

## 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](http://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

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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.

# Western NY Regional Economic Development Council

## Assessment of the 2013 Progress Report

### Part One: Implementation of the Strategic Plan

#### A. Keep the pipeline flowing.

The Western New York Regional Economic Development Council (WNYREDC) does not directly describe in its report the process of identifying and encouraging applicants for the Consolidated Funding Application (CFA). However, it does describe the three threshold questions it has for any proposed project: Does it create, retain or fill jobs? Will it maximize return on investment? Is the project ready for implementation?

Projects receiving their support also need to reflect the WNYREDC priorities, reflected in the following questions: Is it inclusive? Does it promote smart growth? Is it oriented to young adults? Does it build upon strengths? Does it have a regional impact? Will it improve the region's image?

The "Looking Ahead" sections built into the progress report give a sense of how, 1) previously funded projects are progressing and supporting REDC strategies; and, 2) what new proposed projects are feeding the REDC pipeline.

#### B. Select "Innovation Hot Spots" to facilitate tech transfer.

The WNYREDC selected the "WNY Hot Spot and Business Incubator" as the priority "hot spot" for the region. The WNY Hot Spot and Business Incubator is a consortium led by the University at Buffalo with six partners serving as ancillary service and incubation facilities (which include: Alfred Technology Resources/Ceramic Corridor Innovation Centers, SUNY Fredonia Technology Incubator, Harrison Place, the Beecher Innovation Center at Buffalo Niagara Medical Campus, and Satellite Hot Spot Incubators including Launch NY, Z80 Labs, and Buffalo State College).

The WNY Innovation Hot Spot will focus on a variety of industries including biotechnology and technology transfer. The WNY Hot Spot/Incubator is aligned with the region's strategy to develop entrepreneurs in important segments of the economy and give them the tools required to build high growth businesses. The plan proposes fifteen programs that are designed to prepare the region's workforce, foster entrepreneurship, and facilitate commercialization.

**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.**

The WNYREDC Opportunity Agenda Work Group created an Opportunity Agenda comprised of four overarching strategies to address region wide underlying causes of poverty. The four prongs of this overarching strategy include: 1) expanded apprenticeship and increased access to on-the-job-training; 2) improved access to public transportation; 3) the provision of child day care; and 4) the creation of affordable housing.

The WNYREDC has interwoven its Opportunity Agenda into the strategies and goals of two of its existing core strategies: *Enhance Our Workforce* and *Implement Smart Growth* and the strategic industry sector: *Advanced Manufacturing*.

The report states the education and training prong will employ among other things: 1) the expansion of apprenticeship programs, 2) one stop job centers in nontraditional locations which will complement the existing regional workforce development system; and, 3) continued investment in the region's earlier priority projects such as Dream Do It, Say Yes to Buffalo and the Buffalo Arts and Technology Center. The WNYREDC is pursuing implementation via a new regional Skills Broker interfacing mechanism. It will support the Advance Buffalo Workforce Pilot Program to match qualified candidates to available jobs in manufacturing and where necessary direct candidates to proper training.

The WNYREDC and appropriate work groups will engage public, private and not-for-profit transportation service providers in a dialogue aimed at identifying the transportation options that exist today, where unmet needs exist and develop strategies that address the need for improved transportation services with employment hubs.

To facilitate access to safe and affordable child care in distressed areas and rural communities of the region, the WNYREDC will develop a forum of interested parties to identify the challenges and opportunities that exist for improving access to child care, particularly in areas of high poverty.

Using the House New York Program some 14,300 affordable housing units will be created in the region with priority given to the siting of such housing near and accessible to transportation and employment opportunities.

The WNYREDC has adopted a region wide approach to its Opportunity Agenda which is largely at a preliminary planning stage, though three priority projects are proposed to support the Agenda. They are Moving Generations Forward; Education to Employment; and the Immigrant and Refugee Manufacturing Employment Program.

The Western New York Opportunity Agenda proposes at least three annual events to engage the community at large in ongoing planning and implementation of its Opportunity Agenda.

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

The WNYREDC remains committed to workforce development. Under the workforce enhancement implementation agenda, the Say Yes to Education initiative has impressively enrolled all 33,000 Buffalo public schools students in the Student Management System which will aggregate information provided by students, their parent/guardians and teachers to provide an Individual Growth Plan for every student.

Two new programs were introduced. The NY Skills Broker working through the Advance Buffalo Workforce Pilot Program and proposed Workforce Training Center will continue the WNYREDC emphasis on workforce enhancement.

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

The WNYREDC shares myriad examples of local government collaboration in support of existing initiatives and projects in the *Implement Smart Growth* section of the report. However, the progress report does not discuss specific efforts to engage local governments directly in implementing the WNYREDC strategies.

#### **F. Advance regional Cleaner, Greener Communities sustainability plans.**

One of the three core strategies of the WNYREDC Strategic Plan is *Implement Smart Growth*. Much if not all of the activity referenced in the progress report regarding smart growth is imbued with goals and ideals that are consistent with Cleaner, Greener Community Plans. For example, the recently adopted *One Region Forward* initiative seeks to promote more sustainable forms of development in Erie and Niagara counties. One way they are doing so is through a review of 160 existing plans in the two counties to develop a shared vision for the region.

The Regional Smart Growth Coordinating Council was created to guide development and coordinate projects of regional importance. This council will among other things, develop CFA project prioritization criteria in the form of a scorecard to advance smart growth principles via its project selection.

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

The report contains an explanation of why each new strategy is being adopted or implemented. Several new strategies or programs were presented:

- The Buffalo Business Plan Completion is an example of a new strategy adopted and promoted by the WNYREDC in the service of one its core strategies *Foster a Culture of Entrepreneurship*. This competition will award \$5 million to attract entrepreneurs to the region who will turn ideas into funded high-growth enterprises.

- The WNY Skills Broker, Advance Buffalo Workforce Pilot Program and Workforce Training Center are three new initiatives that will work collaboratively to: a) link persons with jobs; b) expand industry targeted job training; and, c) provide the infrastructure to accommodate these efforts.
- The “branding” of the five county Western New York region as a tourist destination and the adoption of marketing plan in its support was presented as a new strategy. This effort stands at the development of an RFP to seek a professional team to provide research and destination brand development. The ultimate goal is to provide a “seamless experience” for visitors to the region.
- To advance the goals of advanced manufacturing, Buffalo Niagara will create a new Institute for Advanced Manufacturing Competitiveness that will conduct applied research and development to spur growth of the region’s manufacturing sector.
- Empire State Development is soliciting applications under the “Better Buffalo Fund.” The mission is to improve strategic areas of the City of Buffalo and develop community wide assets. This fund will function much like a priority project funded in 2011.

