NYSUNY 2020 is encompassed in the Partnership for TALENT and in enhancements of higher education; and START-UP NY is included in population health and clean tech.
- NYSUNY 2020 included an initiative to enhance the Capital Region's higher education footprint through the building of a new center for technology at the University at Albany. This work is proposed to be built upon by the Capital Region Educational Investments for Tomorrow (CREDIT) Fund, a \$10M fund for the region's higher education institutions to launch new degree programs.

Weaknesses

- State programs are cited as potentially providing assistance, but how they would be used is not part of the project narrative. For example, Brownfield Cleanup, Global NY, Restore NY, and the Superfund Program.

d. Sustainability of investments

Strengths

- Core sectors with the highest potential for growth were identified as technology, transportation, higher education, the creative economy, tourism, and agriculture. Projects selected rely on previous growth in these areas to project future sustained investment.
- The traditional role of government as the region's main employer is changing and the private sector is expanding (1.3% growth). This shift will allow for more focus on sustaining investment.
- The Urban Neighborhood Fund is modeled on the Community Loan Fund, which over its 30-year history has had a repayment rate of 100%, indicating a record of accomplishment in the region with sustainable community loan funds.

Weaknesses

- Impacts of CDTA expansion do not contain any projection for dollars to be generated in the region and it is not clear that jobs created by manufacturing buses would be located in Capital Region.

e. Workforce development

Strengths

- CREDC is committed to workforce development, demonstrated by the inclusion of initiatives that focus on cradle to career support and STEM development.
- The Partnership for TALENT builds workforce development curriculum with input from employers and helps the region's higher education institutions implement that curriculum.
- Productivity growth has been nearly flat in Capital Region since 2009. The sectors with the highest productivity growth account for only 15% of employment. However, selected initiatives focus on sectors with the most growth, such as information and professional services.

Weaknesses

- It is unclear whether there is sufficient backing among key educational stakeholders to implement the region's robust cradle-to-career approach.

f. Hard-to-place workers

Strengths

- Hard-to-place workers are included in the proposed port expansion, Partnership for TALENT, cradle to career support, downtown projects, and the CDTA expansion.
- Workforce development programs are planned to include special outreach to hard-to-place workers.

Weaknesses

- None noted.

Plan Implementation

g. Organizational structure identified

Strengths

- The region’s organizational structure is clearly identified in the plan. CREDC will serve as an advisory board. The Center for Economic Growth will manage day-to-day operations, assisted by an advisory board of CEOs. An intergovernmental committee will address government affairs.
- Each strategy will have an advisory board made up of 5-10 field experts, called “Strategy Sponsors”, and are expected to assist with implementation.

Weaknesses

- While the organizational structure is identified in the plan, its multi-layered nature may present implementation challenges, especially for time-sensitive projects.

h. Implementation plan and desired outcomes

Strengths

- Clear job creation targets are laid out for each project. Each project contains a design section explaining the components of the project needed to make it successful.
- The initiative with the highest funding, the downtown catalyst projects, will result in job creation because the initiative involves construction, and subsequent rebuilding and reuse of the area that will bring commercial tenants and retail. This combination impacts middle and high income jobs across a broad spectrum of industry.
- Wherever applicable, the amount of GDP increases is predicted for projects.

Weaknesses

- Most initiatives do not contain dates or milestone events.

i. Performance metrics tailored to goals

Strengths

- Center for Economic Growth will handle reporting and hold bi-monthly strategy meetings.

Weaknesses

- Providing performance measures for individual initiatives would be beneficial.

Section III. Projects

a. Projects for immediate implementation appear ready

Strengths

- For Year One projects, the CREDC provided projections for costs, jobs created, and impact on strategies.
- Urban building projects are presented as construction ready with \$800 million matching funds secured.

Weaknesses

- Many urban building projects are vague, although it is unclear whether this is due to non-disclosure agreements.
- Whether a project is immediately viable is not clearly addressed in the report.

b. Conceptual projects have next steps identified

Strengths

- For a conceptual overview of each initiative, specific projects are identified to advance the overall strategy. This is seen in the population health cluster, which is proposed to advance its broader goals by having many private sector and educational partners work together to implement smaller projects.
- The region presents two large-scale immediate projects to make the conceptual clean-tech strategy a reality, the Rensselaer Clean Energy Deployment Center and the Saratoga Technology and Energy Park.

Weaknesses

- The distinction between immediate and conceptual initiatives is not drawn, but for those assumed to be conceptual, next steps are lacking.

c. Project pipeline

Strengths

- Initiatives identified for immediate implementation, such as projects in the clean tech and commercialization cluster, should spin off further projects for investment.
- Initial incubator programs like the craft hub and creative incubator are envisioned to produce the next series of projects.

Weaknesses

- The project pipeline is not clearly described for initiatives in the revitalization plan.

Section IV. Participation

a. Community outreach

Strengths

- The region engaged over 6,000 stakeholders with town hall meetings, interviews, and focus groups.
- The Capital Region was very comprehensive in community outreach. Many community organizations in the region have included letters of support.

Weaknesses

- Although a number of stakeholders were engaged in the planning process, the impact of community suggestions is not clear on the final plan and strategies.

b. Business engagement

Strengths

- The report describes how businesses were engaged with the development of the revitalization plan and with future funding commitments. The largest and most influential private industries in the region are partners in many of the initiatives.

Weaknesses

- Small business input on the revitalization plan is not known, although it appears they were engaged as a part of the general community outreach.

c. Engagement of local government leaders

Strengths

- Local governments passed resolutions in support of plan.
- Elected officials from all eight counties have committed to establishing a Shared Services Subcommittee to review the most efficient way to implement the revitalization plan. Nearly all local politicians and governments submitted letters in support.

Weaknesses

- None noted.

d. Collaboration and regional support

Strengths

- Collaboration between higher education and tech is a theme that runs throughout the plan. The commercialization cluster provides an excellent example of regional collaboration.

- Industry, government, academia, private sector, and the local community all seem to be reflected in the making of this plan.

Weaknesses

- How consensus was and will be achieved is not addressed.

Section V. Performance

a. Significant increase in private sector jobs projected

Strengths

- The Capital Region projects that 40,000 new jobs will be added. Jobs are in the public, private, and social services sectors. The largest job growth initiative is the downtown catalyst projects (12,300 – 14,800 jobs).
- An annual job growth of 1.2% is projected.
- Ports and distribution hub will provide thousands of low and middle skill jobs. 11,500 to 13,100 jobs are projected to be created that will complement the higher skill jobs created by clean tech and health.

Weaknesses

- Some initiatives focus on jobs created by manufacturing but potentially could have much greater impacts, such as increasing access to employment. This could have been better noted in the plan.

b. Increase of regional wealth likely

Strengths

- It can be inferred that large projects and the growing GDP will significantly increase regional wealth.
- The population health cluster projects GDP growth of \$1.4 billion over 5 years, and is expected to impact national healthcare spending. CREDC projects this project could save \$20-45 billion/year in NYS alone.
- The nanotechnology cluster is the largest source of high paying jobs in Capital Region, has seen tremendous growth from previous investments, and is poised for even more growth as part of clean tech.
- All six targets described for URI investment focus on increasing regional wealth through stronger GDP growth, broader participation in the workforce, higher productivity, expansion of the workforce, and the creation of new jobs, and growth of the population.

