

2017 Regional Council Process & Consolidated Funding Applications

Background:

The Regional Economic Development Councils (REDCs) are a community driven, regional approach to economic development in New York State. Each Council consists of over 20 business, academic and government leaders from throughout the Region.

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

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

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

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

In 2015, the Regional Economic Cluster Program was launched to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. All the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

In 2016, all REDC's participated in the \$100 million Downtown Revitalization Initiative (DRI) which will invest \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps. Each Regional Council solicited interest in the program from communities in the region and considered how those communities met the criteria put forth from the State. The Council nominated one Downtown in each Region to receive the award.

In 2017, all REDC's once again participated in another round of the \$100 million Downtown Revitalization Initiative (DRI). In addition, the regions focused on closing the skills gap by working with industry leaders and education providers to develop workforce development strategies. The Councils also identified projects for the state's Life Science cluster and continued to implement their strategies through the project pipeline.

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

Statewide Endorsement Standards

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

IMPLEMENTATION OF THE PLAN	DEGREE	POINTS
The proposal is identified as a priority project by the Regional Council.	Priority	20
The proposal is identified in the plan and has regional benefits.	Very Strong	15

The proposal advances the plan and has local benefits.	Strong	10
The proposal is consistent with the plan and has project level benefits.	Moderate	5
The proposal has limited relationship to the plan	Weak	0

Since the inception of the REDCs in 2011, members have been required to sign a Code of Conduct, Conflict of Interest documents, and have undergone training from legal counsel. Both documents are updated annually and new members are required to complete these documents upon appointment. Members with conflicts of interest must recuse themselves from reviewing or discussing identified projects.

2017 Competition:

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils competed in 2017 for up to \$150 million in capital funds and \$75 million in Excelsior Tax Credits for projects identified by the Regional Councils in their regions.

As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: supporting the Downtown Revitalization Plan and beginning to identify projects to implement it; implementing strategies through the project pipeline; closing the skills gap; identifying projects for the State's life science cluster; and measuring the performance and progress of the strategic plan and CFA projects.

By incentivizing implementation of the strategic plans, Regional Councils, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision. While project funding was awarded in all ten Regional Councils through the 2017 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) Implementation of regional strategic economic development plans;*
- 2) Performance in encouraging economic growth through job creation and investment;*
- 3) Support for the Downtown Revitalization Initiative.*
- 4) Identifying projects for the State's Life Science cluster*
- 5) Working with industry and education leaders to close the skills gap*

In 2017, the Regional Councils competed against each other to be designated as a "Top Performer".

The 2017 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Rosanna Rosado and included Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, Department of Labor Commissioner Roberta Reardon, Homes and Community Renewal Commissioner Ruth Ann Visnaskus, Agriculture and Markets Commissioner Richard Ball, and Canals' Director Brian Stratton. The SIAT also included members appointed by the Legislature including Hon. Donna Lupardo, State Assembly District 123, Hon. Helene Weinstein, State Assembly District 41, Hon. James Seward, State Senate District 51 and Hon. Kenneth LaValle, State Senate District 1. The SIAT reviewed each region's Progress Report based on established criteria. In 2017, the SIAT traveled to each region and received a summary of the REDCs' 2017 activities and priorities, which included PowerPoint presentations, videos, and tours of project sites. The SIAT was also given time to ask questions of the REDC's about their progress reports and regional priority projects.

The SIAT provided an assessment of each plan and made recommendations to Howard Zemsky, President & CEO, Empire State Development Corporation of the five reports that most closely aligned with the criteria outlined in the guidebook. President Zemsky accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded five regions with the Top Performer up to \$35 million in funding consisting of \$20 million in capital grants and up to \$15 million in Excelsior tax credits for priority projects identified in their Strategic Plans. The balance of the incentives was awarded to projects identified by the Councils as in alignment with their strategies and priorities.

In addition, project sponsors applied for over \$575 million in economic development resources available from twelve state agencies through the Consolidated Funding Application (CFA). The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency review team analysis and agency discretion.

The 2017 REDC initiative was launched on April 24 and the CFA opened for applications on May 1 and closed on July 28. All details about CFA resources were made available online via the 2017 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 28, agencies immediately began marking project eligibility. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation. On October 2, the REDCs submitted their final 2017 progress reports to the State. After the SIAT presentations concluded in November, the Inter-agency team met to review the projects and make final funding decisions.

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

Regional Council, and identified as significant, regionally supported and capable of stimulating economic investment.

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

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

On Wednesday, December 13, 2017, the Governor announced that 1,041 projects totaling \$755.6 million had been awarded through Round Seven of the Regional Economic Development Council initiative. Top Performer awards were given to the Mid-Hudson, Capital Region, Mohawk Valley, Central New York and Long Island regions in adherence to the competition guidelines detailed above.

MEMORANDUM

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

From: Rossana Rosado, Secretary of State
Richard Ball, Commissioner, Department of Agriculture & Markets
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Roberta Reardon, Commissioner, Department of Labor
Brian Stratton, Director of Canals, NYS Canal Corporation
RuthAnne Visnauskas, Commissioner, Homes and Community Renewal
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblywoman Donna Lupardo, 123rd District
Senator James Seward, 51st District
Senator Kenneth LaValle, 1st District
Assemblywoman Helene Weinstein, 41st District

Subject: Review of Progress for the 2017 Regional Economic Development Council Initiative

Date: December 12, 2017

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council (REDC). In the past seven years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. For a second year, the REDC initiative has been enhanced by a \$100 million Downtown Revitalization Initiative.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan that emphasized their region's unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development, and create jobs statewide. The Strategic Economic Development Plans continue today with annual updates to address emerging state and regional challenges and opportunities. Each region has a unique set of strategies to achieve greater economic prosperity. Each Regional Council was also asked to develop strategies and identify projects related to key regional industry clusters; the State life sciences cluster; downtown revitalization; workforce development and shrinking the skills gap through collaboration with industry and educational institutions; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; promote veterans' participation in the workforce; regional Hot Spots; and local government engagement. In many of the regions, strategies developed in response to the Upstate Revitalization Initiative continue to be embraced; and in Western NY REDC strategies are complemented by the Buffalo Billion Plan.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process involving state government, businesses, and academia to stimulate regional economic development and create jobs. With this shift, the State asked the REDCs to use their unique understanding of their regional economies to implement important State priorities.

In 2017, the Downtown Revitalization Initiative again supported a community planning process where each community develops the key ingredients needed for successful downtown revitalization. Each Regional Council solicited interest in the program and chose from among the many applicants the community it considered most ripe for development into vibrant communities where tomorrow's workforce will want to live, work and raise families. The \$100 million Downtown Revitalization Initiative (DRI) is investing \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps.

In October and November, we had the privilege and responsibility of assessing the progress of the Regional Councils, through their written annual reports, oral presentations, and regional site visits. The Regional Councils presented their progress, talked about plans to implement their economic development strategies, and reported on the status of the DRI plans. We are impressed and encouraged by the continuing results of the collaborative strategic plan implementation process.

2017 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2017 REDC Guidebook. We focused on the following areas:

- Support for downtown revitalization
- Workforce development and identification of strategies to shrink the skills gap
- Implementation of regional strategic economic development plans and strategies through the project pipeline
- Continued advancement of state priorities and identification of projects that implement related strategies, including:
 - The Regional Economic Cluster Plans
 - The State Life Sciences Cluster
 - The regional Opportunity Agenda
 - Regional hot spots
 - Veterans' participation in the workforce
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

Awards

All ten regions competed for up to \$150 million in capital funds and \$75 million in Excelsior Tax Credits for projects identified by the Regional Councils as priorities in their regions. In addition, each region was awarded \$10 million to plan and implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$575 million in other state agency funds.

