

2013 Regional Council Process & Consolidated Funding Applications

Background:

Governor Andrew M. Cuomo established the Regional Economic Development Councils (REDC) to serve as a community driven, regional approach to economic development in New York State. Each Council is made up to 30 members representing business, academia, labor, community and not-for-profit organizations, and government leaders 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 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 percent 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: (1) Establishing a framework to advance the Regional Strategic Plan; (2) Implementing the strategies laid out in the Strategic Plan; (3) Creating a project pipeline; and (4) providing a progress report documenting the Council's success in implementing its Strategic Plan.

Building on the success from previous years, the 2013 Council competition was designed with a similar framework as 2012, but added several new activities for the Councils to focus on that would continue to help develop and advance the original Strategic Plans. In 2013, all ten of the Regional Councils competed against each other to be designated as a "Top Performer".

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority Projects that aligned with each region's agenda were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were published in the regions' Implementation Agendas, 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 points. The remaining 20 points were 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

2013 Competition:

To encourage the implementation of the REDC's Strategic Plans and to continue to motivate investment opportunities and job creation, in 2013 the Councils competed for up to \$150 million in capital grant funds and \$70 million in Excelsior Tax Credits for projects identified by the REDCs in their regions.

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 for economic growth. Project funding was awarded in all ten Regional Councils through the 2013 CFA; however, 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 strategic plans;
- 2) Performance in encouraging economic growth through job creation and investment; and
- 3) Identification of transformative projects that support interregional collaboration.

All ten regions competed against each other in 2013— five regions were identified as “top performers” and received \$25 million each in capital grants and the remaining regions competed for the balance of \$25 million. Each region was also eligible for up to \$10 million in Excelsior Tax Credits to help attract and grow businesses in the region.

The 2013 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Office of General Services Commissioner Roann Destito, Tax and Finance Commissioner Thomas Mattox, Environmental Facilities Corporation CEO Matthew Driscoll, Commissioner and Civil Service President Jerry Boone, Chair of NYS Tourism Advisory Council Cristyne Nicholas, and President and CEO of the New York Power Authority Gil Quiniones with support from the Brookings Institution, represented by Bruce Katz and Amy Liu. The SIAT reviewed each region's Implementation Agendas based on established criteria and also traveled to each region to see the progress first hand. Each region's tour included a panel presentation that allowed for ample question and answer opportunities between the SIAT and Regional Council members. Each visit included a tour of projects funded in the 2011 and 2012 CFA which demonstrated that Regional Council's progress and accomplishments.

The SIAT provided an assessment of each plan and made recommendations to Kenneth Adams, President, CEO, & Commissioner of Empire State Development, of the five reports that most closely aligned with these criteria. President Adams accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded five regions with the top Implementation Agenda up to \$35 million in funding consisting of \$25 million in capital grants and \$10 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 12 state agencies through the 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 team analysis and agency discretion.

In 2013, the CFA opened for applications on June 16 and closed on August 12. Prior to the opening of the application period, all details about CFA resources were made available online through the 2013 CFA Resources Available Document, the State Register and the New York State Contract Reporter. When the portal closed on August 12, agencies immediately began marking projects eligible or ineligible. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation, with scores finalized by September 24. After the SIAT visits concluded, the interagency team met to review the projects and make final funding decisions.

The interagency team reviewed projects based on relevant factors, which included Regional Council 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 Council, and identified as significant and potentially transformative, 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 State budget, the Regional Council Grant funds were awarded by ESD at its discretion.

This process has 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 December 11, 2013, Governor Cuomo announced that 824 projects had been awarded economic development resources totaling \$715.9 million through Round III of the Regional Economic Development Council initiative. Capital Region, Long Island, Southern Tier, North Country and Mohawk Valley were selected as “Top Performers” in adherence to the competition guidelines detailed above.

MEMORANDUM

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

From: Cesar Perales, Secretary of State
Jerry Boone, Commissioner and President, Civil Service Commission
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, President and CEO, Environmental Facilities Corporation
Thomas Mattox, Commissioner, Department of Taxation and Finance
Cristyne Nicholas, Chair, New York State Tourism Advisory Council
Gil Quiniones, President and CEO, New York Power Authority

Subject: Review of 2013 Regional Economic Development Councils' Progress

Date: December 6, 2013

Thank you for inviting us to serve on the Strategic Implementation Assessment Team for New York State's Regional Economic Development Councils. We are honored to be a part of this important initiative by Governor Cuomo that is transforming how New York coordinates and invests in economic development.

The strategic plans developed by the ten Regional Councils, adopted in 2011 and updated in 2012 and 2013, emphasize each region's unique assets, harness local expertise and empower communities to stimulate regional economic development and create jobs statewide. Through the Regional Councils -- comprised of local experts and stakeholders from business, academia, local government and non-governmental organizations -- and the support of state agencies, we are remaking the way the state invests in economic development and job creation.

Over the past seven weeks we have had the privilege and responsibility of assessing the progress of the Regional Councils, through their written progress reports, oral presentations, and regional tours. We are impressed and encouraged by the continuing results of the collaborative strategic plan implementation process.

In our review of the Council's progress, we became cognizant of several points common to the Councils:

First, regions are continuing to build upon their strengths, focusing on key industries as they seek new businesses and support incubators that can generate marketable ideas for the next generation of products.

Second, workforce development is a strong concern. Regions are devising ways to use academic institutions, internship programs, and on-the-job training to develop a workforce that meets the needs of current or incoming employers.

Third, regions have embraced the concept that no one should be left behind, and have thoughtfully developed Opportunity Agendas that will lay the groundwork for future inclusion in the workforce of people from the most disadvantaged of communities.

Fourth, projects funded by the State through the Consolidated Funding Application (CFA) are moving forward, thanks to the combined efforts of the sponsors, regional councils, and state agency staff. Where issues arise, all are working toward quick solutions.

Fifth, the Regional Councils added work groups to handle new initiatives, developed new partnerships, and formed stronger bonds with state agency resource team members. Each region also reflected on the assessment of their progress in 2012, addressing many of their weaknesses and building upon their strengths.

And perhaps most importantly – the REDC process is fostering a collaborative environment where people are not competing against each other for existing business, but are working together to attract new businesses and to strengthen existing economic engines.

2013 Competition

Our task this year was to evaluate all ten regions based on the competition and Council priorities as described in the 2013 REDC Guidebook. We examined three areas:

- Progress the Regional Councils made implementing their strategic plans, including how the regions addressed the following 2013 priorities:
 - Keeping the project pipeline flowing;
 - Selecting “Innovation Hot Spots” to facilitate tech transfer;
 - Developing an Opportunity Agenda to revitalize distressed communities and address barriers to entry into the workforce for people living in areas of concentrated poverty;
 - Assuring the workforce is being trained for today and tomorrow;
 - Engaging local government officials in reshaping the regional business climate;
 - Creating interregional collaborations around shared resources and opportunities;
 - Advancing regional Cleaner, Greener Communities sustainability plans; and
 - Measuring the performance of their plans.
- Performance in encouraging economic growth through job creation and investment; and
- Identification of transformative projects that support interregional collaboration.

Awards

The Strategic Implementation Assessment Team has identified five regions as “Top Performers” this year: the **Capital Region**, **Long Island**, the **Mohawk Valley**, the **North Country**, and the **Southern Tier**. This was a difficult task, as all ten regions continue to advance their strategies and build on their previous successes. The regions we are recommending, however, edged out the others and should receive up to \$25 million in capital funds and up to \$10 million in Excelsior Tax Credits.