Weaknesses

- Metrics are lacking to show how many high paying or higher skill jobs will be created through the selected initiatives.

c. Private sector investment expected to meet 5:1 ratio

Strengths

- The Capital Region projects that their portfolio will surpass the 5:1 ratio and reports that they have secured \$800 million in private sector investment and \$1.4 billion in matching resources.

- Next-tech alone is projected to produce \$1.6 billion in GDP over 5 years.

Weaknesses

- More details about how ratios were calculated would have been beneficial.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
57065	Capital District	Arts	Arts CHPG I	Tri City Illumination: A Public Broadcast Documentary	WMHT Educational Telecommunications	72	20	92	\$45,131.00	Awarded
51478	Capital District	Arts	Arts CHPG I	Pathways to Dance	440 State Street	59	20	79	\$90,000.00	Awarded
53911	Capital District	Arts	Arts CHPG I	American Acoustic Television Series	Proctors	54	20	74	\$63,000.00	Awarded
54530	Capital District	Arts	Arts CHPG I	Rockin' the Cradle	Greene County Council on the Arts	31	10	41	\$0.00	Not-Awarded
54995	Capital District	Arts	Arts CHPG I	Access AIHA	Albany Institute of History Art	28	10	38	\$0.00	Not-Awarded
54008	Capital District	Arts	Arts CHPG I	Arts Residency Program	Carey Institute for Global Good	20	15	35	\$0.00	Not-Awarded
54099	Capital District	Arts	Arts CHPG P	Water Music NY	Albany Symphony	70	10	80	\$48,906.00	Awarded
56291	Capital District	Arts	Arts CHPG P	Washington County Creative Assets Mapping	Hubbard Hall Center for the Arts and Education	62	15	77	\$48,195.00	Awarded
54408	Capital District	Arts	Arts CHPG P	Troy Cultural Alliance	Troy Savings Bank Music Hall	60	10	70	\$49,500.00	Awarded
56288	Capital District	Arts	Arts CHPG P	Theatre Production Introducing Students to Quantum Physics	Steamer No10 Theatre	47	10	57	\$0.00	Not-Awarded
53079	Capital District	Arts	Arts CHPG P	Planning for New York Folklife and Heritage Center	New York Folklore Society	47	10	57	\$0.00	Not-Awarded
53645	Capital District	Arts	Arts CHPG P	Capital Repertory Theatre Strategic Planning	Capital Repertory Theatre	38	10	48	\$0.00	Not-Awarded
52135	Capital District	Arts	Arts CHPG P	The Arts Center: Cultural Mapping	The Arts Center of the Capital Region	29	15	44	\$0.00	Not-Awarded
39817	Capital District	Arts	Arts WIP	Expanded Programmatic and Outreach Capacity	Millay Colony for the Arts	69	20	89	\$49,500.00	Awarded
56864	Capital District	Arts	Arts WIP	Expanded Development Capacity	Media Alliance	68	20	88	\$49,500.00	Awarded
51751	Capital District	Arts	Arts WIP	Expanded Operational Capacity	Lake George Music Festival	67	20	87	\$48,960.00	Awarded
56503	Capital District	Arts	Arts WIP	Expanded Programmatic Capacity	Underground Railroad History Project of the Capital Region	62	20	82	\$49,500.00	Awarded
52217	Capital District	Arts	Arts WIP	Expanded Development Capacity	Universal Preservation Hall	60	20	80	\$49,500.00	Awarded
57109	Capital District	Arts	Arts WIP	A New Position	Fence Magazine Inc	63	10	73	\$0.00	Not-Awarded
55039	Capital District	Arts	Arts WIP	Museum Association of New York Workforce Investment Project	Museum Association of New York	50	20	70	\$0.00	Not-Awarded
54207	Capital District	Arts	Arts WIP	Workforce Investment	Old Songs Inc	59	10	69	\$0.00	Not-Awarded
53991	Capital District	Arts	Arts WIP	NYSICA Workforce investment	Shaker Museum and Library	41	20	61	\$0.00	Not-Awarded
56537	Capital District	Arts	Arts WIP	NYSICA Curator Project	World Awareness Childrens Museum	43	10	53	\$0.00	Not-Awarded
54912	Capital District	Canals	Canals	Aqueduct Park Access Improvement Project	Friends of Niskayuna Rowing	71	10	81	\$150,000.00	Awarded
55653	Capital District	Canals	Canals	Crescent Park Boat Launch Project	Town of Halfmoon	70	10	80	\$100,000.00	Awarded
52327	Capital District	Canals	Canals	Black Bridge Connector Trail Project	Village of Green Island	63	15	78	\$44,000.00	Awarded
57506	Capital District	Canals	Canals	Canalway Trail Rehab	Schenectady County	63	15	78	\$75,000.00	Awarded
52318	Capital District	Canals	Canals	Watervliet Bike Trail Capital Project	City of Watervliet	56	15	71	\$0.00	Not-Awarded
53344	Capital District	Canals	Canals	New York Arboretum	Museum of Innovation and Science	50	20	70	\$0.00	Not-Awarded
55654	Capital District	Canals	Canals	Halfmoon Waterfront Connection Project	Town of Halfmoon	56	10	66	\$0.00	Not-Awarded
55854	Capital District	Canals	Canals	The Onrust Project Education and Tourism Initiative	The Onrust Project	37	20	57	\$0.00	Not-Awarded
55888	Capital District	Canals	Canals	Stephen and Harriet Myers Residence Interpretive Center Project	Underground Railroad History Project of the Capital Region, Inc.	25	20	45	\$0.00	Not-Awarded
55925	Capital District	DEC	DEC EPG	Village of Catskill Engineering Study	Village of Catskill	76	15	91	\$100,000.00	Awarded
52554	Capital District	DEC	DEC EPG	Washington County Sewer District No. 2 Engineering Study	Washington County Sewer District No. 2	76	15	91	\$100,000.00	Awarded
53965	Capital District	DEC	DEC EPG	Village of Whitehall Engineering Study	Village of Whitehall	80	10	90	\$30,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56192	Capital District	DEC	DEC EPG	City of Albany Inflow and Infiltration Planning Study	CHA Consulting Inc	68	20	88	\$0.00	Not-Awarded
51335	Capital District	DEC	DEC EPG	City of Rensselaer Sanitary Sewer Engineering Study	City of Rensselaer	76	10	86	\$0.00	Not-Awarded
53492	Capital District	DEC	DEC EPG	Engineering Planning Grant	Shelter Planning and Development Inc	76	10	86	\$0.00	Not-Awarded