The Strategic Implementation Assessment Team has identified five regions that merit the designation as Top Performers and awards of up to \$20 million each in ESD Capital Grants. As it is every year, it was a difficult challenge to evaluate the variety of approaches to very different challenges and opportunities, and the progress which was made by the regions in implementing their strategic plans. However, after careful consideration we selected as Top Performers the following regions: **Capital Region, Central New York, Long Island, Mid-Hudson, and Mohawk Valley.**

- The **Capital Region Regional Economic Development Council (CRREDC)** continues support for past strategies, and introduces a new strategy focused on *Gaming/Software*; where colleges and universities contribute to an ecosystem that supports development of games that may also serve therapeutic purposes by countering cognitive decline or adding a gaming component to respiratory therapy. The region's *Talent* strategy seeks a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions. Many of the projects supported for funding by the CRREDC address workforce development, including the proposed Global Foundries Manufacturing Tech Education Center that will be built in partnership with SUNY Albany, Clarkson University, and the Northeast Advanced Technology Education Center. The spirit of collaboration can also be found in the region's support for its priority cluster, research and development to commercialization, known as its *Lift-Off* strategy. For example, healthcare providers, health maintenance organizations, and insurance carriers will develop a shared database to assist with population health data analytics. Royalties, primarily associated with the region's intellectual property, were responsible for \$500 million in exports in 2016. Investments that promote smart growth and drive job creation in urban areas are part of the region's *Metro* strategy that addresses concentrated urban poverty in support of the Opportunity Agenda. DRI investment in the Hudson Bridge District will drive the continued success of existing private and public ventures; emphasize job growth and the attractiveness of the area; and set the stage for economic and civic expansion in Hudson.
- The **Central New York Regional Economic Development Council (CNYREDC)** continued to follow regional strategies from its winning Upstate Revitalization Initiative plan. The CNYREDC developed a Talent Task Force that included private, public, and nonprofit representatives to identify jobs in demand and establish strategies to address demand. The life sciences cluster is a significant portion of the region's economy, and several new initiatives would address biological threats, medical device innovation, and personalized medicine. The Unmanned Aerial Systems training corridor between Griffiss International Airport and Syracuse is advancing in a cluster category that blends life sciences and advanced manufacturing technology into a Data to Decisions (D2D) cluster. The D2D target cluster saw average wages increase 14 percent since 2010. The agriculture and agribusiness cluster also turned around, and is on the fifth year of growth in establishments (25 percent) with many more projects supported for funding this year. Investing in key growth drivers includes support for projects like a commercial food processing, packaging, and distribution center in Cayuga County. Like the state's Opportunity Agenda, CNYREDC is supporting projects to develop enablers of prosperity, such as conversion of underutilized properties in three distressed neighborhoods of Syracuse, or supporting veteran training and services. The City of Cortland,

a magnet for tourism, was selected as the DRI community. Cortland envisions new space for community activities and additional housing to accommodate an expanding residential and tourism population.

- The **Long Island Regional Economic Development Council (LIREDC)** is focusing workforce development efforts on preparing students for the jobs in key biotech sectors like pharmaceuticals and high-demand STEM fields like engineering. It is backing a proposal by the Center for Science, Teaching, and Learning, a not-for-profit based in Rockville Center, to create nine community STEM centers in high need communities. Support for STEM and biotech projects at many regional institutions continues to strengthen the region's framework for its identified regional economic cluster, biotechnology, which overlaps with the State focus on life sciences. For example, LIREDC is recommending projects such as the Computational Genomics Center at Feinstein Institute for Medical Research; expansion of the chemistry laboratory at Hofstra; a structural biology shared screening facility at Cold Spring Harbor Laboratory; expansion of a life science and technology lab at Adelphi University; and a research and technology innovation bioengineering laboratory at New York Institute of Technology. Creating diverse, transit-linked neighborhoods where people can live, work and play remains a priority as downtowns are crucial to economic vitality. Walkable, exciting places with affordable apartments appeal to Millennials and will help retain baby-boomers. The LIREDC continues its support for Wyandanch Rising and downtown projects in the Village of Hempstead and Riverhead. The region's 2017 DRI community of Hicksville, a transit-rich and diverse community, will plan how to capitalize on improvements to the Long Island Rail Road and provide safer space for downtown pedestrians.
- The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued its momentum, refining its economic development strategies to best leverage the region's key assets: its proximity to New York City; highly educated workforce; diverse urban centers; and scenic beauty. The region's strategies of WORK and PLAY are supported by its focus on priority projects in the cluster representing the food and beverage manufacturing supply chain, such as the proposed food exchange in Kingston that will be a food hall, food manufacturing facility, and grocery with an emphasis on locally sourced food. The State Life Sciences cluster fits neatly into the region's emphasis on biomedical and healthcare, shown by its continued support for core institutions; willingness to partner with other regions to create a research corridor; and support for biotechnology business incubator at NY Medical College. Stakeholders in the region are working together to identify ways to close the skills gaps identified. Commitment to downtown revitalization, part of its LIVE strategy, is evident in MHREDC funding recommendations, including support for a project in its round one DRI community of Middletown. Chosen by the MHREDC as the DRI community, additional investments in the Kingston Stockade Business District will continue the area's economic revitalization and create new opportunities for the surrounding neighborhoods, towns and counties.
- The **Mohawk Valley Regional Economic Development Council (MVREDC)** identified placemaking and tourism as an important component to creating a strong and desirable

workforce. This was complemented by workforce development in high-paying, in-demand STEM sectors, with a mechatronics/robotics BOCES program sponsored by manufacturers and the Otsego County Chamber of Commerce as an example. The MVREDC continued to advance the cyber and internet technology cluster, leveraging both the Marcy Nanocenter and the region's designation as an FAA Test Site to create a strong concentration of cyber and unmanned aerial systems (UAS) research and development companies. The MVREDC is continuing its strategy of supporting agribusiness, and the craft food and beverage industry is growing through small and mid-sized breweries, farms and other producers. Rome, the DRI community, has been making targeted investments to provide an ecosystem necessary to attract and retain young professionals and their families, and will further that transformation with DRI funding. The region continues to open doors for refugees, with support for the One World Welcome & Opportunity Center for the Mohawk Valley Resource Center for Refugees. The Center will work to support community engagement, workforce development for refugees, and ultimately develop inclusiveness in the region. A proposed re-purposing of the Herkimer County nursing home will target a challenged population, people with chronic addiction issues seeking recovery, by providing a space for rehabilitation and life skills training.