The **Capital Region Economic Development Council** (CRREDC) is being recommended for a top award for the first time. The Council continues to strive for strong public participation in the planning and implementation process and markedly expanded input from stakeholders as a means of identifying projects that will best advance regional strategies. The CRREDC is building on existing partnerships to implement new strategies and goals in nanotechnology, agriculture marketing, and tourism, such as interregional efforts involving the Hudson Valley Region that will strengthen a multiregional food economy.

The **Long Island Regional Economic Development Council** (LIREDC) articulated a clear vision and rationale for its 2013-14 implementation efforts. The Council continued its deep commitment to engaging stakeholders and the public across the region in identifying areas of concern and gaining their support for implementation of the strategies. They have proposed a comprehensive approach to their Opportunity Agenda which focuses on Wyandanch. The LIREDC also demonstrated a commitment to capturing data during the implementation periods of past CFA funded projects to quantitatively measure each project’s progress and success.

The **Mohawk Valley Regional Economic Development Council** (MVREDC), another first time top performer, is building on a more focused set of strategies developed in 2012 through a strong community-driven process. In 2013, the MVREDC aligned strategies with action steps, sustainability goals, and performance metrics, as well as initiatives outside of the CFA process. The Council’s prime strategy, to grow private business, continues to be a focus with an increased emphasis on cross-regional collaboration. The Council provided clear evidence of investment and business partnerships that increased output and expanded job growth. Their approach balances the support for high tech post-secondary education opportunities to meet the needs of the expanding nanotechnology and cyber security sectors with support for strong primary and secondary education efforts to connect the next generation with jobs across all sectors.

The **North Country Regional Economic Development Council** (NCREDC) continues to bring the region together as one voice for economic development, identifying new strategies and projects to advance the region economically. As a geographically large region with a diverse population and varying need levels, the NCREDC is leveraging its

natural resources, human capital and geographic location to bolster the entire North Country economy. Professing to be strategy-driven, the NCREDC prominently featured in 2013 projects and actions to develop its workforce, expand tourism, move to more renewable energy sources, capitalize on biotechnology resources, market agriculture, and increase manufacturing. The Council sought out opportunities to collaborate with other regions, including its Canadian neighbors. Improvements to the Plattsburgh International Airport will further enhance cross-border activities.

The **Southern Tier Regional Economic Development Council (STREDC)** continued to leverage its Rural Initiative and Community Revitalization Program funds, and CFA projects to support job creation. The STREDC engages in a highly collaborative process, engaging key stakeholders in work groups that provide a source of knowledge, ideas, and project impetus to the Council. This process is helping to modernize healthcare and grow international tourism in the region. The Council reported on several interregional activities, and supports several interregional projects as 2013 priority projects, such as the Catskills Interpretive Center that would increase tourism in two other regions as well. Illustrative of both collaboration and inter-regionalism, the region's Innovation Hot Spot proposal involves Cornell University, SUNY Binghamton and Corning Incorporated as anchor nodes, and Alfred University's School of Ceramics (Western NYREDC) and the Geneva Experimental and Testing Station (Finger Lakes REDC) to better leverage existing assets and fill key gaps in services to increase the pace of commercialization and the success rate of startup companies.

Five regions should receive up to \$5 million in capital funding each, and up to \$10 million in Excelsior Tax Credits to help attract and grow business in their regions: **Central NY**, the **Finger Lakes**, **Mid-Hudson**, **New York City**, and **Western NY**.

The **Central New York Regional Economic Development Council (CNYREDC)** continues on its path toward claiming a world-class presence in the biomedical, climate control, and precision engineering fields. Through its project pipeline, the Council attracted priority projects that will help advance its five-year strategic plan. Seeking to include all sectors of the workforce, the CNYREDC supported programs such as Say Yes to Education and the Green Train, and developed an Opportunity Agenda that seeks to link low-income communities to employment opportunities. The imminent launch of Amory Square Ventures, a regional resident venture fund, will focus investments on seed and early-stage companies. Interregional projects in health care, land bank coordination, and coordination of statewide business improvement districts demonstrate the Council's ability to work across regions.

The **Finger Lakes Regional Economic Development Council (FLREDC)** continued to emphasize core concepts of revitalizing the Eastman Business Park; harnessing the scientific discoveries and expertise of the region's research universities and colleges; reinforcing the region's quality of life and job growth in strategic sectors; and supporting investment in workforce development efforts to maintain the region's asset of a skilled

workforce. The Council's Opportunity Agenda will help one of the region's disadvantaged neighborhoods, Rochester's El Camino neighborhood, join the pathway to success.

The **Mid-Hudson Regional Economic Development Council** (MHREDC) excelled in recruiting applicants for state funding for projects to meet regional objectives, prompting 386 CFAs. The Council has incorporated a unique requirement for MHREDC endorsement – the creation by applicants of internship programs. The Council remains committed in its strategy for investing in key industry clusters: biotech, biomedical and healthcare; advanced manufacturing; and information technology. The SUNY New Paltz 3D Printing initiative and the Taylor Biomass Energy project that will generate clean energy using a renewable and unlimited feedstock are two examples of how the region is embracing technology as a catalyst for new development.

In the wake of Superstorm Sandy, the **New York City Regional Economic Development Council** (NYCREDC) is focused on putting people back to work in good jobs through a five-borough strategy that encourages partnerships among government, business, labor, academia and civic organizations. Initiatives such as the Steiner Studio project, Green Manufacturing Building project and New Lab project in the Brooklyn Navy Yard; the Applied Sciences Initiative; and the Create@Harlem Green projects are positioned to drive economic development and garner positive transformative elements. This year, the Council placed particular attention on improvements to the area around the St. George's Ferry Terminal.

The **Western NY Regional Economic Development Council** (WNYREDC) is bringing projects, initiatives, actions and collaborations into operation which is resulting in targeted education, revitalization of cities and community centers and job growth in the strategic industry sectors which the region has been dependent upon and will be for the future. The Buffalo-Niagara Medical Campus and revitalization efforts in downtown Niagara Falls will help revitalize two urban centers. The Council remains committed to workforce development, taking creative approaches such as Say Yes to Education, NY Skills Broker, and the Buffalo Workforce Pilot Program. WNYREDC demonstrates a strong commitment to smart growth. The WNY Smart Growth Coordinating Council created a smart growth scorecard to drive decision-making on investments to ensure adherence to smart growth principles.

Conclusion

In each of the regions, the Assessment Team was impressed by the continued dedication of the Regional Council members and their selection of strategic and realistic projects. We share the sentiment we heard throughout the state, that the REDC process is a recipe for success, bringing together the key ingredients of economic development skills, academic advancement of new ideas and products, and development of a workforce across all age groups and socioeconomic strata. While we may only recommend five regions as top performers, we believe all of the regions are winners.

We extend our thanks and our congratulations to all members of the Regional Councils for the outstanding work they are doing strengthening New York's economy.

Central New York Regional Economic Development Council

Assessment of the 2013 Progress Report

Part One: Implementation of the Strategic Plan

A. Keep the pipeline flowing.

The Central New York Regional Economic Development Council (CNYREDC) did an exceptional job connecting priority projects to its five-year strategic plan. The Council is actively involved in the vetting, implementation and execution of priority projects in the region. For example, in health, biomedical services and biosciences, the Council has promoted new ventures by aligning assets with related industry clusters. Also, the Progress Report indicates that the Hill Collaborative continues to develop and become a formal entity driving new investments in biosciences research and development.