57325	Capital District	DEC	DEC EPG	Village of Menands Sanitary Sewer Study	The Chazen Companies	64	15	79	\$0.00	Not-Awarded
54778	Capital District	DEC	DEC EPG	Caldwell Sewer District System Improvement Study	The Chazen Companies	38	20	58	\$0.00	Not-Awarded
53185	Capital District	DEC	DEC EPG	V Athens Water Treatment Plant Process Waste Disposal Upgrades	Village of Athens	42	10	52	\$0.00	Not-Awarded
56342	Capital District	DEC	DEC EPG	Wastewater Planning Grant	Village of Stillwater	40	10	50	\$0.00	Not-Awarded
54522	Capital District	DEC	DEC EPG	Village of South Glens Falls Sanitary Sewer Study	The Chazen Companies	34	15	49	\$0.00	Not-Awarded
54732	Capital District	DEC	DEC EPG	Wastewater Preliminary Engineering Study	Village of Corinth	38	10	48	\$0.00	Not-Awarded
53758	Capital District	DEC	DEC EPG	Inflow Infiltration Investigation	VO Hoosick Falls	32	15	47	\$0.00	Not-Awarded
50942	Capital District	DEC	DEC EPG	Town of Salem Wastewater Engineering Study	Town of Salem	20	15	35	\$0.00	Not-Awarded
53945	Capital District	DEC	DEC EPG	Chestertown Map Plan and Report	Cedarwood Engineering Services	24	10	34	\$0.00	Not-Awarded
51285	Capital District	DEC	DEC EPG	Village of Cambridge Engineering Study	Village of Cambridge	24	10	34	\$0.00	Not-Awarded
51333	Capital District	DEC	DEC EPG	Village of Greenwich Wastewater Treatment Plant Engineering Study	Village of Greenwich	23	10	33	\$0.00	Not-Awarded
51334	Capital District	DEC	DEC EPG	Town of Queensbury Glen Lake Sewer Engineering Study	Town of Queensbury	16	15	31	\$0.00	Not-Awarded
51331	Capital District	DEC	DEC EPG	Town of Schodack Wastewater Improvement Engineering Study	Town of Schodack	15	15	30	\$0.00	Not-Awarded
56206	Capital District	DEC	DEC WQIP AHR	Warren County Aquatic Habitat Improvement Project	Warren County Soil and Water Conservation District	53	15	68	\$68,000.00	Awarded
51817	Capital District	DEC	DEC WQIP MS4	Albany County MS4 Mapping Project	Albany County	40	10	50	\$486,720.00	Awarded
53002	Capital District	DEC	DEC WQIP NSAC	Warren County Stormwater Improvement Project	Warren County Soil and Water Conservation District	73	20	93	\$100,000.00	Awarded
53675	Capital District	DEC	DEC WQIP NSAC	City of Cohoes Middle Vliet Street Sewer Separation	City of Cohoes	63	20	83	\$900,000.00	Awarded
53244	Capital District	DEC	DEC WQIP NSAC	Town of Schodack Highway Garage Fueling Station	Town of Schodack	63	10	73	\$222,325.00	Awarded
56587	Capital District	DEC	DEC WQIP NSAC	Beaver Creek Sewershed Overflow Abatement and Flood Mitigation	Albany Water Board	53	15	68	\$1,000,000.00	Awarded
56917	Capital District	DEC	DEC WQIP NSAC	Town of Brunswick Sycaway Avenue Combined Sewer Separation	Town of Brunswick	41	20	61	\$196,650.00	Awarded
48650	Capital District	DEC	DEC WQIP NSAC	Town of Lake George Septic Initiative Program	Town of Lake George	36	10	46	\$104,000.00	Awarded
54300	Capital District	DEC	DEC WQIP NSAC	Lake Champlain Shoreline Stabilization Project	Town of Putnam	16	15	31	\$0.00	Not-Awarded
53940	Capital District	DEC	DEC WQIP WTI	Wastewater Improvements in Cohoes, Watervliet and Green Island	Albany Pool Communitites	73	20	93	\$178,500.00	Awarded
53295	Capital District	DEC	DEC WQIP WTI	Coeymans Sewer Overflow Elimination Project	Town of Coeymans	71	20	91	\$2,500,000.00	Awarded
51910	Capital District	DEC	DEC WQIP WTI	Power Avenue Wastewater Pump Station Improvement Project	City of Hudson	43	15	58	\$0.00	Not-Awarded
56461	Capital District	DEC	DEC WQIP WTI	Niskayuna Disinfection Improvements	Town of Niskayuna	41	15	56	\$0.00	Not-Awarded
54797	Capital District	DEC	DEC WQIP WTI	Schenectady Regional Water Capacity Project	City of Schenectady	41	15	56	\$0.00	Not-Awarded
54100	Capital District	DEC	DEC WQIP WTI	Town of Hague WWTP Evaluation Proposed Upgrades	Town of Hague	41	15	56	\$0.00	Not-Awarded
51798	Capital District	DEC	DEC WQIP WTI	Village of Altamont Stormwater Solutions Project	Village of Altamont	41	10	51	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56371	Capital District	DEC	DEC WQIP WTI	Town of Warrensburg Wastewater System Upgrades	Town of Warrensburg	31	10	41	\$0.00	Not-Awarded
56825	Capital District	DEC	DEC WQIP WTI	Sewage Collection and Transmission System Improvements Phase II	Town of Bolton o/b/o The Lake George Watershed Coalition	16	20	36	\$0.00	Not-Awarded
56780	Capital District	DEC	DEC WQIP WTI	Village of Lake George WWTF Upgrade Project Component A	Village of Lake George	21	15	36	\$0.00	Not-Awarded
53150	Capital District	DEC	DEC WQIP WTI	Return Sludge Pump Waste, Activated Sludge Pump Project	Albany County Sewer District	18	15	33	\$0.00	Not-Awarded
55964	Capital District	DOL	DOL EET	Management and Operations Training	Hoffman Development Corporation dba Hoffman Car Wash	30.31	15	45.31	\$0.00	Not-Awarded
54358	Capital District	DOL	DOL EET	Health Education Training	Albany Jewish Community Center	23.03	20	43.03	\$0.00	Not-Awarded
57471	Capital District	DOL	DOL EET	Information Security Training	GreyCastle Security, LLC	30.68	5	35.68	\$0.00	Not-Awarded
45863	Capital District	DOL	DOL NHT	Culinary Arts Training	Parkernet, Inc.	5	5	10	\$0.00	Not-Awarded
55857	Capital District	DOL	DOL SPTP	Customer Service Training	Capital District Women's Employment Resource Center, Inc.	46.69	20	66.69	\$22,500.00	Awarded
56751	Capital District	DOL	DOL SPTP	Entrepreneurial Training	Capital District Women's Bar Association Legal Project Inc.	31.01	20	51.01	\$0.00	Not-Awarded
45863	Capital District	DOL	DOL SPTP	Culinary Arts Training	Parkernet, Inc.	13	5	18	\$0.00	Not-Awarded