Five regions should receive awards of up to \$10 million each in ESD Capital Grants to help attract and grow business in their regions. The following regions are designated as Regional Awardees: **Finger Lakes, New York City, North Country, Southern Tier, and Western New York.**

- The **Finger Lakes Regional Economic Development Council's** (FLREDC) momentum is being fueled by a region united around a plan to grow jobs, increase regional wealth, drive private sector investment, and reduce poverty. The FLREDC requires that all projects identify a link to workforce development, including projects supporting the Opportunity Agenda and veterans. For example, Foodlink links together agriculture, food processing, the Opportunity Agenda, and the DRI in Batavia, to foster a creative class of workers who will spur continued job growth. The region may use its Upstate Revitalization Initiative (URI) award to create a "Workforce Development Fund" to address job skills that would specifically support the clusters of optics, photonics and imaging (OPI); agriculture and food processing; and next generation manufacturing. Monroe Community College (MCC) led an analysis of the "middle skills gap," which investigates the set of workers who have more than a high school degree, but do not have a four-year degree. By effectively understanding these areas, the region has successfully created jobs in tooling and machining and optics technicians. It has made significant progress in achieving many of its original overarching goals, including expanding the Eastman Business Park; leveraging the region's colleges and universities for direct employment and preparing workers for the new economy; and expanding and linking agricultural producers and food producers and exporters. The agriculture and food processing cluster has had significant growth since 2010, with total wages increasing by 40 percent, average wages by 17 percent, and the number of jobs by 20 percent (nearly 2,000 jobs).
- The **New York City Regional Economic Development Council** (NYCREDC) continues to focus on its "Opportunity Zones," 15 areas of New York City which have been historically distressed but are primed for investment and growth. It concentrates investment in these areas to ensure an inclusive approach to community revitalization and job creation. The South Bronx

is one of the opportunity areas, and includes the Bronx Civic Center, which was selected as the DRI community. The region is hoping to extend the already booming economic activity to lower-income residents of the community. Employment in New York City is at an all-time high, and competition for jobs is fierce, especially for jobs requiring less formal education. At the same time, high current and future demand exists for skilled applicants in the financial, technology, life sciences and healthcare sectors. The region is taking a sector-based approach to engaging businesses, educational institutions, and nonprofits to help direct state funding to job training and educational programs in high growth sectors. For example, the nonprofit Per Scholas in the South Bronx is partnering with the Fortune 500 company Cognizant to provide no-cost technology skills training and career development resources to create a talent pool for the company. NYREDC now counts the life sciences sector as its regional economic cluster, and has a plan for advancing the cluster that involved other New York regions. The NY Genome Center research consortium will leverage investments in basic research and incubator facilities in a sector primed for growth.

- The **North Country Regional Economic Development Council** (NCREDC) introduced a new strategy this year to attract international sporting events to stimulate private investment and job growth and spark the refurbishment of sports and hospitality facilities. A new Lodging Task Force is creating a model for lodging development that can be replicated to drive sustainable private sector investment. Several projects recommended for funding would improve tourism accommodations. Not only is tourism an important industry for the North Country, it also serves to provide entry level employment and training in soft skills, a need identified most frequently by employers in a regional skills-gap survey. This fall, Clinton Community College offered classes through a new Institute for Advanced Manufacturing, which provides flexible funding to support manufacturing in the transportation equipment and aerospace sector. NCREDC considers TE&A its key industry cluster. Average wages in that sector are nearly 66 percent higher than the total average for the region, and employment has grown by 67% since 2016, with more jobs to come as Norsk Titanium continues its expansion. Employment increased by double digits in the information technology sector (35 percent) and back office sector (24 percent). The region's Opportunity Agenda to support employment of hard-to-place workers is focused this year on projects in St. Lawrence County. Located in Jefferson County, the City of Watertown was selected as the DRI community for 2017. It will use DRI funds to strengthen its position as the primary hub of commerce and culture for Jefferson and neighboring counties.
- The **Southern Tier Regional Economic Development Council** (STREDC) has been consistent in its support for its regional strategies: Build the Greater Binghamton Innovation Ecosystem; Invest in the Advanced Manufacturing Industry; Transform the Food and Agriculture Industry; and Promote the Southern Tier's Innovative Culture. State funds are being used to support mixed-use and mixed-income developments in the region's three "iDistricts" to attract and retain college graduates and skilled workers. A recommended priority project will continue development of the Health Sciences Campus in Johnson City which will house the SUNY Binghamton School of Pharmacy and Pharmaceutical Sciences. Support for downtown revitalization extends beyond those core cities in include places like Watkins Glen,

the region's DRI community. The region has been highly effective at supporting projects that either create or retain new jobs, such as using URI funds to support a major expansion of Alstom for train manufacturing which will create nearly 200 jobs and retain an existing workforce of 1,000. Several projects support growth in the food and agriculture industry, such as industrial hemp, and the number of food processing firms increased from 2016 to 2017. There is extensive cooperation between the public, non-profit, and private sectors to address hard-to-place workers. For example, the Broome County Calice Advanced Manufacturing Center links together social services, academia, industry, and workforce development systems to provide relevant workforce training and upskilling to both traditional and hard-to-place workers.

- The **Western NY Regional Economic Development Council** (WNYREDC) continues its focus on creating job opportunities and building the quality of life that will attract young adults to settle in the region. It is using the smart growth strategy of placemaking to focus investment near existing infrastructure and connecting people with jobs. Nearly all recommended priority projects relate to downtown revitalization, and several projects would help implement the region's first DRI Plan in Jamestown. Support for projects in Olean, the 2017 DRI community, would add to the assets being leveraged in its downtown. Many projects support workforce development, such as phase II of the Gerald Place Community Center to provide space for community needs and training related to health care research and education. WNYREDC demonstrated understanding of the labor market and how to provide training for the middle skills market. WNYREDC works with many different colleges and trade skill schools, such as the Buffalo Center for Art and Technology, the Finishing Trade Institute of Western and Central New York, and the Southern Tier Business Center at Alfred University. The region's key economic cluster is the materials and machinery advanced manufacturing cluster. This year, Alfred University dedicated the Center for High-Temperature Materials Characterization, which is helping to increase the development and analysis of materials crucial to renewable energy systems; and Jamestown Community College opened and expanded Manufacturing Technology Institute.

Conclusion

The Strategic Implementation Assessment Team was impressed by the continued dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the continuation of this bottom-up process is taking New York down a path of great success, driven by the informed perspective of REDC members, spurred on by the advancement of new ideas and products by business leaders and educational institutions, and fueled by the development of a workforce across all age groups and socioeconomic strata.

While we may only recommend five regions as top performers, we believe all the regions are winners and extend our thanks and our congratulations to all Region Council members for the outstanding work they are doing to strengthen New York's economy.

Central New York REDC

2017 Annual Report Assessment

I. Performance

a. Impact on job creation and retention

Strengths

- From 2011 – 2016, priority projects created 1488 jobs and retained 1445 jobs.
- From 2010 – 2016, the Average Annual Unemployment rate decreased from 8.5 percent to 5.0 percent, compared to 4.8 percent for NYS in 2016. From 2015 to 2016, the rate in the region dropped from 5.5 percent to 5.0 percent.
- Total annual wages increased 11.6 percent from 2012-2016, slightly higher than state averages.
- The average annual wage has increased by 11.6 percent from 2011 to 2016, exceeding the state increase of ten percent.
- From 2010 – 2015, average wages in the Data to Decisions cluster increased by 14 percent.
- From 2010 – 2015, the Research and Engineering Services cluster had an 8.5 percent increase in average annual employment.