Each of the 16 priority projects is classified under a core strategy or strategic industry sector and appear relevant to their categorization. One seeming exception is the Flying Bison Brewery which is listed under the Advanced Manufacturing Strategy. Other priority projects listed (but not described) are also categorized under a core strategy or strategic industry sector.

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

The 2011 WNYREDC Strategic Plan implementation agenda was merely a list of priority projects. The 2012 Progress Report showed implementation agendas which were the responsibility of specific work groups with an uneven level of detail. The 2013 implementation agenda is largely confined to previously funded projects and proposed 2013 projects, although narratives in the report provide additional details of what is being done to advance and support strategies.

The WNYREDC continues to adhere to an overarching stratagem that employs interrelated approaches to achieve economic success and societal advancement for the region by advancing the three core strategies.

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

Non-state funding was used to advance priority projects. Nine of the sixteen 2013 priority projects show reliance upon private and/or not-for-profit funding.

Outside leveraged resources in the form of additional financing and collaborations with local employers and community colleges are apparent. Greater explanation of linkages with the “Buffalo Billion” and other initiatives should be considered as a means to give a fuller picture of development activity in the region.

An example of a prospective partnership with local employers and community colleges to encourage job creation and investment is found in the 2013 priority project, Rare Earth Recycling. It envisions a collaboration between TAM Ceramics, Dream It Do It WNY program, Niagara County Community College and Orleans Niagara BOCES. Another example of such a partnership is the Carolyn’s House housing program which is being managed in conjunction with Niagara County Community College.

The WNYREDC strategic plan noted a lack of venture capital invested in the Western New York Region. The WNYREDC supports operationalizing the Bright Buffalo Niagara as a forum to make connection between new ideas and needed capital. The Launch NY program was awarded \$4.5 million from WNY Power Proceeds, but has yet to make awards to promising ventures.

#### **J. Engage the public and other stakeholders**

Community engagement continues to be robust and comprehensive. To date, the WNYREDC has met with 380 companies and organizations; meetings with 272 of these groups occurred in 2013.

Ten work groups support the WNYREDC, made up of strategic members of the public who augment the expertise found on the WNYREDC. Intensive stakeholder engagement in the region resulted in the 2013 International Trade Gateway Strategic Plan which will advance existing strategies and carry forward new initiatives. Another example of public involvement in strategy formulation involves the Institute for Advanced Manufacturing Competitiveness, whose technology focus areas were determined through a series of focus group meetings and interviews with area manufacturers.

It would be valuable if the report described how groups and organizations which are derived from the “Buffalo Billion” are supporting and working with the WNYREDC.

A Regional Smart Growth Coordinating Council with representation from all five of the WNY counties is active and engaged in smart growth policy formulation.

The “One Region Forward” group convened a large consortium of stakeholders consisting of a Steering Committee, Local Government Council, Private Sector Council and Community congresses. A review of 160 existing local plans in Erie and Niagara Counties is under way.

## 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.

Change in number of jobs is included as a performance metric in the progress report, but the growth shown is not directly linked to specific projects or activities of the WNYREDC. There was a 0.4% growth for the region in the number of jobs from 2011 to 2012. For the U.S. the growth rate was 1.6% and for New York State the rate of growth was 1.4% over the same time period.

The information provided in the project dash board is short and concise and shows 92% of previous CFA applications to be “on schedule.” “Job growth pay offs” in the region appear to be long term in nature, as nearly all the projects being reported upon have not shown to be major generators of job growth in the short term. There are not a substantial number of proposed projects that appear ready to proceed immediately, as most projects almost invariably will have a significant lead time to fruition.

Many examples of regional cooperation are given that describe what is happening with respect to the smart growth strategy.

Six performance measures which are macro in nature are presented, and no sub-region measurements. Measures that are provided all indicate improvement in the region. Of note is the increase in minority share of the labor force as crucial to the societal health of the Region. The report lacks current data for education, smart growth and tourism, as well as metrics for the eight strategic industry sectors. The progress advancing the three core strategies is difficult to assess using the performance measures contain in the report as the relevance of the information is unclear.

The WNYREDC’s Opportunity Agenda includes metrics of performance which are: 1) labor force participation rates of the Region’s minorities; 2) high school graduation rates in the Region; 3) the number of degrees awarded in the Region; and, 4) changes in average annual wage levels in the Region. It would be useful to add metrics such as poverty rates, labor force participation rates and employment changes in key industries associated with the Opportunity Agenda.

The 2012 Progress Report stated project award contracts will make awardees responsible for completing annual progress reports. There is no mention of these reports in the 2013 Report.

## **Part Three: Identification of transformative projects that support interregional collaboration**

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

The report does not mention WNYREDC's active cultivation of collaborations with other New York State Regions. An example of collaboration which could have been mentioned is the Alfred University High Temperature Material Characterization Lab (a former priority project) which is being used by a number of large companies such as Corning, Delphi, Kodak and GE which have their primary presence outside of Western New York.