45863	Capital District	DOL	DOL UWT	Culinary Arts Training	Parkernet, Inc.	19	5	24	\$0.00	Not-Awarded
53062	Capital District	DOS	DOS LGE	Albany Pool Communities Green Infrastructure Planning Project	Capital District Regional Planning Commission	60.8	20	80.8	\$220,500.00	Awarded
54846	Capital District	DOS	DOS LGE	Shared School Transportation Efficiency Project	Niskayuna Central School District	60.67	20	80.67	\$600,000.00	Awarded
54197	Capital District	DOS	DOS LGE	Countywide Ambulance System	Greene County EMS Inc	43.47	20	63.47	\$0.00	Not-Awarded
53830	Capital District	DOS	DOS LGE	Columbia-Greene Shared Services Response Team	Greene County Sheriff's Office	39.73	20	59.73	\$0.00	Not-Awarded
56099	Capital District	DOS	DOS LGE P	911 Regional Dispatch Center	City of Albany	18.67	20	38.67	\$50,000.00	Awarded
55686	Capital District	DOS	DOS LWRP	Mohawk Gateway Streetscape Project	Town of Waterford	68	20	88	\$370,000.00	Awarded
50488	Capital District	DOS	DOS LWRP	First Wilderness Plan Implementation 2015	Warren County	72.8	15	87.8	\$425,988.00	Awarded
54765	Capital District	DOS	DOS LWRP	Rogers Memorial Park Phase 4 Waterfront Improvements	Town of Bolton	72	15	87	\$362,000.00	Awarded
56792	Capital District	DOS	DOS LWRP	Comprehensive Watershed Management Plan for Lake George	Town of Queensbury	66.4	20	86.4	\$243,000.00	Awarded
52674	Capital District	DOS	DOS LWRP	Local Waterfront Revitalization Program	Town of Bethlehem	71.2	15	86.2	\$37,500.00	Awarded
52616	Capital District	DOS	DOS LWRP	Local Waterfront Revitalization Plan	Town of Germantown	70.4	15	85.4	\$15,000.00	Awarded
56446	Capital District	DOS	DOS LWRP	Comprehensive Plan Implementation	City of Troy	64.8	20	84.8	\$600,000.00	Awarded
52684	Capital District	DOS	DOS LWRP	Bike Trail Feasibility Study	Schenectady County	68.8	15	83.8	\$15,000.00	Awarded
53605	Capital District	DOS	DOS LWRP	Local Waterfront Revitalization Plan	Village of Hoosick Falls	68.8	15	83.8	\$37,500.00	Awarded
55766	Capital District	DOS	DOS LWRP	Hudson River Skywalk: Gateways Connecting Art History and Landscape	Greene County	60	20	80	\$124,250.00	Awarded
52919	Capital District	DOS	DOS LWRP	Comprehensive Plan Update	Town of Sand Lake	69.6	10	79.6	\$50,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51707	Capital District	DOS	DOS LWRP	Gooseberry Creek Corridor Revitalization Planning and Design	Village of Tannersville	69.6	10	79.6	\$150,000.00	Awarded
52338	Capital District	DOS	DOS LWRP	Planning for Glenville Freemans Bridge Gateway Revitalization	Town of Glenville	62.4	15	77.4	\$50,000.00	Awarded
55654	Capital District	DOS	DOS LWRP	Halfmoon Waterfront Connection Project	Town of Halfmoon	67.2	10	77.2	\$90,795.00	Awarded
53258	Capital District	DOS	DOS LWRP	Route 9P Corridor Revitalization Plan	Town of Stillwater	66.4	10	76.4	\$50,000.00	Awarded
55653	Capital District	DOS	DOS LWRP	Crescent Park Boat Launch	Town of Halfmoon	64.8	10	74.8	\$0.00	Not-Awarded
56976	Capital District	DOS	DOS LWRP	Waterfront Improvements	City of Rensselaer	59.2	15	74.2	\$0.00	Not-Awarded
55691	Capital District	DOS	DOS LWRP	Castleton Waterfront Integration Project	Village of Castleton-on-Hudson	58.4	15	73.4	\$0.00	Not-Awarded
56828	Capital District	DOS	DOS LWRP	Ballston Lake Watershed Management Plan	Town of Ballston	52	15	67	\$0.00	Not-Awarded
56818	Capital District	DOS	DOS LWRP	Lake George Nonpoint Source Pollution Reduction Initiatives	Town of Queensbury	50.4	15	65.4	\$0.00	Not-Awarded
56780	Capital District	DOS	DOS LWRP	Wastewater Treatment Facility Upgrade Project Component A	Village of Lake George	44	15	59	\$0.00	Not-Awarded
54395	Capital District	DOS	DOS LWRP	Big Boom Trail	Town of Moreau	45.6	10	55.6	\$0.00	Not-Awarded
56587	Capital District	EFC	EFC GIGP	Beaver Creek Stormwater Retrofit	Albany Water Board	66	15	81	\$450,000.00	Awarded
57755	Capital District	EFC	EFC GIGP	Ida Yarbrough Homes Redevelopment Green Stormwater Retrofit	Albany Housing Authority	59	20	79	\$1,000,000.00	Awarded
55809	Capital District	EFC	EFC GIGP	Tapestry on the Hudson: Green Infrastructure	The Community Builders, Inc.	51	20	71	\$289,350.00	Awarded
57447	Capital District	EFC	EFC GIGP	Upper Union Street Green Stormwater Retrofit	City of Hudson	62	5	67	\$248,400.00	Awarded
55624	Capital District	EFC	EFC GIGP	East Street Green Retrofit	City of Rensselaer	50	15	65	\$927,000.00	Awarded
51963	Capital District	EFC	EFC GIGP	Stormwater Management Planning Development Phase I	Silver Bay YMCA	42	20	62	\$0.00	Not-Awarded
54069	Capital District	EFC	EFC GIGP	University at Albany Dutch Quad Parking Lot Renovation	University at Albany	45	15	60	\$0.00	Not-Awarded
57948	Capital District	EFC	EFC GIGP	Albany Housing Authority Green Initiatives	Albany Housing Authority	43	15	58	\$0.00	Not-Awarded
54881	Capital District	EFC	EFC GIGP	The Urban Grow Center	Capital Roots	38	20	58	\$0.00	Not-Awarded
58138	Capital District	EFC	EFC GIGP	Shopper's World Shopping Center Stormwater Management Redesign	The Windsor Companies	41	10	51	\$0.00	Not-Awarded
4080	Capital District	EFC	EFC GIGP	Sustainable Advancement of the Lake George Environmental Park	Lake George Association	40	10	50	\$0.00	Not-Awarded
57142	Capital District	EFC	EFC GIGP	Radix Urban Watershed Education Center	Radix Ecological Sustainability Center	44	5	49	\$0.00	Not-Awarded
58098	Capital District	EFC	EFC GIGP	Village Plaza Shopping Center Stormwater Management Redesign	The Windsor Companies	41	5	46	\$0.00	Not-Awarded
52676	Capital District	EFC	EFC GIGP	Green Infrastructure at SUNY Empire State College	SUNY Empire State College	35	10	45	\$0.00	Not-Awarded