The CNYREDC has a significant number of long-term projects that will continue to attract future projects. Possibly the greatest single step taken was the creation of a local venture capital firm, “Amory Square Ventures,” which is actively attracting new projects. The CNYREDC has also supported funding of the “Syracuse Center of Excellence,” and the “SUNY ESF Biomass Cooperative Innovation Center,” both of which attract projects and businesses.

B. Select “Innovation Hot Spots” to facilitate tech transfer.

The *Tech Garden Hot Spot* – is a consortium of 14 public-private partners led by CNY Hot Spot Council. The focus is on clean technology, communications, and mobile technology. The proposal would strengthen targeted industries; improve competitiveness and connections within the region and beyond; and revitalize the region’s urban cores. A newly created Innovation Hot Spot Council will provide a mechanism to coordinate all the partners that are already committed to entrepreneurship, and will further align these efforts with local efforts to accelerate new businesses.

C. Develop an Opportunity Agenda to revitalize distressed communities and address barriers to entry into the workforce for people living in areas of concentrated poverty.

Two challenges facing the region are: integrating low-income communities into mainstream economies, and providing employers with skilled labor. The CNYREDC adopted the Dual-Client model to link low-income communities to employment opportunities and provide employers with a skilled labor force.

The Opportunity Agenda pinpoints where in the region the CNYREDC will pursue the agenda, beginning with Syracuse’s urban core neighborhoods. The region will build upon the Skill Train initiative, matching employer needs for a quality and stable workforce and low-income residents seeking career opportunities in construction and health care.

Proposed projects will implement strategies expressed in the statement of opportunity. For example, the CNYREDC and Opportunity Agenda Task Force will initiate targeted programs in workforce development, asset development, and small business and social enterprise development.

D. Assure the workforce is being trained for today and tomorrow.

The CNYREDC and the region's anchor institutions are taking long-term steps to maximize human capital through education, training, and retraining. One area of focus has been returning veterans, who are receiving career transition services. Examples of workforce development programs underway include:

- Skill Train (mentioned above)
- Health Train – geared toward health care industry
- Syracuse University's Institute for Veterans and Military Families – entrepreneurship programs
- Say Yes to Education – student monitoring and support, as well as family support
- The Career Spark Campaign – career education/workforce development focused on economic growth sectors

E. Engage local government officials in reshaping the regional business climate.

The CNYREDC is developing a strategic partnership with local governments in the region to better inform its five-year strategic plan. Although the relationship is in its formative phase, efforts were made to use local governments to engage the public around the CNYREDC process, the region's progress, and buy-in for CNYREDC projects. Town supervisors in Onondaga County were convened to discuss Connect NY and the CNYREDC's broadband survey.

F. Advance regional Cleaner, Greener Communities sustainability plans.

The CNYREDC developed strategies to implement VisionCNY, the region's cleaner, greener community sustainability plan designed to give state and local officials the knowledge and perspective needed to make informed decisions on long-term commitments and investments in economic, social and environmental resilience. Examples of strategies CNYREDC is using to implement its green vision include:

- Energy efficiency programs and use of alternative fuels
- Consideration of diverse land uses, including increasing the level of farmland in the region
- Revitalize main streets
- Conserve, enhance and protect the region's natural resources
- Increase awareness of sustainability issues
- Update government policy and programs that impede sustainability initiatives

G. Identify new or current strategies on which to focus implementation efforts.

For the most part, the CNYREDC continued on its existing path, making strategy adjustments to accelerate already successful regional initiatives, and to address key regional challenges that might obstruct the successful implementation of the strategic plan. The *Data to Decision* initiative is an example of the CNYREDC's use of an opportunity to accelerate regional goals. It was identified to connect and cultivate the unique regional expertise, industry focus, markets, and industrial heritage of these sectors to lead to transformational regional economic growth.

A new substrategy adopted by the CNYREDC is “Attract Outside Investment and Interest: Expand Tourism and Regional Visitation,” which supports an existing strategy of strengthening targeted industry concentrations that leverage unique economic assets. Tourism partners in the region will define a unifying regional tourism brand to attract domestic and international travelers.

Other refinements of existing strategies include integrating returning veterans into the local workforce and build on their training and battlefield skills; and linking college readiness training with career and job exploration opportunities.

The Council also proposed three new actions to implement strategies:

- Create a transformative approach to replacing the I-81 viaduct in downtown Syracuse
- Establish a regional job demand aggregator
- Strengthen regional coordination of entrepreneurship support through the Innovation Hot Spot

The CNYREDC created a framework to vet projects according to how each project supports the goals of the five-year strategic plan. Each priority project supports and expands upon one of the region’s overarching strategic initiatives, and the project description indicates which of the goals it supports/targets. For instance, the Urban Partnerships for Economic Opportunity project is said to be aligned with all three of the region’s goals stated in the five-year strategic plan, as well as the region’s Opportunity Agenda project.

H. Build upon strengths and address weaknesses identified in the 2012 assessment.

The 2012 assessment did not identify serious weaknesses. The Council continues to build upon strengths identified in the 2012 assessment, such as:

- Fact finding research to determine scope of problems or opportunities for the region
- Comprehensive creation of strategies to solve problems and seize opportunities
- Creation of groups/teams to work on specific problems or opportunities
- Creation of metrics to determine project impact and to determine project adjustments

I. Leverage outside resources and additional non-state support for projects.

The implementation agenda includes projects that do not require state funding. The CNYREDC leveraged local, state and federal resources and relationships to realize various aspects of its strategic plan. For example, the Say Yes to Education program has attracted \$20.6 million in support for its collegiate scholars and programs in the City of Syracuse.

The National Foundation Investment in Urban Revitalization is a prime example of the CNYREDC’s use of non-state funding to advance priority projects. National foundations have collectively invested more than \$1.8 million in Syracuse’s Near West Side.

The CNYREDC engaged higher education institutions and their leadership with the region’s five-year strategic plan. Additionally, the CNYREDC has begun a targeted campaign to attract new members into the process, including employers and chambers of commerce.

The CNY Biotech Accelerator incubator is an example of a priority project creating leverageable resources. The CNY Biotech Accelerator offers incubation and acceleration services to bioscience companies. Its launch in 2013 added a critical asset to the region’s entrepreneurial ecosystem.

The CNYREDC has also supported funding of the “Syracuse Center of Excellence,” and the “SUNY ESF Biomass Cooperative Innovation Center,” which both attract projects and businesses.

J. Engage the public and other stakeholders.

The CNYREDC engaged the public and stakeholders to build trust, collaboration, responsibility, and empowerment through a range of outreach efforts, including public participation sessions/workshops, public service announcements, a social media campaign, community surveys, and by encouraging CFA award recipients to speak at local events.

Part Two: Performance in encouraging economic growth through job creation and investment

Actual and estimated performance based on job creation, investment, and relevant performance metrics.

Strategies implemented by the CNYREDC resulted in the creation of 817 jobs and 770 jobs were retained. Of 85 past priority projects, 80 are running on schedule and without issues (94%).

One example of impressive progress is the imminent launch of Amory Square Ventures, a regionally resident venture fund. It will focus on seed and early-stage companies and will serve as a lead or co-lead investor in 15 to 20 companies with a typical investment of \$500,000 to \$750,000, averaging \$2 M through the life of an investment. The fund is nearing its target first goal of \$15 M in commitments.

For the 2013 priority projects, a substantial number appear ready to proceed. A few examples are: YMCA of Greater Syracuse, Syracuse Community Health Center, Southern Graphic Systems, and INFICON.