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
28309	Western New York	Arts	Arts APCE	Equipment for Digital Media Lab	Buffalo Media Resources aka Squeaky Wheel	77	15	92	\$22,314.00	Awarded
28196	Western New York	Arts	Arts APCE	Theatrical Sound and Lighting Packages and Curtains	MusicalFare Theatre	67	15	82	\$15,081.00	Awarded
29834	Western New York	Arts	Arts CHPG	Kleinhans Music Hall	Buffalo Philharmonic Orchestra	71	15	86	\$74,000.00	Awarded
30004	Western New York	Arts	Arts CHPG	Martin House Restoration	Graycliff Conservancy Inc	68	10	78	\$50,000.00	Awarded
31545	Western New York	Arts	Arts CHPG	Roycroft Campus Print Shop Acquisition	Roycroft Campus Corporation	70	5	75	\$50,000.00	Awarded
32380	Western New York	Arts	Arts CHPG	Just Buffalo Literary Center	Just Buffalo Literary Center Inc	59	15	74	\$55,500.00	Awarded
30189	Western New York	Arts	Arts CHPG	Traveling Exhibitions Funding	Burchfield Penney Art Center	57	10	67	\$74,000.00	Awarded
30564	Western New York	Arts	Arts CHPG	WNY Cultural Heritage Project	Arts Services Initiative of Western New York	28	15	43	\$0.00	Not-Awarded
28207	Western New York	Arts	Arts CHPG	Albright Knox Innovation Laboratory	Buffalo Fine Arts Academy	21	20	41	\$0.00	Not-Awarded
31026	Western New York	Arts	Arts CHPG	Arts Culture and Heritage projectsCityDance	Ballet Artists of WNY	24	10	34	\$0.00	Not-Awarded
28607	Western New York	Arts	Arts CHPG	Lumber City Arts Project	City of North Tonawanda	21	0	21	\$0.00	Not-Awarded
30054	Western New York	Arts	Arts CHPG	Locust Street Art	Locust Street Neighborhood Art Classes	8	5	13	\$0.00	Not-Awarded
32161	Western New York	Arts	Arts DFPCP	Digital Projection System	Reg Lenna Civic Center, Inc.	54	20	74	\$75,000.00	Awarded
31368	Western New York	Arts	Arts DFPCP	Digital Conversion Project	Riviera Theatre and Organ Preservation Society, Inc.	36	10	46	\$42,343.00	Awarded
31384	Western New York	Arts	Arts DFPCP	MAFAC	Market Arcade Film Arts Centre	10	20	30	\$0.00	Not-Awarded
32585	Western New York	Arts	Arts DFPCP	North Park Theater Restoration Project	North Park Theater Inc	0	20	20	\$0.00	Not-Awarded
29179	Western New York	Canals	Canalway Grants	Erie Canal Bike Path Extension	City of North Tonawanda	72	15	87	\$144,707.00	Awarded
26593	Western New York	Canals	Canalway Grants	Allan Herschell Office Building	Carousel Society of the Niagara Frontier	53	20	73	\$134,450.00	Awarded
30254	Western New York	Canals	Canalway Grants	Buffalo River Fest Park Lodge	Valley Community Association Inc	41	20	61	\$0.00	Not-Awarded
32679	Western New York	Canals	Canalway Grants	Secure Access	Frank Lloyd Wrights Fontana Boathouse	41	15	56	\$0.00	Not-Awarded
31916	Western New York	DEC	DEC EPGP	Chautauqua County Wastewater Consolidation Study	South and Center Chautauqua Lake Sewer District	76	15	91	\$ 50,000.00	Awarded
31534	Western New York	DEC	DEC EPGP	Village of Depew Wastewater Engineering Study	Village of Depew	48	20	68	\$ 30,000.00	Awarded
32377	Western New York	DEC	DEC EPGP	Town of Carrollton Limestone Sewer District Engineering Report	Town of Carrollton	56	5	61	\$ 18,000.00	Awarded
28734	Western New York	DEC	DEC EPGP	Village of Little Valley Wastewater Engineering Study	Village of Little Valley	29	20	49	\$ 20,000.00	Awarded
26984	Western New York	DEC	DEC EPGP	Village of Alden Wastewater Engineering Study	Village of Alden	34	10	44	\$ 30,000.00	Awarded
30510	Western New York	DEC	DEC EPGP	Town of Machias Lime Lake Sewer District Engineering Report	Town of Machias	32	10	42	\$ 30,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
28792	Western New York	DEC	DEC EPGP	Newfane Wastewater Plant Engineering Study	Town of Newfane	28	10	38	\$0.00	Not-Awarded
32367	Western New York	DEC	DEC EPGP	CraneridgeKissing Bridge WWTP	Town of Concord	29	5	34	\$0.00	Not-Awarded
31710	Western New York	DOL	DOL EET	Lean and Advanced Manufacturing Training	K-Technologies, Inc.	55.92	20	75.92	\$55,577.00	Awarded
31527	Western New York	DOL	DOL EET	Lean Manufacturing Training	Baker Hall dba Baker Victory Services	59.63	15	74.63	\$10,450.00	Awarded
31637	Western New York	DOL	DOL EET	ISO 9000 Quality Management Systems Training	McHone Industries, Inc.	51.69	20	71.69	\$25,900.00	Awarded
32230	Western New York	DOL	DOL EET	Production Machine Operation Training	Rolite Mfg., Inc.	46.61	20	66.61	\$8,320.00	Awarded
31659	Western New York	DOL	DOL EET	Lean Manufacturing Training	Buffalo Wire Works Company, Inc.	50.44	15	65.44	\$15,164.00	Awarded
29823	Western New York	DOL	DOL EET	Dental Clinical Technician Training	Evolution Dental Science LLC	49.79	15	64.79	\$51,600.00	Awarded
29072	Western New York	DOL	DOL EET	BlackBelt	Niagara Thermal Products LLC	38.31	20	58.31	\$0.00	Not-Awarded
32089	Western New York	DOL	DOL EET	Patricia Randle	Buffalo Hearing and Speech Center, Inc.	42.33	15	57.33	\$0.00	Not-Awarded
31627	Western New York	DOL	DOL EET	Electrical Skilled Trades Training	Ford Motor Company	34.81	20	54.81	\$0.00	Not-Awarded
32667	Western New York	DOL	DOL EET	Certified Lean Six Sigma Black Belt	Trek, Inc.	38.67	15	53.67	\$0.00	Not-Awarded
29149	Western New York	DOL	DOL EET	Existing Employee Training Program	Frontier Science & Technology Reseach Foundation, Inc. dba Frontier Science Foundation	40.32	5	45.32	\$0.00	Not-Awarded
31810	Western New York	DOL	DOL EET	grant training	Network Services, LLC	40.24	5	45.24	\$0.00	Not-Awarded
31037	Western New York	DOL	DOL EET	Training Grant	Finishing Trades Institute of Western and Central New York	35.17	10	45.17	\$0.00	Not-Awarded
32230	Western New York	DOL	DOL NHT	Production Machine Operation Training	Rolite Mfg., Inc.	51.5	20	71.5	\$2,820.00	Awarded
32201	Western New York	DOL	DOL NHT	Family Development and Child Care Training	The Community Action Organization of Erie County, Inc.	57	10	67	\$40,050.00	Awarded
29797	Western New York	DOL	DOL NHT	First Step Kids Schools	First Step Kids Inc.	48	10	58	\$0.00	Not-Awarded
26875	Western New York	DOL	DOL UWT	Advanced Manufacturing Training	Erie 1 BOCES	58.79	20	78.79	\$100,000.00	Awarded
28951	Western New York	DOL	DOL UWT	Healthcare Office and Delivery Training	Buffalo Arts and Technology Center, Inc.	56.79	20	76.79	\$100,000.00	Awarded
31170	Western New York	DOL	DOL UWT	Operational Skills Training	Niagara County Community College	60.06	15	75.06	\$25,397.00	Awarded
32611	Western New York	DOL	DOL UWT	Manufacturing Industry Skills Training	Buffalo Urban League, Inc.	54.55	20	74.55	\$100,000.00	Awarded
30869	Western New York	DOL	DOL UWT	Industrial Mechanical Technician Training	Erie Community College	48.44	20	68.44	\$88,800.00	Awarded
31559	Western New York	DOL	DOL UWT	Advanced Welding Training	City of Buffalo Board of Education	47.77	20	67.77	\$90,000.00	Awarded
28709	Western New York	DOL	DOL UWT	Machinist Training	Jamestown Community College	45.84	20	65.84	\$99,900.00	Awarded
32230	Western New York	DOL	DOL UWT	Production Machine Operation Training	Rolite Mfg., Inc.	43.85	20	63.85	\$1,860.00	Awarded
31399	Western New York	DOL	DOL UWT	23714203	Everywoman Opportunity Center Inc.	39.41	20	59.41	\$0.00	Not-Awarded
31947	Western New York	DOL	DOL UWT	Niagara Works	Niagara University	41.7	15	56.7	\$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
31399	Western New York	DOS	DOS CSBG	Project Fresh Start	Everywoman Opportunity Center Inc	58.91	20	78.91	\$93,355.00	Awarded
31381	Western New York	DOS	DOS CSBG	Immigrant and Refugee Manufacturing Employment Program	International Institute of Buffalo	58.67	20	78.67	\$0.00	Not-Awarded
28679	Western New York	DOS	DOS CSBG	Growing Green	Mass Ave Project	63.03	15	78.03	\$ 56,015.00	Awarded
28486	Western New York	DOS	DOS CSBG	Boys Girls Clubs of Buffalo Inc	Boys Girls Clubs of Buffalo Inc	57.94	20	77.94	\$0.00	Not-Awarded
29683	Western New York	DOS	DOS CSBG	green workforce	push buffalo	59.15	15	74.15	\$0.00	Not-Awarded
28994	Western New York	DOS	DOS CSBG	The Goodwill Job Center	Goodwill Industries of Western New York Inc	55.76	15	70.76	\$0.00	Not-Awarded
29831	Western New York	DOS	DOS LGE	Centralization of Brocton and Westfield Schools	Westfield Academy and Central School	67.5	10	77.5	\$ 13,500.00	Awarded
30470	Western New York	DOS	DOS LGE	Village Of Williamsville and Erie County Water Authority Water System Consolidation	Village of Williamsville	41.7083	20	61.71	\$ 400,000.00	Awarded
30526	Western New York	DOS	DOS LGE	Town of Eden and Erie County Water Authority Water System Consolidation	Town of Eden	38.9375	10	48.94	\$ 25,000.00	Awarded
25697	Western New York	DOS	DOS LWRP	Northern Chautauqua County Local Waterfront Revitalization Program	Chautauqua County	72.8	20	92.8	\$65,000.00	Awarded
27923	Western New York	DOS	DOS LWRP	City of Lackawanna Local Waterfront Revitalization Program Update	City of Lackawanna	70.4	20	90.4	\$30,000.00	Awarded
28377	Western New York	DOS	DOS LWRP	Gratwick Marina Redevelopment	City of North Tonawanda	69.6	20	89.6	\$208,125.00	Awarded
28429	Western New York	DOS	DOS LWRP	Village of Lewiston Local Waterfront Revitalization Program Update	Village of Lewiston	69.6	20	89.6	\$20,250.00	Awarded
28432	Western New York	DOS	DOS LWRP	Town of Porter Local Waterfront Revitalization Program	Town of Porter	70.4	15	85.4	\$34,250.00	Awarded
29731	Western New York	DOS	DOS LWRP	Regional Niagara River Lake Erie Watershed Management Plan Phase 2	Erie County	70.4	15	85.4	\$507,830.00	Awarded
31681	Western New York	DOS	DOS LWRP	Improvements to Lucille Ball Memorial Park	Village of Celoron	70.4	15	85.4	\$82,845.00	Awarded
27525	Western New York	DOS	DOS LWRP	Lewiston Landing Phase 4	Village of Lewiston	60.8	10	70.8	\$0.00	Not-Awarded
31498	Western New York	DOS	DOS LWRP	Lake Erie Harbors in Chautauqua County	Chautauqua County	60.8	10	70.8	\$0.00	Not-Awarded
31535	Western New York	DOS	DOS LWRP	City of Tonawanda Main Street Revitalization Program	City of Tonawanda	60.8	10	70.8	\$0.00	Not-Awarded
31872	Western New York	DOS	DOS LWRP	Caneadea Town Park	Town of Caneadea	58.8	10	68.8	\$0.00	Not-Awarded
30446	Western New York	DOS	DOS LWRP	River Road Park Development	Town of Wheatfield	59.2	5	64.2	\$0.00	Not-Awarded
31574	Western New York	DOS	DOS LWRP	Amherst Canalway Trail Improvements	Town of Amherst	56	5	61	\$0.00	Not-Awarded
29677	Western New York	EFC	EFC GIGP	Spring Street Green Reconstruction	Village of Williamsville	63	15	78	\$799,160.00	Awarded