55634	Capital District	EFC	EFC GIGP	Schenectady Municipal Golf Course Green Retrofit	City of Schenectady	35	10	45	\$0.00	Not-Awarded
57303	Capital District	EFC	EFC GIGP	Quackenderry Creek Wetland Floodplain Improvements	City of Rensselaer	25	15	40	\$0.00	Not-Awarded
50695	Capital District	EFC	EFC GIGP	Permeable Parking Area Demonstration	Cornell Cooperative Extension of Columbia and Greene Counties	29	10	39	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56938	Capital District	EFC	EFC GIGP	Greening Main Street	Going Coastal, Inc.	24	10	34	\$0.00	Not-Awarded
48639	Capital District	EFC	EFC GIGP	Green Infrastructure Urban Retrofit Showcase	Tierra Farm, Inc.	23	10	33	\$0.00	Not-Awarded
53385	Capital District	EFC	EFC GIGP	Green Improvements and Waterfront Revitalization	Town of Brunswick	17	10	27	\$0.00	Not-Awarded
53080	Capital District	ESD	ESD BISP	AMC BACC NYS Certified Business Incubator	Albany Medical College AMC	69.5	20	89.5	\$125,000.00	Awarded
50941	Capital District	ESD	ESD EJP	Business Expansion	Hudson Valley Creamery, LLC	79	20	99	\$500,000.00	Awarded
57863	Capital District	ESD	ESD EJP	Manufacturing Expansion	Sabre Bioresponse LLC	74	20	94	\$3,000,000.00	Awarded
55741	Capital District	ESD	ESD EJP	Business Expansion	Saint-Gobain Performance Plastics Corporation	74	20	94	\$750,000.00	Awarded
51234	Capital District	ESD	ESD EJP	Business Expansion	Aeon Nexus Corporation	73	20	93	\$530,000.00	Awarded
56345	Capital District	ESD	ESD Grants	Port of Albany Big Lift	Albany Port District Commission	80	20	100	\$4,000,000.00	Awarded
53284	Capital District	ESD	ESD Grants	Coeymans Rail Extension Capital	Coeymans Industrial Park	80	20	100	\$2,000,000.00	Awarded
52461	Capital District	ESD	ESD Grants	AMT Training Facility Expansion	Hudson Falley Community College	79	20	99	\$1,000,000.00	Awarded
50941	Capital District	ESD	ESD Grants	Hudson Valley Creamery Expansion	Columbia Economic Development Corporation	79	20	99	\$500,000.00	Awarded
57456	Capital District	ESD	ESD Grants	Rensselaer Clean Energy	Fuller Road Management Corporation	78	20	98	\$1,600,000.00	Awarded
57393	Capital District	ESD	ESD Grants	NYS Mesonet xCITE Laboratory	The Research Foundation for the State University of New York	78	20	98	\$800,000.00	Awarded
55554	Capital District	ESD	ESD Grants	Green Infrastructure Redevelopment	Green Infrastructure Redevelopment	78	20	98	\$1,000,000.00	Awarded
57082	Capital District	ESD	ESD Grants	Community Loan Fund Infusion	Community Loan Fund of the Capital Region	77	20	97	\$700,000.00	Awarded
53006	Capital District	ESD	ESD Grants	River Corridor Transit Center	Capital District Transportation Authority	77	20	97	\$650,000.00	Awarded
53191	Capital District	ESD	ESD Grants	Greenwich Anchor Project	Village of Greenwich	76	20	96	\$300,000.00	Awarded
51730	Capital District	ESD	ESD Grants	American Dance Institute Headquarters	American Dance Institute	76	20	96	\$500,000.00	Awarded
57889	Capital District	ESD	ESD Grants	STEAM Garden	Central Avenue Business Improvement District	75	20	95	\$350,000.00	Awarded
55126	Capital District	ESD	ESD Grants	The Good Market	The Good Market of Upstate New York	75	20	95	\$260,000.00	Awarded
53911	Capital District	ESD	ESD Grants	American Acoustic TV Series	Proctors Theater	75	20	95	\$90,000.00	Awarded
56806	Capital District	ESD	ESD Grants	Tower on the Hudson	The Tower on the Hudson LLC	74	20	94	\$5,000,000.00	Awarded
56000	Capital District	ESD	ESD Grants	NYCAP Research Alliance Investment Fund	Albany Medical College	74	20	94	\$2,250,000.00	Awarded
55741	Capital District	ESD	ESD Grants	Saint-Gobain Expansion	Saint-Gobain	74	20	94	\$1,250,000.00	Awarded
54968	Capital District	ESD	ESD Grants	Upper Washington Avenue Infrastructure	Albany Water Board	74	20	94	\$1,900,000.00	Awarded
54092	Capital District	ESD	ESD Grants	444 River Lofts Redevelopment	444 River Lofts, LLC	73	20	93	\$300,000.00	Awarded
52073	Capital District	ESD	ESD Grants	Nine Pin Ciderworks Expansion	Nine Pin Ciderworks	73	20	93	\$100,000.00	Awarded
55621	Capital District	ESD	ESD Grants	Capital Rep Theatre Renovation	Capital Repertory Company	72	20	92	\$950,000.00	Awarded
54799	Capital District	ESD	ESD Grants	Universal Preservation Hall Renovation	Universal Preservation Hall	71	20	91	\$800,000.00	Awarded
55888	Capital District	ESD	ESD Grants	Stephen and Harriet Myers Center	Underground Railroad History Project	70	20	90	\$70,000.00	Awarded
53874	Capital District	ESD	ESD Grants	Hudson Opera House	Hudson Development Corporation	70	20	90	\$1,300,000.00	Awarded
53344	Capital District	ESD	ESD Grants	New York Arboretum	Museum of Innovation and Science	70	20	90	\$100,000.00	Awarded
52140	Capital District	ESD	ESD Grants	Proctors ArtsLab	Proctors Theater	73	15	88	\$330,000.00	Awarded
56312	Capital District	ESD	ESD Grants	Center for Advanced Technology	Mohonasen Central School District	72	15	87	\$300,000.00	Awarded
55576	Capital District	ESD	ESD Grants	The Hudson Hotel	Redburn Development Companies	71	15	86	\$1,500,000.00	Awarded
56754	Capital District	ESD	ESD Grants	Troy Innovation Garage	Troy Innovation Garage	72	10	82	\$100,000.00	Awarded
53915	Capital District	ESD	ESD Grants	LASSNY Service Center	Legal Aid Society of Northeastern New York	56	20	76	\$0.00	Not-Awarded
57863	Capital District	ESD	ESD Grants	Sabre Manufacturing Expansion	Sabre Bioresponse	55	20	75	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56866	Capital District	ESD	ESD Grants	155 River Street	River King Development	60	15	75	\$0.00	Not-Awarded