The CNYREDC used metrics to justify project impact on targets established in the region’s five-year strategic plan and to validate strategy adjustments to the five-year strategic plan. It tracks four types of performance metrics: overall regional performance indicators, project-based performance, process-based performance on strategies, and performance outcomes on strategies. An example of the Council’s use of metrics to determine impact is that of the region’s Opportunity Agenda priorities.

The Opportunity Agenda is designed to develop economic capacity among low-income communities and keep businesses and jobs in the region via workforce development, business development, and asset development. The Opportunity Agenda is expected in the long term to reduce rates of poverty, decrease blight and vacancy in distressed neighborhoods, and reduce the overall costs of social services to local and state governments. Short term, the Opportunity Agenda will be evaluated based upon the

outputs and outcomes related to workforce development, business development, and asset development.

Part Three: Identification of transformative projects that support interregional collaboration

Create interregional collaborations and transformative projects around shared resources and opportunities.

The CNYREDC engaged in interregional collaborations and transformative projects around shared resources and opportunities via the Central Upstate Regional Alliance, which laid the foundation for what is now known as the CenterState region. The CenterState region includes counties from the Central New York and four other regional councils. Regional internship programs, business competitions, and research partnerships have evolved from the Central Upstate Regional Alliance.

The CNYREDC supported interregional collaborations such as a Regional Venture Fund; the CenterState Chamber Alliance and health care initiatives; statewide land bank coordination; and statewide business improvement district coordination.

The progress report includes a list of current and potential collaborations and the regions that could be part of those efforts, such as the NICE Nanocenter, NUAIR, Say Yes to Education, and Data 2 Decisions.

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
30012	Central New York	Arts	Arts APCE	Syracuse Stage	SU Theatre Corp	46	20	66	\$0.00	Not-Awarded
31073	Central New York	Arts	Arts CHPG	Ska nonh Planning	Onondaga Historical Association	77	20	97	\$50,000.00	Awarded
30913	Central New York	Arts	Arts CHPG	Arts Engage	Syracuse University Office of Arts	65	20	85	\$62,012.00	Awarded
27526	Central New York	Arts	Arts CHPG	CNY Arts Economic Development 2013	CNY Arts Inc	55	20	75	\$74,000.00	Awarded
30314	Central New York	Arts	Arts CHPG	Red House Larger Venue Project	Red House Arts Center	40	10	50	\$0.00	Not-Awarded
31645	Central New York	Arts	Arts CHPG	CRAVE II	Central New York Jazz Arts Foundation Inc	3	20	23	\$0.00	Not-Awarded
32596	Central New York	Arts	Arts CHPG	Expanded Print and Online Promotion of Finger Lakes Arts and Culture	Arts Cultural Council for Greater Rochester	21	0	21	\$0.00	Not-Awarded
32022	Central New York	Arts	Arts IWDP	Internship Funding	Syracuse Poster Project	52	20	72	\$4,480.00	Awarded
30451	Central New York	Arts	Arts IWDP	Historic Landmark Internships	National Abolition Hall of Fame and Museum	41	10	51	\$6,370.00	Awarded
29293	Central New York	Canals	Canalway Grants	Three Rivers Point Waterfront Redevelopment Project	Town of Clay NY	59	10	69	\$0.00	Not-Awarded
27212	Central New York	Canals	Canalway Grants	Town of Montezuma Heritage Project	Town of Montezuma	33	10	43	\$0.00	Not-Awarded
32132	Central New York	DEC	DEC EPGP	Village of Cleveland Wastewater Engineering Study	Village of Cleveland	44	20	64	\$ 24,000.00	Awarded
31745	Central New York	DEC	DEC EPGP	City of Cortland Clint Street Sewer Study	City of Cortland	31	20	51	\$ 30,000.00	Awarded
32383	Central New York	DEC	DEC EPGP	City of Fulton Wastewater Engineering Study	City of Fulton	29	20	49	\$ 30,000.00	Awarded
32368	Central New York	DEC	DEC EPGP	Town of Sullivan Engineering Study for the East Sullivan Sewer District	Town of Sullivan	29	20	49	\$ 30,000.00	Awarded
27753	Central New York	DEC	DEC EPGP	Town of Scriba Sewer System Engineering Study	Town of Scriba	28	20	48	\$ 24,000.00	Awarded
31920	Central New York	DEC	DEC EPGP	Brewerton WPCP Evaluation and Design	Onondaga County Department of Water Environment Protection	23	20	43	\$0.00	Not-Awarded
31919	Central New York	DEC	DEC EPGP	Onondaga County Wastewater Treatment Plant Engineering Study	Onondaga County Department of Water Environment Protection	23	20	43	\$ 50,000.00	Awarded
30128	Central New York	DEC	DEC EPGP	Town of Fleming Wastewater Engineering Study	Town of Fleming	33	10	43	\$ 15,000.00	Awarded
31814	Central New York	DEC	DEC EPGP	Proposed Regional WWTP Project	Town of Sennett	21	10	31	\$0.00	Not-Awarded
31239	Central New York	DOL	DOL EET	Quality Management and Operations Training	Tony Baird Electronics, Inc.	50.78	20	70.78	\$17,000.00	Awarded
31644	Central New York	DOL	DOL EET	Operations and ISO Quality Management Training	Indian Springs Mfg. Co. Inc.	43.17	20	63.17	\$12,480.00	Awarded
32553	Central New York	DOL	DOL EET	ARI	Anthony River, Inc.	40.83	20	60.83	\$0.00	Not-Awarded
29156	Central New York	DOL	DOL EET	Pathfinder Industries Manufacturing	Pathfinder Industries, Inc.	40.56	20	60.56	\$0.00	Not-Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
31555	Central New York	DOL	DOL EET	Quality Lean	Murphy and Nolan, Inc.	35.59	20	55.59	\$0.00	Not-Awarded
28556	Central New York	DOL	DOL EET	GA Braun Inc	CNY Fabrication, LLC dba G.A. Braun, Inc.	24.15	20	44.15	\$0.00	Not-Awarded
30940	Central New York	DOL	DOL NHT	Operations and Technical Skills Training	G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	52.5	20	72.5	\$47,919.00	Awarded
29456	Central New York	DOL	DOL NHT	Management and Operations Training	Syracuse Jet Real Estate Management LLC	50	20	70	\$9,440.00	Awarded
30940	Central New York	DOL	DOL UWT	Operations and Technical Skills Training	G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	45.72	20	65.72	\$50,000.00	Awarded
28373	Central New York	DOL	DOL UWT	Finger Lakes Filtration Inc	Finger Lakes Filtration, Inc.	0	15	15	\$0.00	Not-Awarded
29937	Central New York	DOS	DOS CSBG	2013 CSBG JART	Oswego County Opportunities Inc	69.82	20	89.82	\$ 93,358.00	Awarded
31200	Central New York	DOS	DOS CSBG	Pathways to Employment	Learning Disabilities Association of Central New York	65.45	20	85.45	\$0.00	Not-Awarded
31268	Central New York	DOS	DOS LGE	Water and Sewer Operations Consolidation	Village of Cayuga and Town of Aurelius	49.9583	15	64.96	\$ 292,545.00	Awarded
32383	Central New York	DOS	DOS LGE	Wastewater Inflow and Infiltration Study	City of Fulton	6.1875	20	26.19	\$0.00	Not-Awarded
30958	Central New York	DOS	DOS LWRP	Central New York Region Recreation and Heritage Plan	Oswego County	72.8	20	92.8	\$65,000.00	Awarded
31688	Central New York	DOS	DOS LWRP	Onondaga Lake Access Improvements	City of Syracuse	72	15	87	\$720,000.00	Awarded
30953	Central New York	DOS	DOS LWRP	Onondaga Creek Bank Stabilization	City of Syracuse	66.4	20	86.4	\$332,000.00	Awarded
27133	Central New York	DOS	DOS LWRP	Emerson Park Improvements	Cayuga County	65.6	20	85.6	\$102,876.00	Awarded
26825	Central New York	DOS	DOS LWRP	Little Sodus Bay Harbor Capacity Restoration	Cayuga County	63.2	20	83.2	\$0.00	Not-Awarded
31999	Central New York	DOS	DOS LWRP	Advance Planning for Revitalization	Village of Cayuga	67.2	15	82.2	\$0.00	Not-Awarded
29293	Central New York	DOS	DOS LWRP	LWRP Implementation at Three Rivers Point Park	Town of Clay	68	10	78	\$0.00	Not-Awarded
30273	Central New York	EFC	EFC GIGP	Fayetteville Green Gateway	Village of Fayetteville	62	20	82	\$557,100.00	Awarded
27518	Central New York	EFC	EFC GIGP	ARB	SUNYESF	51	20	71	\$0.00	Not-Awarded
31783	Central New York	EFC	EFC GIGP	Ledyard Canal Riparian Buffer Improvements	Barton and Loguidice PC	58	10	68	\$0.00	Not-Awarded
32240	Central New York	EFC	EFC GIGP	Onondaga Sustainability Master Plan West Quad Project	Onondaga Community College	53	10	63	\$0.00	Not-Awarded
30303	Central New York	EFC	EFC GIGP	Auburn Tree Restoration and Stormwater Management Project	City of Auburn	42	20	62	\$0.00	Not-Awarded
31565	Central New York	EFC	EFC GIGP	Using Wetland Restoration to Attenuate Flooding and Enhance Natural Areas to Create More Sustainable Communities	Cortland County Soil and Water Conservation District	46	15	61	\$0.00	Not-Awarded