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28997	Western New York	EFC	EFC GIGP	Stormwater Demonstration Site Project	Southern Tier West Regional Planning and Development Board	56	15	71	\$0.00	Not-Awarded
30511	Western New York	EFC	EFC GIGP	Green Roof Bus Shelters	NFTA	47	20	67	\$0.00	Not-Awarded
31785	Western New York	EFC	EFC GIGP	Post Demolition Bioswales	Buffalo Sewer Authority	45	15	60	\$0.00	Not-Awarded
30630	Western New York	EFC	EFC GIGP	Mang Park Green Improvement Project	Nussbaumer Clarke Inc	44	15	59	\$0.00	Not-Awarded
27924	Western New York	EFC	EFC GIGP	City of Lackawanna Memorial Field Parking Lot	City of Lackawanna	41	10	51	\$0.00	Not-Awarded
32303	Western New York	ESD	ESD EIPCAP	Triad Recycle Expansion	Triad Recycling and Energy Corp	78	20	98	\$330,000.00	Awarded
28006	Western New York	ESD	ESD EIPCAP	Boston Valley Pottery	Boston Valley Terra Cotta	71	15	86	\$157,500.00	Awarded
30935	Western New York	ESD	ESD EIPCAP	Gernatt Asphalt Products	Gernatt Asphalt Products Inc	68	5	73	\$0.00	Not-Awarded
28632	Western New York	ESD	ESD EIPRDD	RubberForm Recycled Products	RubberForm Recycled Products LLC	3	10	13	\$0.00	Not-Awarded
30245	Western New York	ESD	ESD EJP	Capacity Expansion Project	Rigidized Metals	76	20	96	\$900,000.00	Awarded
27744	Western New York	ESD	ESD EJP	Infrastructure Software Business	Doolli Inc	71	20	91	\$2,100,000.00	Awarded
29557	Western New York	ESD	ESD EJP	Pigment Production Expansion	AlSHER Pigments Inc	70	20	90	\$1,000,000.00	Awarded
29048	Western New York	ESD	ESD EJP	Excelsior Job Credits	International Imaging Materials Inc	0	0	0	\$0.00	Not-Awarded
30330	Western New York	ESD	ESD Grants	Rare Earth Recycling	TAM Ceramics Group of NY, LLC	77	20	97	\$250,000.00	Awarded
27276	Western New York	ESD	ESD Grants	Chatauqua Regional Water	Chatauqua County New York	72	20	92	\$1,000,000.00	Awarded
32533	Western New York	ESD	ESD Grants	TRADES JOB TRAINING FACILITY	The City of Niagara Falls - Community Development Department	72	20	92	\$132,000.00	Awarded
26593	Western New York	ESD	ESD Grants	Allan Herschell Office Building	Carousel Society of the Niagara Frontier	70	20	90	\$134,000.00	Awarded
30205	Western New York	ESD	ESD Grants	Dunkirk Seawall and Lake Front Boulevard	City of Dunkirk, New York	70	20	90	\$341,000.00	Awarded
26924	Western New York	ESD	ESD Grants	Historic Hollywood Theater	Gowanda's Historic Hollywood Theater, Ltd.	69	20	89	\$166,667.00	Awarded
28047	Western New York	ESD	ESD Grants	McNallie Building Rehabilitation	Town of Randolph	69	20	89	\$65,493.00	Awarded
30142	Western New York	ESD	ESD Grants	Computing Infrastructure	The Research Foundation for SUNY on behalf of U at Buffalo	69	20	89	\$1,000,000.00	Awarded
31014	Western New York	ESD	ESD Grants	Lockport Ice Arena	Lockport Ice Arena and Sports Center, Inc.	69	20	89	\$1,000,000.00	Awarded
32053	Western New York	ESD	ESD Grants	Sustainable Advanced Manufacturing Center	Alfred State College	69	20	89	\$500,000.00	Awarded
32439	Western New York	ESD	ESD Grants	Rushford Elementary School	Cuba Rushford Central School District	69	20	89	\$300,000.00	Awarded
31209	Western New York	ESD	ESD Grants	Upgrade Furnace	Washington Mills Electro Minerals Corp.	68	20	88	\$0.00	Not-Awarded
31980	Western New York	ESD	ESD Grants	Clinical Implementation of Next Generation Sequencing	Personalized Medicine Pathways LLC (Pending Formation)	68	20	88	\$0.00	Not-Awarded
32040	Western New York	ESD	ESD Grants	Brownfield Land Acquisition	County of Erie	68	20	88	\$0.00	Not-Awarded
32601	Western New York	ESD	ESD Grants	Flying Bison new brewery	Matt Brewing Co., Inc.	65	20	85	\$0.00	Not-Awarded