54797	Capital District	ESD	ESD Grants	Schenectady Regional Water Capacity Project	City of Schenectady	60	15	75	\$0.00	Not-Awarded
54194	Capital District	ESD	ESD Grants	Route 9 Sewer Project	Town of Moreau	60	15	75	\$0.00	Not-Awarded
53030	Capital District	ESD	ESD Grants	Arsenal Accelerator Feasibility Study	Arsenal Business and Technolgy Partnership	60	15	75	\$0.00	Not-Awarded
55536	Capital District	ESD	ESD Grants	Roll Off Roof Observatory at miSci	Schenectdy Museum Association	55	15	70	\$0.00	Not-Awarded
52327	Capital District	ESD	ESD Grants	Black Bridge Connector Trail Project	Village of Green Island	55	15	70	\$0.00	Not-Awarded
51822	Capital District	ESD	ESD Grants	2016 Tibbits Avenue Reconstruction Project	Village of Green Island	55	15	70	\$0.00	Not-Awarded
56557	Capital District	ESD	ESD Grants	Monument Center Hotel	333 Glen Street Associates LLC	50	10	60	\$0.00	Not-Awarded
56593	Capital District	ESD	ESD Grants	The Girls Inc and Senior Services of Albany Community Center at NABA	Northeastern Association of the Blind at Albany Inc NABA	40	15	55	\$0.00	Not-Awarded
53379	Capital District	ESD	ESD Grants	ACPHS Student Operated Pharmacies the Face of Neighborhood Health Care	Albany College of Pharmacy and Health Sciences	39	10	49	\$0.00	Not-Awarded
53211	Capital District	ESD	ESD Grants	Palace Performing Arts Center Expansion Project	Palace Theatre	39	10	49	\$0.00	Not-Awarded
57357	Capital District	ESD	ESD Grants	80 2nd Avenue Troy	International Electronic Machines Corporation	37	10	47	\$0.00	Not-Awarded
54338	Capital District	ESD	ESD Grants	Troy Tech PARC Center	Fuller Road Management Corporation	37	10	47	\$0.00	Not-Awarded
45405	Capital District	ESD	ESD Grants	WAMC Facilities Improvement Project	WAMC Northeast Public Radio	36	10	46	\$0.00	Not-Awarded
54680	Capital District	ESD	ESD Grants	ADA Compliance Elevator	Pember Library and Museum	35	10	45	\$0.00	Not-Awarded
52508	Capital District	ESD	ESD Grants	The Park Theater	EASM Properties	35	10	45	\$0.00	Not-Awarded
53717	Capital District	ESD	ESD Grants	SAI	Schenectady Arts Incubator	34	5	39	\$0.00	Not-Awarded
50610	Capital District	ESD	ESD Grants	Imagine A Better Future	Mohawk and Hudson River Humane Society	28	10	38	\$0.00	Not-Awarded
56915	Capital District	ESD	ESD Grants	Saratoga Regattas Elevate the Spectator Experience	Saratoga Rowing Association	27	10	37	\$0.00	Not-Awarded
53260	Capital District	ESD	ESD Grants	Browns Beach Community Center	Town of Stillwater	20	10	30	\$0.00	Not-Awarded
52249	Capital District	ESD	ESD Grants	imbycom	Imby Inc	20	10	30	\$0.00	Not-Awarded
52398	Capital District	ESD	ESD Grants	Electric City Improv	Mopco LLC	15	5	20	\$0.00	Not-Awarded
56861	Capital District	ESD	ESD Grants	Coesa Inc 2000 sf R2 Space	Coesa Inc	14	5	19	\$0.00	Not-Awarded
55943	Capital District	ESD	ESD Grants	ACC Water Tower	Albany Country Club	12	5	17	\$0.00	Not-Awarded
54671	Capital District	ESD	ESD Grants	Adirondack Aquatic Center	Adirondack Aquatic Center	0	5	5	\$0.00	Not-Awarded
51343	Capital District	ESD	ESD MNY	Erie Canalway Tourism Research and Promotion	Erie Canalway Heritage Fund, Inc.	65.67	15	80.67	\$126,500.00	Awarded
56915	Capital District	ESD	ESD MNY	Saratoga Regattas: Elevating the Spectator Experience	Saratoga Rowing Association, Inc.	69	10	79	\$35,000.00	Awarded
51040	Capital District	ESD	ESD MNY	Visit Schenectady Tourism Promotion	Proctors	56.33	20	76.33	\$60,750.00	Awarded
55724	Capital District	ESD	ESD MNY	Behold! New Lebanon Marketing and Promotion Program	Behold! New Lebanon, Inc.	61	15	76	\$25,000.00	Awarded
54993	Capital District	ESD	ESD MNY	225th Anniversary Marketing Campaign	Albany Institute of History Art	55	15	70	\$0.00	Not-Awarded
55126	Capital District	ESD	ESD MNY	The Good Market Urban Revitalization Project	The Good Market of Upstate New York LLC	50	20	70	\$0.00	Not-Awarded
55855	Capital District	ESD	ESD MNY	Inaugural Thomas Cole Exhibition in the Newly Reconstructed New Studio	Thomas Cole National Historic Site	54	15	69	\$0.00	Not-Awarded
55536	Capital District	ESD	ESD MNY	Roll Off Roof Observatory at miSci	miSci - museum of innovation and science	53	15	68	\$0.00	Not-Awarded
52100	Capital District	ESD	ESD MNY	Roller Coaster	Great Escape Theme Park	52.33	15	67.33	\$0.00	Not-Awarded
56736	Capital District	ESD	ESD MNY	American Music Festival Marketing	Albany Symphony Orchestra, Inc.	52	15	67	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53888	Capital District	ESD	ESD MNY	Greene County Mountain Bike Adventure Trails and Ride Center	Greene County	52	15	67	\$0.00	Not-Awarded
55854	Capital District	ESD	ESD MNY	The Onrust Project Education and Tourism Initiative	The Onrust Project	46.67	20	66.67	\$0.00	Not-Awarded
57513	Capital District	ESD	ESD MNY	Marketing New York State's Major Bicycling Events	New York Bicycling Coalition, Inc.	48	15	63	\$0.00	Not-Awarded
54395	Capital District	ESD	ESD MNY	Moreau Big Boom Trail Project	Town of Moreau	33.33	10	43.33	\$0.00	Not-Awarded
57608	Capital District	ESD	ESD MNY	Frontier Sno Riders Snowmobiling Trail Map	Frontier Sno Riders, Inc	34.33	5	39.33	\$0.00	Not-Awarded
54021	Capital District	ESD	ESD SPFS	Research Center Study	Columbia County	72	20	92	\$75,000.00	Awarded
53030	Capital District	ESD	ESD SPFS	Arsenal Accelerator Feasibility Study	Arsenal Business and Technolgy Partnership	65	15	80	\$25,000.00	Awarded
53258	Capital District	ESD	ESD SPFS	Route 9P Corridor Revitalization Plan	Town of Stillwater	36	10	46	\$0.00	Not-Awarded
54066	Capital District	ESD	ESD SPFS	Villa Maria Reuse Feasibility Study	Hunter Foundation	16	5	21	\$0.00	Not-Awarded