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29870	Central New York	EFC	EFC GIGP	Village of East Syracuse North Center Street and West Yates Street Green Improvements	OBrien Gere	39	20	59	\$0.00	Not-Awarded
32157	Central New York	EFC	EFC GIGP	Highway Garage Green Wall	Town of Geddes	43	10	53	\$0.00	Not-Awarded
26272	Central New York	ESD	ESD EIPCAP	Syracuse Fiber Recycling	Syracuse Fiber Recycling LLC	76	20	96	\$250,000.00	Awarded
24055	Central New York	ESD	ESD EJP	Facility Construction	INFICON Inc	75	20	95	\$2,000,000.00	Awarded
28057	Central New York	ESD	ESD EJP	Automated Chrome Line	Southern Graphic SystemsLLC	73	20	93	\$200,000.00	Awarded
31772	Central New York	ESD	ESD EJP	Expansion of Furniture Manufacturing	L JG Stickley Inc	70	20	90	\$475,000.00	Awarded
31471	Central New York	ESD	ESD EJP	New Dairy Manufacturing Facility	Ariston Dairy Products LLC	68	20	88	\$857,000.00	Awarded
30940	Central New York	ESD	ESD EJP	Facility Expansion	GC Hanford Manufacturing Co dba Hanford Pharmaceuticals	68	20	88	\$100,000.00	Awarded
27308	Central New York	ESD	ESD EJP	New Product Lines	Northland Filter Int LLC	65	20	85	\$325,000.00	Awarded
26769	Central New York	ESD	ESD EJP	Plant Upgrades	QUEENSBORO FARM PRODUCTS INC	65	20	85	\$43,000.00	Awarded
31329	Central New York	ESD	ESD Grants	Loguen Crossing	COR Real Property Company, LLC	77	20	97	\$750,000.00	Awarded
24055	Central New York	ESD	ESD Grants	Building	INFICON, Inc.	75	20	95	\$1,500,000.00	Awarded
31108	Central New York	ESD	ESD Grants	bog	C'Ville Cafe, Inc.	75	20	95	\$500,000.00	Awarded
28057	Central New York	ESD	ESD Grants	Automated Chrome Line	Southern Graphic Systems, LLC	73	20	93	\$200,000.00	Awarded
32160	Central New York	ESD	ESD Grants	BSK WWTP Shortterm Infrastructure Improvements	Onondaga County Department of Water Environment Protection	73	20	93	\$150,000.00	Awarded
28556	Central New York	ESD	ESD Grants	GA Braun Inc	CNY Fabrication, LLC, an affiliate of G.A. Braun, Inc.	71	20	91	\$1,500,000.00	Awarded
32530	Central New York	ESD	ESD Grants	Victory Campus	Marc P. Pietropaoli MD PC	71	20	91	\$500,000.00	Awarded
31772	Central New York	ESD	ESD Grants	Stickley Contract business expansion	L. & J.G. Stickley, Inc.	70	20	90	\$500,000.00	Awarded
26825	Central New York	ESD	ESD Grants	Little Sodus Bay Dredging	Cayuga County	68	20	88	\$15,000.00	Awarded
30940	Central New York	ESD	ESD Grants	Oneida Street Expansion	G.C. Hanford Manufacturing Co	68	20	88	\$1,000,000.00	Awarded
31471	Central New York	ESD	ESD Grants	Ariston Dairy Products	ARISTON DAIRY PRODUCTS, LLC	68	20	88	\$900,000.00	Awarded
32093	Central New York	ESD	ESD Grants	300 Washington Street	Pemco Washington LLC	68	20	88	\$2,500,000.00	Awarded
32195	Central New York	ESD	ESD Grants	Corridor Facade Improvement Program	Syracuse University	67	20	87	\$200,000.00	Awarded
29292	Central New York	ESD	ESD Grants	JPC Expansion Plan	Johnston Paper Company, Inc.	66	20	86	\$300,000.00	Awarded
26876	Central New York	ESD	ESD Grants	Northwest Family YMCA	YMCA of Greater Syracuse	65	20	85	\$985,000.00	Awarded
27128	Central New York	ESD	ESD Grants	MOST energy exhibit	Discovery Center of Science & Technology	65	20	85	\$100,000.00	Awarded
28685	Central New York	ESD	ESD Grants	Tech Center	Marquardt Switches Inc.	65	20	85	\$600,000.00	Awarded
28902	Central New York	ESD	ESD Grants	Saltmakers	Near West Side Initiative, Inc.	65	20	85	\$1,000,000.00	Awarded
29358	Central New York	ESD	ESD Grants	706 North Clinton Redevelopment Project	706 North Clinton, LLC	65	20	85	\$500,000.00	Awarded