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28486	Western New York	ESD	ESD Grants	Boys Girls Clubs of Buffalo Inc	Boys & Girls Clubs of Buffalo, Inc.	64	20	84	\$0.00	Not-Awarded
32472	Western New York	ESD	ESD Grants	Riviera Theatre	Riviera Theatre and Organ Preservation Society, Inc.	67	15	82	\$0.00	Not-Awarded
28466	Western New York	ESD	ESD Grants	Food Hub Expansion	Eden Valley Growers, Inc.	63	15	78	\$0.00	Not-Awarded
25836	Western New York	ESD	ESD Grants	Village of Westfield WPCF	Village of Westfield	65	10	75	\$0.00	Not-Awarded
32351	Western New York	ESD	ESD Grants	Hope House	Polish Community center of Buffalo, Inc.	53	20	73	\$0.00	Not-Awarded
30647	Western New York	ESD	ESD Grants	CHS Regional Training Center	Catholic Health System, Inc.	52	15	67	\$0.00	Not-Awarded
32706	Western New York	ESD	ESD Grants	250 Delaware	BTC Block 20, Inc.	56	10	66	\$0.00	Not-Awarded
30906	Western New York	ESD	ESD Grants	Learning Commons to Prepare the Workforce	Niagara County Community College	51	15	66	\$0.00	Not-Awarded
30199	Western New York	ESD	ESD Grants	Perry Choice Neighborhoods	Buffalo Municipal Housing Authority	56	5	61	\$0.00	Not-Awarded
27668	Western New York	ESD	ESD Grants	Gerard Place Community Center	Gerard Place Housing Development Company, Inc.	51	10	61	\$0.00	Not-Awarded
27956	Western New York	ESD	ESD Grants	Inn at Fort Niagara	Acquest Hospitality, LLC	51	5	56	\$0.00	Not-Awarded
30195	Western New York	ESD	ESD Grants	Filling Station	Nexus Natural Gas, LLC.	50	5	55	\$0.00	Not-Awarded
31545	Western New York	ESD	ESD Grants	Roycroft Campus Print Shop Acquisition	Roycroft Campus Corporation	47	5	52	\$0.00	Not-Awarded
30539	Western New York	ESD	ESD Grants	Southtowns Regional Farm Museum and Agritourism Project	Eden Regional Farm Museum	35	15	50	\$0.00	Not-Awarded
31529	Western New York	ESD	ESD Grants	County Road No 27 Rehabilitation	Cattaraugus County	39	10	49	\$0.00	Not-Awarded
30203	Western New York	ESD	ESD Grants	Market Site Development	East Aurora Cooperative Market, Inc.	43	5	48	\$0.00	Not-Awarded
30534	Western New York	ESD	ESD Grants	Cattaraugus County Heritage Tourism Project	Cattaraugus County Department of Economic Development, Planning and Tourism	42	5	47	\$0.00	Not-Awarded
31953	Western New York	ESD	ESD Grants	Main Line Tie and Surface Project	Somerset Railroad Corp.	41	5	46	\$0.00	Not-Awarded
32248	Western New York	ESD	ESD Grants	Steuben Foods Utility Infrastructure	Steuben Foods, Inc.	41	5	46	\$0.00	Not-Awarded
31880	Western New York	ESD	ESD Grants	Richmond Ferry Arts and Resource Center	Rosanna Elizabeth Foundation for the Arts	37	5	42	\$0.00	Not-Awarded
25822	Western New York	ESD	ESD Grants	Pilgrim Village Phase I	MHT Holdings, Inc.	32	10	42	\$0.00	Not-Awarded
28593	Western New York	ESD	ESD Grants	Buffalo Syngas	Buffalo Syngas, LLC	27	15	42	\$0.00	Not-Awarded
31146	Western New York	ESD	ESD Grants	Ripley Gateway Center	Chautauqua County	34	0	34	\$0.00	Not-Awarded
29709	Western New York	ESD	ESD Grants	Cambria Technology Park	Town of Cambria	33	0	33	\$0.00	Not-Awarded
26832	Western New York	ESD	ESD Grants	PierceArrow Project	Pierce Arrow Holdings LLC	20	5	25	\$0.00	Not-Awarded
28193	Western New York	ESD	ESD HSSP	Western New York Hot Spot Consortium	University at Buffalo	78	20	98	\$250,000.00	Awarded
29297	Western New York	ESD	ESD HSSP	Fredonia Incubator Designation	Research Foundation on and behalf of SUNY Fredonia	63	5	68	\$0.00	Not-Awarded
30853	Western New York	ESD	ESD IDBC	Pepper Tree Heights	Related	70	20	90	\$7,500,000.00	Awarded