Weaknesses

- From 2010-2015, the Advanced Manufacturing cluster saw a 16.5 percent decrease in total employment.
- Average annual employment increased only 0.7 percent from 2015 – 2016, while unemployment during that same time decreased by just 0.5 percent. Much of the decrease in unemployment was due to people leaving the job market.
- Data to Decisions, the 2016 target cluster, saw a decrease in total employment and total establishments from the previous year.

b. Business growth and leverage of private sector investments

Strengths

- From 2011 – 2016, the ratio of total project cost to total ESD Capital Fund awards for all priority projects was 11.1:1. For 2016 the leverage was 8.3:1.
- From 2011 – 2016, the ratio of total project cost to all CFA projects was 4.7:1.
- The Agriculture and Agribusiness cluster is recovering from a 10-year decline: over 5 years it has seen 25 percent growth in number of establishments and 1 percent growth in total employment.
- From 2010-2015, the AM-TECS Cluster has seen increases in total establishments.

Weaknesses

- Total number of establishments decreased from the previous year, including total establishments in the Data to Decisions cluster.

II. Projects

a. Solicitation and development of projects that advance the regional economic cluster

Regional Cluster

- Data to Decisions (D2D), with a focus on precision medicine, thermal and electronic controls, cybersecurity and information assurance, and unmanned aerial systems (UAS).

Strengths

- Marquardt Switches Inc. has proposed completing Phase II of its Global Technology Center, which will 1) expand workspace for engineering and professional services, 2) invest in high-tech manufacturing and testing equipment, and 3) upgrade employee technical skills. The project is expected to create 15 direct new jobs and leverage \$2.5 million in cash equity.

Weaknesses

- Only one priority project was proposed to directly advance the regional cluster.

b. Identification of projects to advance State and regional priorities

Strengths

- One third of priority projects support the region's goal of investing in key growth drivers (#1). For example, Douglas Outdoors will use a historic building in Pulaski to produce high-end fishing rods, research and development facilities, a fishing museum, and a restaurant.
- One third of priority projects address the region's goal of building an inclusive economy (#2). A project in Oswego County would build and equip a new high efficiency manufacturing facility in the Town of Granby that will produce animal bedding using an environmentally friendly process.
- More than half of priority projects would advance the region's goal of developing enablers of prosperity, a similar initiative to the State's Opportunity Agenda (#3). For example, the Neighborhood Place Based Economic Development and Revitalization project will transform underutilized properties in three distressed neighborhoods in Syracuse, creating a food hub, commercial spaces, and residential units.

Weaknesses

- Few projects address veteran's involvement in the workforce.

c. Advancement of projects to meet workforce development needs

Strengths

- Morrisville State College proposed building a Four Seasons College Farm to assist the school in combining its Controlled Environment Agriculture, Aquaculture, Dairy, Agriculture Science and Livestock programs. This will include expanding and renovating current facilities, a new greenhouse, processing and storage facilities, new classroom space, and a commercial space for entrepreneurial activities.
- The Clear Path for Veterans, Inc. project, located in Chittenango, plans to construct and equip a new facility for multi-day training programs and retreats. The facility will include overnight accommodations; treatment rooms for integrative medicine; an exercise room/yoga studio; flexible rooms for training and support groups; and a large event space.

Weaknesses

- Few proposed priority projects were listed as having a workforce development component; however, workforce development was a component in 11 non-ESD Grant projects.

d. Identification of projects in the region that would revitalize downtowns

Strengths

- Eighteen proposed Priority Projects are listed as having a downtown revitalization component, though that aspect was not always included in the project description.
- The CNYREDC supported a CFA for a project in the City of Oswego DRI plan that didn't receive DRI funding. The project by Camelot Lodge LLC would redevelop a vacant former YMCA building into commercial space and apartments and include improvements to a downtown parking lot.

Weaknesses

- None noted.

III. Progress

a. Implementation of strategies in the 5-year regional strategic economic development plan and plan updates

Strengths

- In the first quarter of 2017, the Clean Tech Center at the Syracuse Center of Excellence helped raise nearly half a million in private capital and supported development on one new product.
- Considerable progress was made in Project U-SAFE.
- Continued success of previously implemented programs such as With Love, OCC's Manufacturing Boot Camp and Cayuga Works.
- The Tech Garden in Syracuse assisted in the startup of more than 60 businesses in 2017. The Tech Garden helps entrepreneurs create strong business models, bring modern technologies to market, and maximize the Hot Spot benefits available to them.

Weaknesses

- None noted.

b. Execution of strategies that address emerging state and regional challenges and opportunities

Strengths

- Continued progress made in global strategies through the CNY International Business Alliance (CNYIBA). CNYIBA had continued success of its ExportNY program to help local companies expand to international markets. The efforts of CNYIBA are reflected in CNY's 3.77 percent growth rate in regional export value from 2010 to 2015.
- The Port of Oswego has made major investments over the past several years in rail and intermodal capabilities. These initiatives have allowed companies such as Novelis, Sunoco Ethanol, and Perdue Agribusiness retain thousands of jobs and improve efficiency in CNY. There are discussions and plans to expand.

- The continued success of the Central New York Innovation Hot Spot serves as a unifying force to identify and address barriers and inefficiencies impacting the region and continue to find ways to be as inclusive as possible for minority-, women-, immigrant-, and veteran-owned businesses
- CNYREDC provided information about how the Alliance for Economic Inclusion is working to expand access to economic opportunities within the region’s distressed communities. The Alliance for Economic Inclusion was established to address the underinvestment and joblessness prevalent in many CNY communities. \$30 million will be utilized to support projects and strategies designed to ensure that regional economic growth translates into economic opportunity within the region’s distressed communities.

Weaknesses

- None noted.

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

Strengths

- The region completed “How CNY Works Study”, an analysis of where there is potential area for job growth in CNY. The study also found a need to analyze current hiring processes at area businesses and organizations.
- The development of Syracuse University’s National Veterans Resource Complex is proceeding on schedule with an expected completion date in Fall 2019.
- The region has seen continued success of the “Work Train” program, an initiative to address the challenge of unemployment and underemployment. During the initial pilot period (2014-2017), Work Train programs placed 300 individuals into jobs.
- ProTrain, a collaboration between Work Train and SUNY EOC, is a career readiness program creating entry- to mid-level career opportunities in manufacturing and production. In its pilot phase, it placed 9 of 10 participants in jobs, including people with criminal backgrounds.
- FAST: Syracuse and Work Link are initiatives in Syracuse to improve access to jobs. Particularly, the aim is to improve transportation options for low-income people on 2nd and 3rd shift jobs.

Weaknesses

- None noted.

d. Advancement and completion of prior round Priority Projects

Strengths

- 72 percent of all priority projects are completed or on schedule.
- 79 percent of all CFA projects are complete or on schedule.
- 90 percent of projects from the 2016 plan are advancing ahead of schedule.

Weaknesses

- Since 2011, 22 percent of priority projects awarded have been cancelled/terminated/declined.

IV. Planning

a. Quality of the Annual Report

Strengths

- Information about the sources and uses of funds for proposed priority projects was provided.
- Many of the weaknesses from last year's report have been addressed in this year's report.

Weaknesses

- Additional narrative about regional data would be an improvement.

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

Strengths

- Key projects for Unmanned Aerial Systems are advancing, most notably beginning construction of a 50-mile UTM Corridor between Griffiss International Airport and Syracuse.
- There are several proposed projects to advance agriculture and agribusiness, such as adding an additional 32,000 sq. ft. packing house at Apple Acres, LLC.
- There are new strategies in the Life Science Cluster, a significant portion of CNY's economy: (1) building a research and development pipeline for rapid response to emerging biological threat; (2) developing a medical device innovation ecosystem through industry/academic collaboration; (3) expanding upon environmental health and environmental medicine expertise in CNY; and (4) growing a precision and personalized medicine cluster in CNY.
- Since 2007 the number of people living in downtown Syracuse has grown 67 percent.