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31097	Central New York	ESD	ESD Grants	Central New York Raceway Park Inc	Central New York Raceway Park, Inc.	65	20	85	\$750,000.00	Awarded
31424	Central New York	ESD	ESD Grants	Syracuse Community Health Center Inc	Syracuse Community Health Center, Inc.	65	20	85	\$850,000.00	Awarded
31812	Central New York	ESD	ESD Grants	Coating Tower Project	Cortland Line Holdings	65	20	85	\$150,000.00	Awarded
31959	Central New York	ESD	ESD Grants	TRW1	TRW Automotive	65	20	85	\$200,000.00	Awarded
26769	Central New York	ESD	ESD Grants	Expansion Project	QUEENSBORO FARM PRODUCTS, INC.	65	20	85	\$250,000.00	Awarded
27308	Central New York	ESD	ESD Grants	Expand New Production Lines	Northland Filter Int LLC	65	20	85	\$50,000.00	Awarded
31926	Central New York	ESD	ESD Grants	New York State Center for Equine Business Development	Cazenovia College	73	10	83	\$500,000.00	Awarded
30117	Central New York	ESD	ESD Grants	Economic Opportunity CRMC	Cortland Regional Medical Center, Inc.	62	20	82	\$0.00	Not-Awarded
29653	Central New York	ESD	ESD Grants	CNY Biotech Accelerator phs 3	SUNY Upstate Medical University	62	20	82	\$0.00	Not-Awarded
30642	Central New York	ESD	ESD Grants	Regional HighTech Telemedicine Collaborative	Le Moyne College	61	20	81	\$0.00	Not-Awarded
31906	Central New York	ESD	ESD Grants	Incubator Building Project	Operation Oswego County, Inc.	61	20	81	\$0.00	Not-Awarded
31974	Central New York	ESD	ESD Grants	SUNY Oswego Aging Center Project	State University of New York at Oswego	61	20	81	\$0.00	Not-Awarded
32184	Central New York	ESD	ESD Grants	Caseus Auburn	Caseus Energy LLC	63	15	78	\$0.00	Not-Awarded
28373	Central New York	ESD	ESD Grants	Finger Lakes Filtration Inc	Finger Lakes Filtration, Inc.	59	15	74	\$0.00	Not-Awarded
26813	Central New York	ESD	ESD Grants	Green Woods Ranch	Green Woods Ranch, LLC.	63	10	73	\$0.00	Not-Awarded
32249	Central New York	ESD	ESD Grants	SUNY Oswego Business Incubator Project	State University of New York at Oswego (SUNY Oswego)	58	10	68	\$0.00	Not-Awarded
30772	Central New York	ESD	ESD Grants	War Memorial Improvements	Onondaga County	54	10	64	\$0.00	Not-Awarded
31374	Central New York	ESD	ESD Grants	Expanding CCCs Fulton Campus	Cayuga County Community College Foundation, Inc.	53	10	63	\$0.00	Not-Awarded
31975	Central New York	ESD	ESD Grants	Start Up NY Revolving Loan Fund	County of Oswego Industrial Development Agency	53	10	63	\$0.00	Not-Awarded
26196	Central New York	ESD	ESD Grants	Greenwood Winery	Greenwood Winery, LLC.	50	10	60	\$0.00	Not-Awarded
28830	Central New York	ESD	ESD Grants	Cazenovia Hospitality	Cazenovia Hospitality LLC	50	10	60	\$0.00	Not-Awarded
32320	Central New York	ESD	ESD Grants	Start Up NY at Onondaga	Onondaga Community College	50	10	60	\$0.00	Not-Awarded
28682	Central New York	ESD	ESD Grants	Development of Armory Square Event Center	Infinity Armory, LLC	46	10	56	\$0.00	Not-Awarded
31020	Central New York	ESD	ESD Grants	SALT Makerspace	Syracuse Arts Learning and Technology Makerspace	44	10	54	\$0.00	Not-Awarded
27083	Central New York	ESD	ESD Grants	Evolution R F	Evolution Rock + Fitness Syracuse, LLC	42	10	52	\$0.00	Not-Awarded
29293	Central New York	ESD	ESD Grants	Three Rivers Point Waterfront Redevelopment Project	Town of Clay	42	10	52	\$0.00	Not-Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
29862	Central New York	ESD	ESD Grants	Geneva location	Finishing Trades Institute of Western and Central NY	42	10	52	\$0.00	Not-Awarded
31507	Central New York	ESD	ESD Grants	Downtown Deli Expansion 2	Liehs & Steigerwald, Inc.	41	10	51	\$0.00	Not-Awarded
29772	Central New York	ESD	ESD Grants	Brindley Street Bridge Replacement Project	City of Ithaca	40	10	50	\$0.00	Not-Awarded
32594	Central New York	ESD	ESD Grants	Expansion of Govsphere Corporate Headquarters Feasibility Analysis	Govsphere, Inc.	40	10	50	\$0.00	Not-Awarded
25926	Central New York	ESD	ESD Grants	Procurement Technical Assistance Program	Greater Watertown North Country Chamber of Commerce	28	15	43	\$0.00	Not-Awarded
30214	Central New York	ESD	ESD Grants	Airosmith Development CFA 072513	Airosmith Development, Inc.	22	5	27	\$0.00	Not-Awarded
30185	Central New York	ESD	ESD Grants	Vineyard	Cypris, Inc.	16	0	16	\$0.00	Not-Awarded
27876	Central New York	ESD	ESD HSSP	Tech Garden Hot Spot	CenterState CEO	76	20	96	\$250,000.00	Awarded
31906	Central New York	ESD	ESD HSSP	Incubator Building Project	Operation Oswego County Inc	53	20	73	\$0.00	Not-Awarded
29974	Central New York	ESD	ESD MNY	Wine Water and Wonders	Finger Lakes Tourism Alliance	72	20	92	\$200,000.00	Awarded
31372	Central New York	ESD	ESD MNY	CNY Branding	Syracuse Convention and Visitors Bureau	68	20	88	\$370,000.00	Awarded
26837	Central New York	ESD	ESD MNY	Finger Lakes Beer Trail	Finger Lakes Beer Trail Marketing and Tourism Associates LLC	58	20	78	\$198,000.00	Awarded
27526	Central New York	ESD	ESD MNY	CNY Arts Economic Development 2013	CNY Arts Inc	55	20	75	\$100,000.00	Awarded
30031	Central New York	ESD	ESD MNY	Cayuga Lake Wine Trail Northern PA Marketing Grant	Cayuga Lake Wine Trail	56	15	71	\$50,000.00	Awarded
27128	Central New York	ESD	ESD MNY	MOST energy exhibit	Museum of Science and Technology	43	20	63	\$180,000.00	Awarded
32628	Central New York	ESD	ESD MNY	Finger Lakes Trail and NYS Parks Marketing Project	Finger Lakes Trail Conference	43	20	63	\$82,710.00	Awarded
31946	Central New York	ESD	ESD MNY	Willis Carrier Recreation Center	Town of DeWitt	42	20	62	\$247,500.00	Awarded
29456	Central New York	ESD	ESD MNY	Syracuse Jet Facility	Syracuse Jet Real Estate Management LLC	42	20	62	\$810,000.00	Awarded
30874	Central New York	ESD	ESD MNY	Marketing Plan for Finger Lakes Tourism Region	Finger Lakes Tourism Alliance	46	15	61	\$0.00	Not-Awarded
29617	Central New York	ESD	ESD MNY	Finger Lakes Wine Branding Marketing Program	Finger Lakes Wine Alliance	42	15	57	\$0.00	Not-Awarded
30009	Central New York	ESD	ESD MNY	Great Lakes Seaway Trail Tourism Promotions	Great Lakes Seaway Trail Inc	41	15	56	\$0.00	Not-Awarded
32578	Central New York	ESD	ESD MNY	Event Recruitment Fund	Syracuse Convention and Visitors Bureau	39	15	54	\$0.00	Not-Awarded
31879	Central New York	ESD	ESD MNY	Empire State Senior Games	Cortland Regional Sports Council	34	15	49	\$0.00	Not-Awarded
31108	Central New York	ESD	ESD MNY	bog	CVille Cafe Inca Byrne Dairy venture	28	20	48	\$0.00	Not-Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
31875	Central New York	ESD	ESD MNY	CayugaTompkinsCortland Sports Council	Cortland Regional Sports Council	28	15	43	\$0.00	Not-Awarded
31397	Central New York	ESD	ESD MNY	International Boxing Hall of Fame	International Boxing Hall of Fame	31	10	41	\$0.00	Not-Awarded
32716	Central New York	ESD	ESD MNY	Everson Museum Event Conceptual Business Planning	CenterState CEO Syracuse CVB	25	15	40	\$0.00	Not-Awarded
26813	Central New York	ESD	ESD MNY	Green Woods Ranch	Green Woods Ranch LLC	25	10	35	\$0.00	Not-Awarded
26196	Central New York	ESD	ESD MNY	Greenwood Winery	Greenwood Winery LLC	25	10	35	\$0.00	Not-Awarded
31711	Central New York	ESD	ESD OA	Urban Partnership for Economic Opportunity	Catholic Charities of Onondaga County	65	20	85	\$100,000.00	Awarded
31906	Central New York	ESD	ESD OA	Incubator Building Project	Operation Oswego County Inc	65	20	85	\$0.00	Not-Awarded
31020	Central New York	ESD	ESD OA	SALT Makerspace	Syracuse Arts Learning Technology Makerspace	44	10	54	\$0.00	Not-Awarded
29862	Central New York	ESD	ESD OA	Geneva location	Finishing Trades Institute of WCNV	42	10	52	\$0.00	Not-Awarded
25926	Central New York	ESD	ESD OA	Procurement Technical Assistance Program	Greater Watertown North Country Chamber of Commerce	28	15	43	\$0.00	Not-Awarded
32549	Central New York	ESD	ESD SPFS	Madison County Malting Project	Cornell Cooperative Extension of Madison County	65	20	85	\$30,500.00	Awarded
27295	Central New York	HCR	HCR CDBGPI	Town of Sandy Creek Water District No. 2	Town of Sandy Creek	55	15	70	\$600,000.00	Awarded
31079	Central New York	HCR	HCR CDBGPI	Oswego West Side Sewer Project	City of Oswego	32	20	52	\$0.00	Not-Awarded
27579	Central New York	HCR	HCR NYMS	Village of Camillus Main St Program	Onondaga County Community Development Division	64	20	84	\$200,000.00	Awarded
27618	Central New York	HCR	HCR NYMS	Homer NY Main Street 2	Village of Homer	55	20	75	\$200,000.00	Awarded
28622	Central New York	HCR	HCR NYMS	City of Syracuse NYMS	Downtown Committee of Syracuse, Inc.	46	20	66	\$200,000.00	Awarded
29203	Central New York	HCR	HCR NYMS	State Street Improvement Project	Village of Phoenix	48	15	63	\$187,071.00	Awarded
31792	Central New York	HCR	HCR NYMS	Cortland Main Street Program II	City of Cortland	41	20	61	\$0.00	Not-Awarded
29031	Central New York	HCR	HCR NYMS	NYMS Grant Blvd	Northeast Hawley Development Association, Inc.	40	20	60	\$0.00	Not-Awarded
29205	Central New York	HCR	HCR NYMS	Harwood Drive Revitalization Project	Village of Lacona	32	15	47	\$0.00	Not-Awarded
31960	Central New York	HCR	HCR RARP	OHDC Redfield School House Apartments	Oswego Housing Development Council	31	20	51	\$0.00	Not-Awarded
30407	Central New York	HCR	HCR UI	John Street Restoration	Cayuga Economic Development Agency	45	20	65	\$150,000.00	Awarded
31977	Central New York	HCR	HCR UI	Gustav Stickley House Restoration	Everson Museum of Syracuse and Onondaga County	50	10	60	\$150,000.00	Awarded
30667	Central New York	HCR	HCR UI	Salina Street Building Renovation	Syracuse Model Neighborhood Corp	45	10	55	\$150,000.00	Awarded
29356	Central New York	HESC	HESC CACG	Summer Success Academy	Onondaga Community College Foundation	73	20	93	\$50,000.00	Awarded
29757	Central New York	NYSERDA	NYSERDA CGC2	Cortland Zoning Analysis	City of Cortland	65.57	20	85.57	\$112,000.00	Awarded