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31492	Western New York	ESD	ESD MNY	National Garden Festival	Visit Buffalo Niagara	63	20	83	\$50,000.00	Awarded
32295	Western New York	ESD	ESD MNY	NTCC	Niagara Tourism Convention Corporation	58	20	78	\$300,000.00	Awarded
27534	Western New York	ESD	ESD MNY	Center for Restoration Arts Sciences	Central Terminal Restoration Corp	48	20	68	\$30,000.00	Awarded
31312	Western New York	ESD	ESD MNY	Canadian Marketing Year 2	Visit Buffalo Niagara	36	15	51	\$0.00	Not-Awarded
30592	Western New York	ESD	ESD MNY	Silo City_Tourism	Silo City	29	20	49	\$0.00	Not-Awarded
28466	Western New York	ESD	ESD MNY	Food Hub Expansion	Eden Valley Growers	29	15	44	\$0.00	Not-Awarded
31545	Western New York	ESD	ESD MNY	Roycroft Campus Print Shop Acquisition	Roycroft Campus Corporation	34	5	39	\$0.00	Not-Awarded
30534	Western New York	ESD	ESD MNY	Cattaraugus County Heritage Tourism Project	Cattaraugus County Dept of Economic Development Planning and Tourism	31	5	36	\$0.00	Not-Awarded
30539	Western New York	ESD	ESD MNY	Southtowns Regional Farm Museum and Agritourism Project	Eden Regional Farm Museum	20	15	35	\$0.00	Not-Awarded
32411	Western New York	ESD	ESD MNY	Niagara Wine Trail Strategic Marketing Plan	Niagara Wine Trail USA	26	5	31	\$0.00	Not-Awarded
27908	Western New York	ESD	ESD MNY	Sunset Bay Hotel	Pro Oil	26	0	26	\$0.00	Not-Awarded
30458	Western New York	ESD	ESD MNY	Niagara Falls International Airport Marketing	NF Stakeholders Group Inc	14	5	19	\$0.00	Not-Awarded
27852	Western New York	ESD	ESD MNY	same	Nationall Comedy Hall of Fame	10	0	10	\$0.00	Not-Awarded
32418	Western New York	ESD	ESD MNY	Flaherty Waterfront Project	DBA Flaherty Corporate Charters	7	0	7	\$0.00	Not-Awarded
32611	Western New York	ESD	ESD OA	Moving Generations Forward	Buffalo Urban League	71	20	91	\$100,000.00	Awarded
31209	Western New York	ESD	ESD OA	Upgrade Furnace	Washington Mills Elcetro Minerals Corp	68	20	88	\$0.00	Not-Awarded
30175	Western New York	ESD	ESD OA	Education to Employment	WNY Womens Foundation	66	20	86	\$0.00	Not-Awarded
31381	Western New York	ESD	ESD OA	Immigrant and Refugee Manufacturing Employment Program	International Institute of Buffalo	64	20	84	\$0.00	Not-Awarded
28828	Western New York	ESD	ESD OA	Growing the NYS Economy Through Intensive Good Agricultural Practices Training Technical Assistance and New Market Development	Cornell Cooperative Extension of Niagara County	63	15	78	\$0.00	Not-Awarded
31780	Western New York	ESD	ESD OA	NFIECBAE	Niagara Frontier Industry Education Council Buffalo Alliance for Education	52	15	67	\$0.00	Not-Awarded
31037	Western New York	ESD	ESD OA	Training Grant	Finishing Trades Institute of WCNY	54	10	64	\$0.00	Not-Awarded
28627	Western New York	ESD	ESD SPFS	Enhanced Metro Rail Evaluation	Niagara Frontier Transportation Authority (NFTA)	76	20	96	\$40,000.00	Awarded
31530	Western New York	ESD	ESD SPFS	Williamsville INI Study	Village of Williamsville	65	20	85	\$18,550.00	Awarded
27947	Western New York	ESD	ESD SPFS	Economic Development Study	Town of West Seneca	36	5	41	\$0.00	Not-Awarded
30178	Western New York	HCR	HCR CDBGPF	Village of Barker Storm Drainage	Village of Barker	41	15	56	\$0.00	Not-Awarded