51285	Capital District	HCR	HCR CDBGCP	Village of Cambridge Wastewater Study	Village of Cambridge	64.44	10	74.44	\$0.00	Not-Awarded
51386	Capital District	HCR	HCR CDBGCP	Village of Hoosick Falls Woods Brook Watershed Study	Village of Hoosick Falls	62.18	10	72.18	\$0.00	Not-Awarded
57045	Capital District	HCR	HCR CDBGCP	City of Rensselaer Engineering Report	City of Rensselaer	54.02	15	69.02	\$0.00	Not-Awarded
55371	Capital District	HCR	HCR CDBGME	Albany County Microenterprise Assistance Program	Albany County	56	20	76	\$200,000.00	Awarded
52964	Capital District	HCR	HCR CDBGME	Town of Bethlehem Microenterprise Program	Town of Bethlehem	46	20	66	\$0.00	Not-Awarded
51567	Capital District	HCR	HCR CDBGME	Greene County Microenterprise Program	Greene County	45	20	65	\$0.00	Not-Awarded
50681	Capital District	HCR	HCR CDBGPF	City of Watervliet Civic Center Improvements	City of Watervliet	51.02	10	61.02	\$400,000.00	Awarded
54505	Capital District	HCR	HCR CDBGPF	City of Rensselaer Boys and Girls Club Improvements	City of Rensselaer	43.02	10	53.02	\$400,000.00	Awarded
55249	Capital District	HCR	HCR CDBGPI	Washington County Broadway East Side Renaissance	Washington County	53.77	20	73.77	\$600,000.00	Awarded
53931	Capital District	HCR	HCR CDBGPI	Village of Fort Edward Broadway East Side Water Lines	Village of Fort Edward	44.82	15	59.82	\$600,000.00	Awarded
55389	Capital District	HCR	HCR CDBGPI	Village of Whitehall Sanitary Sewer Mains	Village of Whitehall	40.85	15	55.85	\$600,000.00	Awarded
56979	Capital District	HCR	HCR CDBGPI	Village of Hudson Falls Water Infrastructure	Village of Hudson Falls	42.43	10	52.43	\$600,000.00	Awarded
50414	Capital District	HCR	HCR CDBGPI	Village of Corinth Sewer System Improvement Project	Village of Corinth	39.87	10	49.87	\$600,000.00	Awarded
54808	Capital District	HCR	HCR CDBGPI	City of Mechanicville Water Meters	City of Mechanicville	30	15	45	\$0.00	Not-Awarded
51900	Capital District	HCR	HCR CDBGPI	City of Hudson Water System Improvements	City of Hudson	23.54	15	38.54	\$0.00	Not-Awarded
57989	Capital District	HCR	HCR NYMS	STEAM Garden	Central District Management Association Inc	68	20	88	\$500,000.00	Awarded
56419	Capital District	HCR	HCR NYMS	Downtown Albany Residential Program	Downtown Albany Business Improvement District	60	20	80	\$390,000.00	Awarded
55738	Capital District	HCR	HCR NYMS	Catskill Bridge Street Theatre Downtown Anchor Project	Bridge Street Theatre, Inc.	57	15	72	\$105,000.00	Awarded
51189	Capital District	HCR	HCR NYMS	ILC Renovations Phase III	Independent Living Center of the Hudson Valley Inc	52	15	67	\$200,000.00	Awarded
50863	Capital District	HCR	HCR NYMS	Watervliet Main Street Revitalization 2015	City of Watervliet	51	15	66	\$0.00	Not-Awarded
54996	Capital District	HCR	HCR NYMS	Main Street Downtown Lansingburgh	City of Troy NY	48	15	63	\$0.00	Not-Awarded
53915	Capital District	HCR	HCR NYMS	LASNNY Civil Legal Services Center - 145 Project	Legal Aid Society of Northeastern New York	31	20	51	\$0.00	Not-Awarded
53191	Capital District	HCR	HCR NYMS	Village of Greenwich Anchor project	village of greenwich ny	29	20	49	\$0.00	Not-Awarded
55319	Capital District	HCR	HCR NYMS	ArtPark on Lark: A Community Arts Space	Electronic Body Arts Inc aka eba	19	10	29	\$0.00	Not-Awarded
55811	Capital District	NYSERDA	NYSERDA CGC3	NY Community Project	EV Connect	74.15	15	89.15	\$257,143.00	Awarded
54941	Capital District	NYSERDA	NYSERDA CGC3	Capital Region Opportunity Zone EcoDistrict	Affordable Housing Partnership	63.11	20	83.11	\$1,500,000.00	Awarded
53356	Capital District	NYSERDA	NYSERDA CGC3	Cleaner Greener Category 3 Community Partnership	Capital District Regional Planning Commission	77.7	5	82.7	\$750,000.00	Awarded
57091	Capital District	NYSERDA	NYSERDA CGC3	EV Charging Stations for NYS Counties	Gexpro	56.6	20	76.6	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
57064	Capital District	NYSERDA	NYSERDA CGC3	Experience Electric New York	NESCAUM	66.14	5	71.14	\$0.00	Not-Awarded
51330	Capital District	NYSERDA	NYSERDA CGC3	MEP E3 Program	Center for Economic Growth	45.57	20	65.57	\$0.00	Not-Awarded
55554	Capital District	NYSERDA	NYSERDA CGC3	Green Infrastructure Redevelopment Initiative	Washington County	17.37	20	37.37	\$0.00	Not-Awarded
54672	Capital District	NYSERDA	NYSERDA CGC3	Sustainable Communities Policy and Leadership Institute	Carey Institute for Global Good	24.09	5	29.09	\$0.00	Not-Awarded
47670	Capital District	Parks	OPRHP HAS D	Public Performance and Gathering Garden	Cathedral of All Saints in the City and Diocese of Albany	49	15	64	\$294,030.00	Awarded
55854	Capital District	Parks	OPRHP HAS D	The Onrust Project Education and Tourism Initiative	The Onrust Project	37.5	20	57.5	\$0.00	Not-Awarded
52415	Capital District	Parks	OPRHP HAS D	Washington Park Playground	Washington Park Conservancy	41	15	56	\$0.00	Not-Awarded
51876	Capital District	Parks	OPRHP HP D	Dr Oliver Bronson House Phase III Restoration	Historic Hudson Inc	53.5	15	68.5	\$0.00	Not-Awarded
51514	Capital District	Parks	OPRHP HP D	Proctors Arcade Restoration	Proctors	47.5	20	67.5	\$0.00	Not-Awarded
54799	Capital District	Parks	OPRHP HP D	Universal Preservation Hall	Universal Preservation Hall	47.5	20	67.5	\$0.00	Not-Awarded
55584	Capital District	Parks	OPRHP HP D	Elevator Access to the Home of Thomas Cole	Thomas Cole National Historic Site	47	20	67	\$0.00	Not-Awarded
47670	Capital District	Parks	OPRHP HP D	Public Performance and Gathering Garden	Cathedral of All Saints	48	15	63	\$0.00	Not-Awarded