Weaknesses

- The CNYREDC identified just one priority project in the Life Sciences Cluster, and how that project supports the sector is unclear.
- Poverty rates are growing faster than the state average. In 2015, 15.3 percent of the population and 22.1 percent of children of the region were in poverty.

c. Coordination with institutions of higher learning to address regional workforce development needs

Strengths

- The CNYREDC Talent Task pulls together members of priority industries experiencing strong demand for jobs, placement services and recruiting firms, representatives from organized labor, colleges and universities, and leaders from the economic inclusion ecosystem to identify the demand and establish strategies to address the demand for talent in the region's key industries.

Weaknesses

- There was little mention of specific initiatives to retain graduates of the region's 43 universities in the region.

d. Collaboration with local governments in advancing opportunities for improved efficiency

Strengths

- Cayuga, Madison, Cortland, and Oswego County held regular meetings with local officials to report, discuss, and give updates on the status of REDC and CFA projects.
- The report included details of each county's plans regarding the County Wide Shared Services Initiative.

- The report describes two Onondaga County Consensus Report recommendations that have been implemented: merger of a city and county water authorities, and elimination of late fees for library books for children which they see as supporting improved literacy.

Weaknesses

- There is a lack of government collaboration across counties.

e. Development of regional metrics to monitor performance

Strengths

- The dashboard of regional performance indicators includes metrics to measure and track progress, evaluate successes, and identify areas that need attention.
- The council will begin to track successes with CNY-Rising funded (URI funds) initiatives such as unmanned aerial systems, the Alliance for Economic Inclusion, and controlled environment agriculture.

Weaknesses

- None.

V. Participation

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

Strengths

- The region's 7 work groups and committees were wide-ranging and inclusive, with people from all 5 counties participating.
- A total of 13 events were attended by 588 members of the public throughout the 5 counties
- The Public Participation Work Group held six public interest meetings between February and March of 2017 attended by a total of 372 people. They believe the effect was an increase in CFA applications (40 percent more than in 2016).

Weaknesses

- None noted.

b. Regional unity and support of the Annual Report

Strengths

- Strong involvement from county, city, town, and village governments.
- Unique involvement of colleges and universities across counties.

Weaknesses

- None noted.