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31143	Western New York	HCR	HCR CDBGPI	Village of Cattaraugus Emergency Water System Improvements	Village of Cattaraugus	43	20	63	\$600,000.00	Awarded
27818	Western New York	HCR	HCR CDBGPI	Belden Center Phase I Storm Water Drainage Improvements	Town of Niagara	35	10	45	\$0.00	Not-Awarded
25836	Western New York	HCR	HCR CDBGPI	Village of Westfield Water Pollution Control Facility	Village of Westfield	3	10	13	\$0.00	Not-Awarded
28609	Western New York	HCR	HCR NYMS	Oliver Street Revitalization	Lumber City Development Corporation	49	15	64	\$200,000.00	Awarded
31775	Western New York	HCR	HCR NYMS	Downtown Lancaster Revitalization Program	Village of Lancaster	43	20	63	\$100,000.00	Awarded
28625	Western New York	HCR	HCR NYMS	Village of Blasdell Main Street	Hamburg Development Corporation	48	15	63	\$100,000.00	Awarded
29550	Western New York	HCR	HCR NYMS	Revitalizing Downtown Randolph Phase Two	Town of Randolph	40	15	55	\$0.00	Not-Awarded
28178	Western New York	HCR	HCR NYMS	Lake Erie Beach Revitalization Project	Town of Evans	42	5	47	\$0.00	Not-Awarded
31655	Western New York	HCR	HCR NYMS	North Union Street Project	Rural Revitalization Corporation	25	20	45	\$0.00	Not-Awarded
31161	Western New York	HCR	HCR NYMS	Lockport Historic Rehabilitation Program	Greater Lockport Development Corporation	32	10	42	\$0.00	Not-Awarded
28389	Western New York	HCR	HCR NYMS	Abbott Road Commercial Corridor	Old First Ward Community Association	28	10	38	\$0.00	Not-Awarded
29895	Western New York	HCR	HCR NYMS	Park Square Historical District Revitalization	Franklinville Area Chamber of Commerce, Inc.	3	10	13	\$0.00	Not-Awarded
32390	Western New York	HCR	HCR NYMSTA	BNSC Vision Niagara Feasibility Study	Buffalo Neighborhood Stabilization Company	41	20	61	\$20,000.00	Awarded
32579	Western New York	HCR	HCR NYMSTA	Sherman NYMS TA Project	Village of Sherman	20	15	35	\$0.00	Not-Awarded
28047	Western New York	HCR	HCR RARP	McNallie Building Rehabilitation	Town of Randolph	31	20	51	\$0.00	Not-Awarded
27347	Western New York	HCR	HCR RARP	North Union Street Project	The ReHAbilitation Center	28	15	43	\$0.00	Not-Awarded
32659	Western New York	HCR	HCR RARP	Village of Brocton RARP	Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC)	17	20	37	\$0.00	Not-Awarded
25527	Western New York	HCR	HCR RARP	Somerset Union Museum RARP	Somerset Union Museum	22	5	27	\$0.00	Not-Awarded
30820	Western New York	HCR	HCR RARP	Leisuretimers Apartments	Leisuretimers Residential Services	20	5	25	\$0.00	Not-Awarded
30539	Western New York	HCR	HCR RARP	Eden Regional Farm Museum Project	Eden Regional Farm Museum	5	15	20	\$0.00	Not-Awarded
29436	Western New York	HCR	HCR UI	Uptown Theater Project	University District Community Development Association, Inc.	48	15	63	\$150,000.00	Awarded
28486	Western New York	HCR	HCR UI	Boys Girls Clubs of Buffalo Inc	Boys & Girls Clubs of Buffalo, Inc.	34	20	54	\$150,000.00	Awarded
32351	Western New York	HCR	HCR UI	Hope House	Polish Community center of Buffalo, Inc.	32	20	52	\$0.00	Not-Awarded
31796	Western New York	HCR	HCR UI	780 Fillmore Ave Energy and Accessibility Project	Broadway-Fillmore Neighborhood Housing Services, Inc.	12	10	22	\$0.00	Not-Awarded
28486	Western New York	HESC	HESC CACG	Boys Girls Clubs of Buffalo Inc	Boys Girls Clubs of Buffalo Inc	56.9	20	76.9	\$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
27997	Western New York	HESC	HESC CACG	Medaille College	Medaille College	47.5	15	62.5	\$0.00	Not-Awarded
29336	Western New York	HESC	HESC CACG	College Access Challenge Grant	Trocaire College	40	15	55	\$0.00	Not-Awarded
30922	Western New York	NYSERDA	NYSERDA CGC2	Buffalo Green Code Implementation Project	City of Buffalo	65.57	20	85.57	\$125,000.00	Awarded
27923	Western New York	NYSERDA	NYSERDA CGC2	Comprehensive Plan Development	City of Lackawanna	63.86	20	83.86	\$60,000.00	Awarded
27929	Western New York	NYSERDA	NYSERDA CGC2	Comprehensive Planning School	Allegany County	52.57	15	67.57	\$67,669.00	Awarded
31846	Western New York	NYSERDA	NYSERDA CGC2	Erie County Energy and Sustainability Plan	Erie County Department of Environment and Planning	36.43	15	51.43	\$0.00	Not-Awarded
29390	Western New York	NYSERDA	NYSERDA CGC3	Transit Hub In Buffalo	Buffalo Niagara Medical Campus Inc	53.56	20	73.56	\$1,000,000.00	Awarded
29000	Western New York	NYSERDA	NYSERDA CGC3	Cng/Vehicles In Jamestown	Jamestown Board of Public Utilities BPU	56.44	15	71.44	\$0.00	Not-Awarded
30776	Western New York	NYSERDA	NYSERDA CGC3	Cng/Vehicles In Buffalo	PLS III We Care	50.78	20	70.78	\$0.00	Not-Awarded
31669	Western New York	NYSERDA	NYSERDA CGC3	Cng Station In Tonawanda	NOCO Energy Corp	44	20	64	\$0.00	Not-Awarded
29973	Western New York	NYSERDA	NYSERDA CGC3	Sewer Upgrades In Erie County	Erie County Division of Sewerage Management	48.44	15	63.44	\$0.00	Not-Awarded
32152	Western New York	NYSERDA	NYSERDA CGC3	Sewer Upgrades In Buffalo	Erie County Division of Sewerage Management	45.78	15	60.78	\$0.00	Not-Awarded
28593	Western New York	NYSERDA	NYSERDA CGC3	Organic Waste To Cng In Buffalo	Buffalo Syngas LLC	44.67	15	59.67	\$0.00	Not-Awarded
30898	Western New York	NYSERDA	NYSERDA CGC3	Compost Facility In Olean	BF Compost LLC	48.78	10	58.78	\$0.00	Not-Awarded
27386	Western New York	NYSERDA	NYSERDA CGC3	Csc Technical Assistance In Wny	Erie County	40.44	5	45.44	\$0.00	Not-Awarded
32429	Western New York	NYSERDA	NYSERDA CGC3	Energy Challenge In Buffalo	Simple Energy	39.11	5	44.11	\$0.00	Not-Awarded
28573	Western New York	NYSERDA	NYSERDA CGC3	Cng Station In Tonawanda	Jazz Gas	38.44	5	43.44	\$0.00	Not-Awarded
31526	Western New York	ONCS	ONCS Amer	The Service Collaborative of Western NY Opportunity Corps AmeriCorps Program	The Service Collaborative of WNY, Inc.	80	15	95	\$245,011.00	Awarded