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30900	Central New York	NYSERDA	NYSERDA CGC2	Zoning Ordinance Revisions	City of Syracuse	64.57	20	84.57	\$300,000.00	Awarded
31214	Central New York	NYSERDA	NYSERDA CGC2	Vision CNY Regional Partnership For Comprehensive Planning Project	Central New York Regional Planning and Development Board	55.29	15	70.29	\$390,000.00	Awarded
30064	Central New York	NYSERDA	NYSERDA CGC2	Comprehensive Plan Update	Oswego County	37.29	20	57.29	\$0.00	Not-Awarded
26840	Central New York	NYSERDA	NYSERDA CGC3	Freight Center In Syracuse	3Gi CNYIP Inc	54.44	20	74.44	\$1,000,000.00	Awarded
31256	Central New York	NYSERDA	NYSERDA CGC3	Mixed Use Development In Syracuse	COR Inner Harbor Company LLC	52.67	20	72.67	\$1,343,000.00	Awarded
30911	Central New York	NYSERDA	NYSERDA CGC3	Rehab Hydro Plant In Auburn	City of Auburn New York	50.89	20	70.89	\$0.00	Not-Awarded
32213	Central New York	NYSERDA	NYSERDA CGC3	Plastics-To-Oil Conversion In Canastota	Central NY Regional Planning Board	48.78	20	68.78	\$0.00	Not-Awarded
32187	Central New York	NYSERDA	NYSERDA CGC3	Port Of Oswego Improvements	Port of Oswego	58.56	10	68.56	\$0.00	Not-Awarded
30418	Central New York	NYSERDA	NYSERDA CGC3	Mixed Use In Syracuse	Home HeadQuarters	48.56	20	68.56	\$0.00	Not-Awarded
29168	Central New York	NYSERDA	NYSERDA CGC3	Complete Streets In Cortland	City of Cortland	55.22	10	65.22	\$0.00	Not-Awarded
30033	Central New York	NYSERDA	NYSERDA CGC3	Stormwater Management In Central Ny	CNY Regional Planning Development Board	49.56	15	64.56	\$0.00	Not-Awarded
31946	Central New York	NYSERDA	NYSERDA CGC3	Energy Efficient Park In Syracuse	Town of DeWitt	44.44	20	64.44	\$0.00	Not-Awarded
32590	Central New York	NYSERDA	NYSERDA CGC3	Anaerobic Digester Near Syracuse	Sustainable BioKW LLC	54.22	10	64.22	\$0.00	Not-Awarded
32055	Central New York	NYSERDA	NYSERDA CGC3	Bike Trail In Syracuse	Central New York Regional Planning and Development Board	49	15	64	\$0.00	Not-Awarded
31640	Central New York	NYSERDA	NYSERDA CGC3	Compost Expansion In Onondago County	Onondaga County Resource Recovery Agency	48.11	15	63.11	\$0.00	Not-Awarded
32227	Central New York	NYSERDA	NYSERDA CGC3	Natural Gas Service In Hamilton	Village of Hamilton	42.22	15	57.22	\$0.00	Not-Awarded
32253	Central New York	NYSERDA	NYSERDA CGC3	Street Lights And Streetscapes In Skaneateles	Village of Skaneateles	51.78	5	56.78	\$0.00	Not-Awarded
28473	Central New York	NYSERDA	NYSERDA CGC3	Woodshop And Flower Business In Cortland	The Blue Door Workshop	40.89	10	50.89	\$0.00	Not-Awarded
31854	Central New York	ONCS	ONCS Amer	Oswego County Economic Development AmeriCorps Program	Oswego City County Youth Bureau	69	20	89	\$128,588.00	Awarded
27555	Central New York	OTDA	OTDA SNAP	Housing Visions Unlimited SNAP Opportunities Program	Visions For Change, Inc.	60.67	15	75.67	\$100,000.00	Awarded
30514	Central New York	Parks	Parks HPA D	Save 711 The Benediction Cafe	Peoples Community Development Corporation	50	20	70	\$250,000.00	Awarded
29705	Central New York	Parks	Parks HPA D	GR Barnes Roof Project	George Rebecca Barnes Foundation	51	10	61	\$0.00	Not-Awarded
26362	Central New York	Parks	Parks HPA D	Seward House Project	Seward House Museum	33.5	20	53.5	\$0.00	Not-Awarded
29623	Central New York	Parks	Parks HPA D	Gothic Cottage	Syracuse Model Neighborhood Corp	39.5	10	49.5	\$0.00	Not-Awarded
26881	Central New York	Parks	Parks HPA D	State Street UMC Rehab	State Street United Methodist Church	32	10	42	\$0.00	Not-Awarded
27617	Central New York	Parks	Parks PA D	Wickwire Pool	City of Cortland	58	20	78	\$500,000.00	Awarded
31413	Central New York	Parks	Parks PA D	Lacona Park Project	Village of Lacona	55	20	75	\$48,979.00	Awarded
27161	Central New York	Parks	Parks PA D	Camillus Park Revitalization	Town of Camillus	51	15	66	\$0.00	Not-Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
30002	Central New York	Parks	Parks PA D	Onondaga Park Lower	City of Syracuse	44.5	15	59.5	\$0.00	Not-Awarded
31946	Central New York	Parks	Parks PA D	Willis Carrier Recreation Center	Town of DeWitt	37.25	20	57.25	\$0.00	Not-Awarded
32405	Central New York	Parks	Parks PA D	Shasel Park Improvements Project	Village of Port Byron	39	15	54	\$0.00	Not-Awarded
29950	Central New York	Parks	Parks PA D	Rowlee Beach Park Pool Revitalization	City of Fulton New York	33.5	15	48.5	\$0.00	Not-Awarded
27212	Central New York	Parks	Parks PA D	Town of Montezuma Heritage Project	Town of Montezuma	30.5	10	40.5	\$0.00	Not-Awarded
27133	Central New York	Parks	Parks PA D	Emerson Park Improvements	Cayuga County	20	20	40	\$0.00	Not-Awarded
29293	Central New York	Parks	Parks PA D	Three Rivers Point Waterfront Redevelopment Project	Town of Clay NY	24.5	10	34.5	\$0.00	Not-Awarded
27115	Central New York	Parks	Parks PA P	Lakeland Park Planning and Development	Village of Cazenovia	38	20	58	\$22,000.00	Awarded
31073	Central New York	Parks	Parks PA P	Ska nonh Planning	Onondaga Historical Association	27	20	47	\$0.00	Not-Awarded
28368	Central New York	Parks	Parks RTP D	Camillus Erie Canal Park	Camillus Canal Society	53	10	63	\$0.00	Not-Awarded
28084	Central New York	Parks	Parks RTP M	2013 Groomer Grant	Kasoag Trailblazers, Inc.	45.5	20	65.5	\$127,200.00	Awarded
27212	Central New York	Parks	Parks RTP NM	Town of Montezuma Heritage Project	Town of Montezuma	28	10	38	\$0.00	Not-Awarded
31946	Central New York	Parks	Parks RTP NMD	Willis Carrier Recreation Center	Town of DeWitt	20	20	40	\$0.00	Not-Awarded