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
73188	Central New York	Ag & Markets	Ag & Mkts GCAP	Central New York - New York Grown Certified	Central New York Enterprise Development Corporation	70.67	20	90.67	\$500,000	Awarded	
73730	Central New York	Arts	Arts ACPIP	Auburn Public Theater Facilities Improvement	Auburn Public Theater, Inc.	63.00	20	83.00	\$600,000	Awarded	
74426	Central New York	Arts	Arts ACPIP	Hosmer Auditorium Renovations	Everson Museum of Art	61.00	20	81.00	\$634,000	Awarded	
72296	Central New York	Arts	Arts ACPIP	Landmark Theatre Marquee	Syracuse Area Landmark Theatre, Inc.	54.00	20	74.00	\$0	Not-Awarded	
72202	Central New York	Arts	Arts ACPIP	Children's Museum of Oswego Building Purchase Renovation	The Children's Museum of Oswego	32.00	20	52.00	\$0	Not-Awarded	
76780	Central New York	Arts	Arts ACIP	Celebrating the Centennial of the Suffrage Movement	Musical Associates of Central New York	67.00	20	87.00	\$65,000	Awarded	
76965	Central New York	Arts	Arts ACIP	Centennial Arts Collaborative	Parents Promoting Dance	52.00	15	67.00	\$0	Not-Awarded	
75110	Central New York	Arts	Arts ACIP	Outdoor Public Art Architecture Competition	Everson Museum of Art	16.00	15	31.00	\$0	Not-Awarded	
73730	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Auburn Public Theater, Inc.	66.00	20	86.00	\$49,500	Awarded	
72439	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Schweinfurth Memorial Art Center	60.00	20	80.00	\$43,000	Awarded	
74006	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Arts at the Palace, Inc.	53.00	20	73.00	\$25,000	Awarded	
75811	Central New York	Arts	Arts WIP	Administrative Workforce Expansion	Syracuse City Ballet	49.00	20	69.00	\$25,000	Awarded	
73252	Central New York	Arts	Arts WIP	CFA Application	Cultural Council of Cortland County	19.00	20	39.00	\$0	Not-Awarded	
72189	Central New York	Arts	Arts WRP	Workforce Training and Development Expansion	CNY Arts, Inc.	71.00	20	91.00	\$75,000	Awarded	Rita Paniagua
76421	Central New York	Arts	Arts WRP	Workforce Training and Development Expansion	Central New York Jazz Arts Foundation, Inc.	67.00	15	82.00	\$52,500	Awarded	
75907	Central New York	Canals	Canals	Montezuma Heritage Park Improvement Project	Sterling Planning Services	45.00	20	65.00	\$0	Not-Awarded	
73190	Central New York	DEC	DEC CSC C	Moravia Climate Smart Communities Certification and Comprehensive Planning	Village of Moravia	59.25	20	79.25	\$17,278	Awarded	
73697	Central New York	DEC	DEC CSC I	Construction of Pedestrian/Bicycle Connections - SUNY Cortland to Yaman Park	City of Cortland	40.25	20	60.25	\$2,000,000	Awarded	
75859	Central New York	DEC	DEC CSC I	Installation of Cogeneration Units at Metropolitan WWTP	Onondaga County	29.25	20	49.25	\$1,300,000	Awarded	
75391	Central New York	DEC	DEC EPG	Sanitary Sewer Inflow and Infiltration Investigation	Town of Fleming	75.00	20	95.00	\$30,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74865	Central New York	DEC	DEC EPG	Wastewater Treatment Plant Effluent Disinfection Study	Village of Canastota	75.00	20	95.00	\$25,360	Awarded	
73202	Central New York	DEC	DEC EPG	Meadowbrook Limestone Inflow and Infiltration Reduction Facility Plan	Onondaga County Water Environment Protection	70.00	15	85.00	\$50,000	Awarded	
72475	Central New York	DEC	DEC EPG	Metropolitan Wastewater Treatment Plant Asset Management Evaluation	Onondaga County Department of Water Environment Protection	55.00	20	75.00	\$0	Not-Awarded	
76039	Central New York	DEC	DEC EPG	Sewer Project	Town of Sandy Creek	46.00	20	66.00	\$30,000	Awarded	
74577	Central New York	DEC	DEC EPG	Wastewater Treatment System Improvements	Village Of Pulaski Sewer Board	32.00	20	52.00	\$30,000	Awarded	
76689	Central New York	DEC	DEC EPG	Town of Hastings Infiltration and Inflow Study	Town of Hastings	32.00	15	47.00	\$30,000	Awarded	
74394	Central New York	DEC	DEC EPG	Wastewater Treatment Plant Improvements	Village of Marathon	27.00	20	47.00	\$30,000	Awarded	
74687	Central New York	DEC	DEC EPG	Municipal Sewer System	Village of Sandy Creek	26.00	20	46.00	\$0	Not-Awarded	
73871	Central New York	DEC	DEC EPG	Sewer Feasibility Study	Town of Brutus	26.00	20	46.00	\$0	Not-Awarded	
76219	Central New York	DEC	DEC EPG	Sewer Feasibility Study	Town of DeRuyter	26.00	20	46.00	\$0	Not-Awarded	
76376	Central New York	DEC	DEC EPG	Village of Parish Wastewater Treatment Plant Improvements Project	Village of Parish	27.00	15	42.00	\$0	Not-Awarded	
74391	Central New York	DEC	DEC WQIP MS4	Advanced Syracuse Urban Area Comprehensive Storm Sewer Mapping Project	Town of DeWitt	55.00	20	75.00	\$86,250	Awarded	
76214	Central New York	DEC	DEC WQIP NPS	Cayuga County Erosion Control	Cayuga County Soil and Water Conservation District	48.00	20	68.00	\$300,000	Awarded	
73516	Central New York	DEC	DEC WQIP NPS	Owasco Lake Watershed Streambank and Shoreline Repair Project	Cayuga County Soil and Water Conservation District	48.00	15	63.00	\$467,770	Awarded	
72261	Central New York	DEC	DEC WQIP NPS	Onondaga County Hydroseeding Projects	Onondaga County Soil and Water Conservation District	44.00	15	59.00	\$171,890	Awarded	
72799	Central New York	DEC	DEC WQIP NPS	Owasco Lake Streambank and Riparian Buffer Restoration Project	Cayuga County Soil and Water Conservation District	34.00	20	54.00	\$280,000	Awarded	
74761	Central New York	DEC	DEC WQIP NPS	Ley Creek Improvements	Village of East Syracuse	18.00	20	38.00	\$0	Not-Awarded	
77011	Central New York	DEC	DEC WQIP NPS	Willow Brook Stream Stabilization	Town of Skaneateles	12.00	20	32.00	\$0	Not-Awarded	
74819	Central New York	DEC	DEC WQIP SWP	Skaneateles Lake Watershed Conservation Partnership Land Acquisition	Finger Lakes Land Trust, Inc.	60.00	20	80.00	\$1,410,050	Awarded	
76174	Central New York	DEC	DEC WQIP SWP	Owasco Lake Source Water Protection Program	The Nature Conservancy	46.00	15	61.00	\$1,124,069	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74909	Central New York	DEC	DEC WQIP SWP	Land Acquisition for Source Water Protection	Village of Union Springs	33.00	20	53.00	\$259,600	Awarded	
74112	Central New York	DEC	DEC WQIP WWT GEN	Auburn Wastewater Treatment Infrastructure Project	City of Auburn	42.00	20	62.00	\$0	Not-Awarded	