30205	Western New York	Parks	Parks HASA D	Dunkirk Seawall and Lake Front Boulevard	City of Dunkirk	52	20	72	\$0.00	Not-Awarded
31545	Western New York	Parks	Parks HPA A	Roycroft Campus Print Shop Acquisition	Roycroft Campus Corporation	19	5	24	\$0.00	Not-Awarded
27140	Western New York	Parks	Parks HPA D	Restoration of a Quality Tourism Product	Blessed Trinity Catholic Church	51	15	66	\$0.00	Not-Awarded
28495	Western New York	Parks	Parks HPA D	Trinity Window Protection Project	Trinity Church	49.5	15	64.5	\$0.00	Not-Awarded
26593	Western New York	Parks	Parks HPA D	Allan Herschell Office Building	Carousel Society of the Niagara Frontier	42.5	20	62.5	\$0.00	Not-Awarded
27976	Western New York	Parks	Parks HPA D	Williamsville Meeting House Restoration Project	Village of Williamsville	40	20	60	\$0.00	Not-Awarded
26924	Western New York	Parks	Parks HPA D	Historic Hollywood Theater	Gowandas Historic Hollywood Theater Ltd	37.5	20	57.5	\$0.00	Not-Awarded
27155	Western New York	Parks	Parks HPA D	Buffalo Religious Arts Center Restoration Project	Buffalo Religious Arts Center	45	10	55	\$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
28623	Western New York	Parks	Parks HPA D	Phase Two Restoration of the Richmond Lockwood Mansion	Child and Family Services of Erie County	47	0	47	\$0.00	Not-Awarded
28328	Western New York	Parks	Parks HPA D	AlbrightKnox Art Gallery Marble Floor Restoration	Buffalo Fine Arts Academy	39	5	44	\$0.00	Not-Awarded
29767	Western New York	Parks	Parks HPA D	NACC Grand Theater Restoration	Niagara Arts Cultural Center	29	15	44	\$0.00	Not-Awarded
27682	Western New York	Parks	Parks HPA D	Westminster Presbyterian Church Roof Replacement	Westminster Presbyterian Church	38	5	43	\$0.00	Not-Awarded
27752	Western New York	Parks	Parks HPA D	Amherst Gateways Restoration Project	Town of Amherst	28	10	38	\$0.00	Not-Awarded
29971	Western New York	Parks	Parks PA A	MillRoad	Town of Aurora	52.25	10	62.25	\$0.00	Not-Awarded
26761	Western New York	Parks	Parks PA D	Jamestown Parks Improvements at Panzarella Park, Scenic Vista and McCrea Point	City of Jamestown	63.38	20	83.38	\$499,955.00	Awarded
30205	Western New York	Parks	Parks PA D	Dunkirk Seawall and Lake Front Boulevard	City of Dunkirk	61.38	20	81.38	\$449,620.00	Awarded
28722	Western New York	Parks	Parks PA D	Gowanda Zoar Valley Gateway Park Phase 3	Gowanda Area Redevelopment Corp	58.92	20	78.92	\$500,000.00	Awarded
30130	Western New York	Parks	Parks PA D	Arctic Exhibit Holding and Infrastructure	Zoological Society of Buffalo Inc	58.75	15	73.75	\$0.00	Not-Awarded
30844	Western New York	Parks	Parks PA D	National Comedy Center Development Phase One	The Lucy Desi Center for Comedy	51.25	20	71.25	\$0.00	Not-Awarded
30832	Western New York	Parks	Parks PA D	Scenic Woods Bicentennial Park Project Phases I and IA	Town of Grand Island	53.38	10	63.38	\$0.00	Not-Awarded
28377	Western New York	Parks	Parks PA D	Gratwick Marina Redevelopment	City of North Tonawanda	43.25	20	63.25	\$0.00	Not-Awarded
30826	Western New York	Parks	Parks PA D	Amherst Parks Improvements	Town of Amherst	45.94	15	60.94	\$0.00	Not-Awarded
30342	Western New York	Parks	Parks PA D	Moore Memorial Pool Improvement Project	Village of Bolivar	48.75	10	58.75	\$0.00	Not-Awarded
28434	Western New York	Parks	Parks PA D	Town of Amherst Nature View Park Trail Improvement Project	Town of Amherst	40.63	15	55.63	\$0.00	Not-Awarded
28179	Western New York	Parks	Parks PA D	South Creek Pool Improvement Project	Town of Evans	49.59	5	54.59	\$0.00	Not-Awarded
31681	Western New York	Parks	Parks PA D	Improvements to Lucille Ball Memorial Park	Village of Celoron NY	38.63	15	53.63	\$0.00	Not-Awarded
30621	Western New York	Parks	Parks PA D	Onoville Marina	Cattaraugus County	43.75	5	48.75	\$0.00	Not-Awarded
30446	Western New York	Parks	Parks PA D	River Road Park Development	Town of Wheatfield	34.69	5	39.69	\$0.00	Not-Awarded
28139	Western New York	Parks	Parks PA D	Bradner Stadium Project	City of Olean	22.5	15	37.5	\$0.00	Not-Awarded
28967	Western New York	Parks	Parks PA P	Genesee River Access	Genesee River Wilds	42.5	10	52.5	\$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
27820	Western New York	Parks	Parks PA P	Pendleton Recreational Pathway Expansion Project	Town of Pendleton	44.25	5	49.25	\$0.00	Not-Awarded
27819	Western New York	Parks	Parks RTP D	Newstead Recreational Trail Expansion Project	Town of Newstead	42.5	15	57.5	\$200,000.00	Awarded
31872	Western New York	Parks	Parks RTP D	Caneadea Town Park	Town of Caneadea	27.5	10	37.5	\$0.00	Not-Awarded
31708	Western New York	Parks	Parks RTP D	Shawnee Sno Chief Trail Maintenance Equipment	Shawnee Sno Chiefs	32	5	37	\$0.00	Not-Awarded
26878	Western New York	Parks	Parks RTP M	New Groomer Project	Chautauqua Lake Snowmobile Club, Inc.	45	15	60	\$139,600.00	Awarded
30439	Western New York	Parks	Parks RTP M	Groomer Grant	Lake Effect Trailbreakers	26	10	36	\$192,000.00	Awarded
30205	Western New York	Parks	Parks RTP NMD	Improvements to Wright Park and Main Street Beach	City of Dunkirk	46.5	20	66.5	\$0.00	Not-Awarded
30370	Western New York	Parks	Parks RTP NMD	Forness Park Pedestrian Bicycle Path	City of Olean	42	20	62	\$0.00	Not-Awarded
28967	Western New York	Parks	Parks RTP NMD	Genesee River Access	Genesee River Wilds	48.5	10	58.5	\$0.00	Not-Awarded
30832	Western New York	Parks	Parks RTP NMD	Scenic Woods Bicentennial Park Project Phases I and IA	Town of Grand Island	46.5	10	56.5	\$0.00	Not-Awarded
27977	Western New York	Parks	Parks RTP NMD	Allegany State Park Stone Tower Trail Construction	Western New York Mountain Bicycling Association	44.5	10	54.5	\$0.00	Not-Awarded
27920	Western New York	Parks	Parks RTP NMD	2013 Recreational Trail	City of Lackawanna	33.5	20	53.5	\$0.00	Not-Awarded
27970	Western New York	Parks	Parks RTP NMD	Town of Clarence Bicycle Path Expansion Project	Town of Clarence	48	5	53	\$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