Program Legend

Agency	Program Abbreviation	Program Name
Arts	Arts APCE	Artistic Program Capital Equipment
Arts	Arts CHPG	Arts, Culture & Heritage Project Grant
Arts	Arts DFPCP	Digital Film Projector Conversion Program
Arts	Arts IWDP	Arts Intern Workforce Development Program
Canals	Canalway Grants	NYS Canalway Grant Program
DEC	DEC EPGP	New York State DEC/EFC Wastewater Infrastructure Engineering Planning Grant
DOL	DOL EET	Existing Employee Training Program
DOL	DOL NHT	New Hire (On-the-Job) Training
DOL	DOL UWT	Unemployed Worker Training
DOS	DOS CSBG	Community Services Block Grant
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LWRP	Local Waterfront Revitalization Program
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD EIPCAP	ESD - Environmental Investment Program - Capital
ESD	ESD EIPRDD	ESD - Environmental Investment Program - Research Development and Demonstration (RD&D)
ESD	ESD EIPTA	ESD - Environmental Investment Program - Technical Assistance (TA)
ESD	ESD EJP	ESD - Excelsior Jobs Program
ESD	ESD Grants	Empire State Development Grant Funds
ESD	ESD HSSP	ESD - New York State Business Incubator and Innovation Hot Spot Support Program
ESD	ESD IDBC	ESD - Industrial Development Bond Cap
ESD	ESD MNY	ESD - Market New York
ESD	ESD OA	ESD - ESD Technical Assistance and Training Grants/Opportunity Agenda Projects
ESD	ESD SPFS	ESD - ESD - Strategic Planning and Feasibility Studies
HCR	HCR CDBGED	HCR - HCR - Community Development Block Grant (CDBG) Economic Development
HCR	HCR CDBGPF	HCR - HCR - Community Development Block Grant (CDBG) - Public Facilities
HCR	HCR CDBGPI	HCR - HCR - Community Development Block Grant (CDBG) - Public Infrastructure
HCR	HCR CDBGSBA	HCR - HCR - Community Development Block Grant (CDBG) - Small Business Assistance
HCR	HCR NYMS	HCR - HCR - New York Main Street (NYMS)
HCR	HCR NYMSTA	HCR - HCR - New York Main Street Technical Assistance (NYMS-TA)
HCR	HCR RARP	HCR - HCR - Rural Area Revitalization Projects (RARP)
HCR	HCR UI	HCR - HCR - Urban Initiatives (UI)
HESC	HESC CACG	HESC - College Access Challenge Grant
NYSERDA	NYSERDA CGC2	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Sustainability Projects
ONCS	ONCS Amer	New York State AmeriCorps Program
OTDA	OTDA SNAP	SNAP Opportunities
Parks	Parks HASA A	Parks - Heritage Areas System Acquisition (Acquisition)
Parks	Parks HASA D	Parks - Heritage Areas System Acquisition (Development)
Parks	Parks HASA P	Parks - Heritage Areas System Acquisition (Planning)
Parks	Parks HPA A	Parks - Historic Property Acquisition (Acquisition)
Parks	Parks HPA A/D	Parks - Historic Property Acquisition (Acquisition/Development)
Parks	Parks HPA D	Parks - Historic Property Acquisition (Development)
Parks	Parks HPA P	Parks - Historic Property Acquisition (Planning)
Parks	Parks PA A	Parks - Park Acquisition (Acquisition)
Parks	Parks PA D	Parks - Park Acquisition (Development)
Parks	Parks PA P	Parks - Park Acquisition (Planning)
Parks	Parks RTP D	Parks - Recreational Trails Program Diverse
Parks	Parks RTP M	Parks - Recreational Trails Program Motorized
Parks	Parks RTP NM	Parks - Recreational Trails Program Non-Motorized
Parks	Parks RTP NMD	Parks - Recreational Trails Program Non-Motorized Diverse