72486	Central New York	DEC	DEC WQIP WWT GEN	Municipal Wastewater System Installation	Town of Oswego	21.00	20	41.00	\$0	Not-Awarded	
74802	Central New York	DEC	DEC WQIP WWT TMDL	Wastewater Treatment Plant Facility Upgrades	Village of Marcellus	66.00	20	86.00	\$1,000,000	Awarded	
74469	Central New York	DEC	DEC WQIP WWT TMDL	Wastewater Treatment Plant Improvement Project	Village of Hamilton	64.00	20	84.00	\$1,000,000	Awarded	
73637	Central New York	DOL	DOL EET	Direct Support Professional Training	Cayuga Home for Children	66.10	15	81.10	\$52,992	Awarded	
76633	Central New York	DOL	DOL EET	Specialty Trade Constructor Skills Training	Responsive to Our Community, Inc.	24.00	15	39.00	\$0	Not-Awarded	
73151	Central New York	DOL	DOL UWT	Pathways to Employment	Onondaga Community College	63.20	20	83.20	\$99,957	Awarded	
73965	Central New York	DOL	DOL UWT	Kitchen Works	Catholic Charities of the Roman Catholic Diocese of Syracuse	59.20	20	79.20	\$100,000	Awarded	
76633	Central New York	DOL	DOL UWT	Construction Skills Training Program	Responsive to Our Community, Inc.	58.40	15	73.40	\$12,878	Awarded	
75355	Central New York	DOL	DOL UWT	Career Solutions Academy	Learning Disabilities Association of Central New York, Inc.	54.80	15	69.80	\$100,000	Awarded	
72773	Central New York	DOL	DOL UWT	Tourism & Travel Skills Training	United Cerebral Palsy Association of Cayuga County, Inc.	47.90	20	67.90	\$97,025	Awarded	
73968	Central New York	DOL	DOL UWT	Culinary Corps	Clear Path for Veterans, Inc.	44.40	20	64.40	\$89,348	Awarded	
73547	Central New York	DOL	DOL UWT	Build To Work	Jubilee Homes of Syracuse, Inc.	43.90	10	53.90	\$0	Not-Awarded	
75571	Central New York	DOL	DOL UWT	Food Service Skills Training	The Rescue Mission Alliance of Syracuse, N.Y.	13.00	20	33.00	\$0	Not-Awarded	
76260	Central New York	DOS	DOS LGE	Cortland/Homer Joint Water Meter Project Phase 3	City of Cortland	43.00	20	63.00	\$400,000	Awarded	
74573	Central New York	DOS	DOS LGE P	Shared Municipal Building Feasibility Study	Town of Brutus	40.67	20	60.67	\$8,500	Awarded	
75962	Central New York	DOS	DOS LGE P	comp plan update	Oswego County	23.33	20	43.33	\$0	Not-Awarded	
72508	Central New York	DOS	DOS LWRP	Onondaga Lake Waterfront Planning	Onondaga County	72.50	20	92.50	\$330,000	Awarded	
75756	Central New York	DOS	DOS LWRP	Local Waterfront Revitalization Program	Town of Cicero	72.00	20	92.00	\$56,250	Awarded	
75263	Central New York	DOS	DOS LWRP	Frontenac Park Boat Launch Design and Construction	Village of Union Springs	70.00	20	90.00	\$154,350	Awarded	
71799	Central New York	DOS	DOS LWRP	Streetscape and Infrastructure Improvements Feasibility Study	Village of Union Springs	70.00	20	90.00	\$150,000	Awarded	
73655	Central New York	DOS	DOS LWRP	Oneida Lake Nine Element Watershed Management Plan	Madison County	69.00	20	89.00	\$336,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75072	Central New York	DOS	DOS LWRP	Brewerton Streetscape Improvements Phase III Design and Construction	Town of Cicero	66.00	20	86.00	\$393,750	Awarded	
76019	Central New York	DOS	DOS LWRP	Riverside Regional Public Market Construction and Local Waterfront Revitalization Program	City of Auburn	70.00	15	85.00	\$0	Not-Awarded	
76911	Central New York	DOS	DOS LWRP	Wrights Landing Marina and Breitbeck Park Shoreline Enhancement	City of Oswego	69.00	15	84.00	\$0	Not-Awarded	
74851	Central New York	DOS	DOS LWRP	Clinton Avenue Streetscape Improvements Design	City of Cortland	68.00	15	83.00	\$0	Not-Awarded	
72392	Central New York	DOS	DOS LWRP	Otisco Lake Watershed Management Plan Implementation	Onondaga County	63.00	20	83.00	\$0	Not-Awarded	
75279	Central New York	EFC	EFC GIGP	South Salina Street Green Corridor	Onondaga County	69.00	10	79.00	\$1,310,000	Awarded	
71098	Central New York	EFC	EFC GIGP	Green Infrastructure Improvements	Green Lakes State Park	55.00	15	70.00	\$1,000,000	Awarded	
73644	Central New York	EFC	EFC GIGP	Owasco Flats Floodplain Reconnection	Cayuga County	47.00	20	67.00	\$600,000	Awarded	
75063	Central New York	EFC	EFC GIGP	Perplexity Creek Revitalization	City of Cortland	29.00	20	49.00	\$0	Not-Awarded	
72877	Central New York	EFC	EFC GIGP	Phoenix GIGP	Village of Phoenix	21.00	15	36.00	\$0	Not-Awarded	
74551	Central New York	EFC	EFC GIGP	Green Parking Lot	Society of Concord	23.00	10	33.00	\$0	Not-Awarded	
74384	Central New York	ESD	ESD Grants	Neighborhood Place Based Economic Development and Revitalization	Home HeadQuarters, Inc.	72	20	92	\$314,000	Awarded	Andrew Fish, Ben Sio, Rob Simpson
77216	Central New York	ESD	ESD Grants	Refrigerating and Packing Facility	Martens Companies, LLC	72	20	92	\$940,000	Awarded	
76555	Central New York	ESD	ESD Grants	Implementation of World Class Manufacturing Process	Fulton Group NA, Inc. and Affiliates	71	20	91	\$1,500,000	Awarded	
73800	Central New York	ESD	ESD Grants	Douglas Outdoors Expansion	Douglas Outdoors, LLC	70	20	90	\$683,500	Awarded	
76977	Central New York	ESD	ESD Grants	Hill Country Farm Brewery	Hill Country Farm Brewery, LLC	70	20	90	\$115,000	Awarded	
76834	Central New York	ESD	ESD Grants	PC Brewing Expansion	PC Brewing	70	20	90	\$900,000	Awarded	
74060	Central New York	ESD	ESD Grants	Apple Acres Expansion	Apple Acres, LLC	69	20	89	\$550,000	Awarded	
74852	Central New York	ESD	ESD Grants	Gutchess Athletic Complex Development	Town of Cortlandville	69	20	89	\$862,000	Awarded	
74553	Central New York	ESD	ESD Grants	Refrigerated Dairy Food Warehouse	Hudsons Dairy, Inc.	69	20	89	\$220,000	Awarded	
77034	Central New York	ESD	ESD Grants	Virgilios Event Centre	Virgilio's Event Centre, LLC	69	20	89	\$200,000	Awarded	
72494	Central New York	ESD	ESD Grants	321-323 South Salina Street Project	321 South Salina Street, LLC	68	20	88	\$320,000	Awarded	
74461	Central New York	ESD	ESD Grants	Ames Building Reconstruction	D. Yaman Properties, LLC	68	20	88	\$240,000	Awarded	
72657	Central New York	ESD	ESD Grants	Brockway Bedding	Brockway Bedding INC	68	20	88	\$325,000	Awarded	
71372	Central New York	ESD	ESD Grants	Contento's Recycling Center	Contento's Recycling LLC	68	20	88	\$145,000	Awarded	
73507	Central New York	ESD	ESD Grants	Currier Plastics Medical Market Expansion	Currier Plastics, Inc	68	20	88	\$1,800,000	Awarded	John Currier