53972	Capital District	Parks	OPRHP HP D	Distillery and Regional Tasting Room at 48 Hudson Albany	Historic Albany Foundation	42.5	20	62.5	\$0.00	Not-Awarded
54041	Capital District	Parks	OPRHP HP D	Restoration of the Samuel Grooms Blacksmith Wagon Shop	Town of Clifton Park	49.5	10	59.5	\$0.00	Not-Awarded
53938	Capital District	Parks	OPRHP HP D	Strategic Landscape Improvement	The Olana Partnership	39	20	59	\$0.00	Not-Awarded
51483	Capital District	Parks	OPRHP HP D	Burton Hall Project	Town of Easton	38	10	48	\$0.00	Not-Awarded
55192	Capital District	Parks	OPRHP HP D	Dunning Street Rural Cemetery	Dunning Street Rural Cemetery Association	42.5	5	47.5	\$0.00	Not-Awarded
51726	Capital District	Parks	OPRHP HP D/P	Albany County Shaker Site	County of Albany	54	20	74	\$500,000.00	Awarded
50353	Capital District	Parks	OPRHP HP D/P	Wagon Shed Collection and Visitor Center Planning	Shaker Museum and Library	50	20	70	\$0.00	Not-Awarded
57868	Capital District	Parks	OPRHP HP D/P	Restoring the dome of the First Trust Company Building at 35 State Street in Albany NY	The Research Foundation for The State University of New York	42.5	10	52.5	\$0.00	Not-Awarded
56283	Capital District	Parks	OPRHP HP P	Hubbard Hall Historic Structure Report	Hubbard Hall Center for the Arts and Education	38	20	58	\$0.00	Not-Awarded
50415	Capital District	Parks	OPRHP PKS A	Newcomb Pond 2 Acquisition	Friends of the Dyken Pond Center, Ltd	61.5	10	71.5	\$53,310.00	Awarded
57080	Capital District	Parks	OPRHP PKS A	Ingalls Avenue Shoreline Park	The City of Troy NY	35	20	55	\$0.00	Not-Awarded
53110	Capital District	Parks	OPRHP PKS A/D	Hudson Crossing Park Washington County Expansion	Town of Greenwich NY	47	15	62	\$0.00	Not-Awarded
47670	Capital District	Parks	OPRHP PKS D	Public Performance and Gathering Garden	Cathedral of All Saints	50	15	65	\$0.00	Not-Awarded
52415	Capital District	Parks	OPRHP PKS D	Washington Park Playground	Washington Park Conservancy	47.5	15	62.5	\$0.00	Not-Awarded
55688	Capital District	Parks	OPRHP PKS D	Rail Trail Trailhead at Main Street Project	Village of Voorheesville	44.8	15	59.8	\$0.00	Not-Awarded
52427	Capital District	Parks	OPRHP PKS D	New Scotland Parks Master Plan Implementation	Town of New Scotland	43.67	10	53.67	\$0.00	Not-Awarded
51711	Capital District	Parks	OPRHP PKS D	Playground and Park Improvements	City of Albany Department of Recreation	43.63	10	53.63	\$0.00	Not-Awarded
51485	Capital District	Parks	OPRHP PKS D	Lawson Lake County Park	Albany County	36.19	15	51.19	\$0.00	Not-Awarded
52935	Capital District	Parks	OPRHP PKS D	Pershing Green Renovation Project 2015	City fo Watervliet	33	10	43	\$0.00	Not-Awarded
57525	Capital District	Parks	OPRHP PKS D	Guilderland Center Community Park	Town of Guilderland	29.5	10	39.5	\$0.00	Not-Awarded
55691	Capital District	Parks	OPRHP PKS D/A	Castleton Waterfront Integration Project	Village of CastletononHudson	39.08	15	54.08	\$0.00	Not-Awarded
53895	Capital District	Parks	OPRHP PKS D/P	Hurricane Irene Recovery: An Accessible Park	Town of Prattsville	57.25	15	72.25	\$152,775.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53544	Capital District	Parks	OPRHP PKS D/P	City of Schenectady Orchard Park Improvements	City of Schenectady	54.25	10	64.25	\$354,735.00	Awarded
52681	Capital District	Parks	OPRHP PKS D/P	Plotterkill Preserve Improvements	Schenectady County Department of Economic Development and Planning	35.75	15	50.75	\$0.00	Not-Awarded
54574	Capital District	Parks	OPRHP PKS D/P	Town of Johnsbury Trail System Unification: connecting trails to community economic growth	Upper Hudson Trails Alliance, Inc.	30.25	15	45.25	\$0.00	Not-Awarded
51059	Capital District	Parks	OPRHP PKS D/P	Promenade Hill Accessibility Project	City of Hudson	34.5	10	44.5	\$0.00	Not-Awarded
55928	Capital District	Parks	OPRHP PKS P	Troy Urban Trails	City of Troy	50.13	15	65.13	\$48,480.00	Awarded
53108	Capital District	Parks	OPRHP PKS P	Town of Catskill Municipal Park and Recreation Center	Town of Catskill	50.3	10	60.3	\$0.00	Not-Awarded
56852	Capital District	Parks	OPRHP PKS P	AlbanyHudson Electric Trail Planning Village of Nassau	Village of Nassau	40.75	0	40.75	\$0.00	Not-Awarded
53617	Capital District	Parks	OPRHP RTP	Hoosic River Greenway Trail Enhancements Project	Village of Hoosick Falls	48.5	15	63.5	\$107,200.00	Awarded
52681	Capital District	Parks	OPRHP RTP	Plotterkill Preserve Improvements	Schenectady County Department of Economic Development and Planning	40	15	55	\$0.00	Not-Awarded
55582	Capital District	Parks	OPRHP RTP	Crescent Ave section of the Saratoga Greenbelt	The City of Saratoga Springs	39	15	54	\$0.00	Not-Awarded
54395	Capital District	Parks	OPRHP RTP	Big Boom Trail	Town of Moreau	40	10	50	\$0.00	Not-Awarded
53228	Capital District	Parks	OPRHP RTP	Purple Path Expansion	University at Albany	33.5	15	48.5	\$0.00	Not-Awarded
55688	Capital District	Parks	OPRHP RTP	Rail Trail Trailhead at Main Street Project	Village of Voorheesville	32.5	15	47.5	\$0.00	Not-Awarded
54574	Capital District	Parks	OPRHP RTP	Town of Johnsbury Trail System Unification: connecting trails to community economic growth	Upper Hudson Trails Alliance, Inc.	30.5	15	45.5	\$0.00	Not-Awarded
52318	Capital District	Parks	OPRHP RTP	Watervliet Bike Trail Capital Project	City of Watervliet	30.5	15	45.5	\$0.00	Not-Awarded
52327	Capital District	Parks	OPRHP RTP	Black Bridge Connector Trail Project	Village of Green Island	30	15	45	\$0.00	Not-Awarded
55658	Capital District	Parks	OPRHP RTP	Halfmoon Trails Equipment Project	Town of Halfmoon	33	10	43	\$0.00	Not-Awarded

2015 Program Legend

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