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74723	Central New York	ESD	ESD Grants	Headquarters and Roastery Expansion	La Roasteria, Inc., dba Café Kubal	68	20	88	\$110,000	Awarded	
76842	Central New York	ESD	ESD Grants	Pinckney Hugo Expansion	Pinckney Hugo Group, LLC	68	20	88	\$100,000	Awarded	Jack Webb
75857	Central New York	ESD	ESD Grants	Post Standard Building Mixed-use Redevelopment	101 North Salina Street, LLC	68	20	88	\$1,500,000	Awarded	
75678	Central New York	ESD	ESD Grants	Schines Theatre Restoration	Schines Theater, LLC	68	20	88	\$1,200,000	Awarded	
76760	Central New York	ESD	ESD Grants	Camelot Lodge Downtown Redevelopment	Camelot Lodge, LLC	67	20	87	\$165,000	Awarded	
75167	Central New York	ESD	ESD Grants	Central Association for the Blind - Contact Center	Central Association for the Blind, inc.	67	20	87	\$232,000	Awarded	
73530	Central New York	ESD	ESD Grants	Copper John Reshoring and Expansion	Copper John Corporation	67	20	87	\$280,000	Awarded	
75111	Central New York	ESD	ESD Grants	Aurelius Industrial Park Sewer Line	Cayuga County Industrial Development Agency	66	20	86	\$283,000	Awarded	Tracy Verrier
74587	Central New York	ESD	ESD Grants	Expansion of Veterans Programs	Clear Path for Veterans, Inc.	66	20	86	\$483,000	Awarded	
77174	Central New York	ESD	ESD Grants	Four Seasons College Farm Initiative at Morrisville State College	Morrisville State College	66	20	86	\$1,200,000	Awarded	Tim Penix, Danieel Laraque-Arena
76777	Central New York	ESD	ESD Grants	PalmerRice	R.O.D.E South Ave, LLC	66	20	86	\$235,000	Awarded	
75222	Central New York	ESD	ESD Grants	Soybean Extruding Plant	Du Mond Grain, LLC	66	20	86	\$655,000	Awarded	
75115	Central New York	ESD	ESD Grants	600 North Franklin Street Renovations	Dupli Associates LLC	65	20	85	\$500,000	Awarded	
75545	Central New York	ESD	ESD Grants	Connector to Reopen Pool Access	YMCA of Oswego, Inc.	65	20	85	\$150,000	Awarded	
72677	Central New York	ESD	ESD Grants	Global Technology Center Phase II	Marquardt Switches Inc	65	20	85	\$600,000	Awarded	
75372	Central New York	ESD	ESD Grants	New Feed Facility and Rail Siding	North Ridge Dairy	65	20	85	\$267,500	Awarded	
75851	Central New York	ESD	ESD Grants	New Industrial Laundry for Healthcare	BTCNY, LLC	65	20	85	\$860,000	Awarded	
74564	Central New York	ESD	ESD Grants	PACE CNY Transportation Logistics Center	PACE CNY	65	20	85	\$965,000	Awarded	
76203	Central New York	ESD	ESD Grants	Production Rehab and Upgrade	Matt Industries, Inc.	65	20	85	\$175,000	Awarded	
75001	Central New York	ESD	ESD Grants	Redevelopment of Shopping Center for Non-Profits Agencies	D. Yaman Properties, LLC	65	20	85	\$925,000	Awarded	Brian Tobin
75401	Central New York	ESD	ESD Grants	Feldmeier Equipment New Facility	Feldmeier Equipment, Inc.	63	20	83	\$0	Not Awarded	
77047	Central New York	ESD	ESD Grants	Equipment Purchase for Production	Eco-Baggeez, LLC	61	20	81	\$0	Not Awarded	
72631	Central New York	ESD	ESD Grants	Seward House Museum Woodshed Revitalization Phase 2	Seward House Museum	60	20	80	\$0	Not Awarded	
76969	Central New York	ESD	ESD Grants	831 West Fayette St Development	Strathmore Community Development Group, LLC	60	15	75	\$0	Not Awarded	
74550	Central New York	ESD	ESD Grants	313 S Salina Street	Vengeance Lofts LLC	59	15	74	\$0	Not Awarded	
75571	Central New York	ESD	ESD Grants	Food Service Center Expansion	Rescue Mission Alliance	54	20	74	\$0	Not Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
76707	Central New York	ESD	ESD Grants	Onondaga Commons OnTech Charter School	Brine Wells Development, LLC	59	15	74	\$0	Not Awarded	
76149	Central New York	ESD	ESD Grants	InSourcing Test Kitchen for Foodpreneurs	InSourcing	58	15	73	\$0	Not Awarded	
71740	Central New York	ESD	ESD Grants	Midstate Youth Hockey Expansion	Midstate Youth Hockey Association	58	15	73	\$0	Not Awarded	
77002	Central New York	ESD	ESD Grants	Salt Springs Road Water District	Town of Sullivan	58	15	73	\$0	Not Awarded	
76631	Central New York	ESD	ESD Grants	Fios Trio	Todd A. Fiorenza	57	15	72	\$0	Not Awarded	
76633	Central New York	ESD	ESD Grants	Madison House	Responsive to Our Community, Inc	57	15	72	\$0	Not Awarded	
77133	Central New York	ESD	ESD Grants	Health Wellness Community	Live It Fitness Training, LLC	56	15	71	\$0	Not Awarded	
77206	Central New York	ESD	ESD Grants	THE COSMOPOLITAN HISTORIC REHABILITATION	BUILDING J DEVELOPMENT, LLC	56	15	71	\$0	Not Awarded	
71776	Central New York	ESD	ESD Grants	Willowbrook Crossing	RHS Holdings, LLC	56	15	71	\$0	Not Awarded	Jack Webb
76141	Central New York	ESD	ESD Grants	Amphion Building Mixed-use Redevelopment	ML LG ACQ GRP 1 LLC, dba Syracuse Scale Historic Redevelopment Team	54	15	69	\$0	Not Awarded	
75230	Central New York	ESD	ESD Grants	Recirculating Aquaculture Systems	Finger Lakes Fish, Inc.	54	15	69	\$0	Not Awarded	
73913	Central New York	ESD	ESD Grants	Lakeland Park Lakefront Enhancement Project	Village of Cazenovia	53	15	68	\$0	Not Awarded	
77087	Central New York	ESD	ESD Grants	Salina 1st LLC	Salina 1st LLC	53	15	68	\$0	Not Awarded	
76319	Central New York	ESD	ESD Grants	728 East Genesee Street Mixed-use Redevelopment	728 EGSU LLC	51	15	66	\$0	Not Awarded	
73813	Central New York	ESD	ESD Grants	Safe Haven Museum Exhibits and Marketing	Safe Haven, Inc.	46	20	66	\$0	Not Awarded	
72486	Central New York	ESD	ESD Grants	Route 104 Sewer	Town of Oswego	45	20	65	\$0	Not Awarded	
72566	Central New York	ESD	ESD Grants	Camillus Mills Phase 2	Camillus Mills Redevelopment Company, Inc	49	10	59	\$0	Not Awarded	
74175	Central New York	ESD	ESD Grants	Upstate Coin and Gold Expansion	That Was Random, Inc.	49	10	59	\$0	Not Awarded	
76911	Central New York	ESD	ESD Grants	Phase II Oswego West Side Waterfront Enhancement	City of Oswego	43	15	58	\$0	Not Awarded	
73942	Central New York	ESD	ESD Grants	NICU Expansion	Crouse Health Hospital, Inc.	47	10	57	\$0	Not Awarded	Rob Simpson
75532	Central New York	ESD	ESD Grants	400 Erie Blvd. West Redevelopment	Erie Boulevard Development, LLC	46	10	56	\$0	Not Awarded	
76854	Central New York	ESD	ESD Grants	Building UpdatesUpgrades	Construction Associates	41	10	51	\$0	Not Awarded	
74135	Central New York	ESD	ESD Grants	Dig Safely NY New Facility	Dig Safely New York, Inc.	45	5	50	\$0	Not Awarded	
73393	Central New York	ESD	ESD Grants	Upscale Extended Stay Hotel Development	Mr. Kayur Patel	43	5	48	\$0	Not Awarded	
75672	Central New York	ESD	ESD Grants	The Kimberly Enterprise Center Mixed-use Redevelopment	The Kimberly at Grant Boulevard, LLC	41	5	46	\$0	Not Awarded	
77036	Central New York	ESD	ESD Grants	ASLF Headquarters Front Roof Structural Renovation	Paul Harris	38	5	43	\$0	Not Awarded	
74541	Central New York	ESD	ESD MNY	Arts Tourism Campaign 2018	CNY Arts, Inc.	69.33	20	89.33	\$150,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
76648	Central New York	ESD	ESD MNY	International Trails Symposium Event	CenterState CEO	56.00	20	76.00	\$150,000	Awarded	
76977	Central New York	ESD	ESD MNY	Hill Country Farm Brewery	Hill Country Farm Brewery	54.33	20	74.33	\$53,000	Awarded	
71740	Central New York	ESD	ESD MNY	Capital Expansion	Midstate Youth Hockey Association, Inc.	56.00	15	71.00	\$690,000	Awarded	
77073	Central New York	ESD	ESD MNY	Central NY Winter Marketing Initiative	Visit Syracuse	45.67	20	65.67	\$0	Not-Awarded	
74587	Central New York	ESD	ESD MNY	Program Expansion Plan	Clear Path for Veterans	41.33	20	61.33	\$0	Not-Awarded	
75734	Central New York	ESD	ESD MNY	New York State Pizza Fest	Cortland Downtown Partnership	35.00	20	55.00	\$0	Not-Awarded	
73813	Central New York	ESD	ESD MNY	Safe Haven Museum Exhibits and Marketing	Safe Haven, Inc.	14.00	20	34.00	\$0	Not-Awarded	
76366	Central New York	ESD	ESD SPFS	Syracuse Village Hawley Avenue Phase I Project	Sankofa NEST, Inc.	65	20	85	\$50,000	Awarded	
72242	Central New York	HCR	HCR CDBG PI	Village of Cleveland Water System Improvements	Village of Cleveland	27.00	20	47.00	\$0	Not-Awarded	
75718	Central New York	HCR	HCR CDBGME	Cortland County Microenterprise Program	Cortland County	59.00	20	79.00	\$200,000	Awarded	
74443	Central New York	HCR	HCR CDBGME	Village of Homer Microenterprise Program	Village of Homer	52.00	20	72.00	\$200,000	Awarded	
74740	Central New York	HCR	HCR NYMS	Salina-Warren Main Street Project	Downtown Syracuse Committee, Inc.	68.00	15	83.00	\$500,000	Awarded	
75290	Central New York	HCR	HCR NYMS	Downtown Canastota Main Street	Madison County	60.00	20	80.00	\$300,000	Awarded	
74622	Central New York	HCR	HCR NYMS	Fair Haven New York Main Street Renovations	Village of Fair Haven	54.00	15	69.00	\$275,000	Awarded	
72125	Central New York	HCR	HCR NYMS	Village of Liverpool NY Main Street Program	Onondaga County Community Development	36.00	20	56.00	\$0	Not-Awarded	
72346	Central New York	Parks	OPRHP HAS D	Onondaga Historical Association Lobby Restoration	Onondaga Historical Association	41.50	20	61.50	\$22,160	Awarded	
73763	Central New York	Parks	OPRHP HAS D	Sharing Spaces - Lockwood Parish House	St. Paul's Church in Syracuse, Inc.	42.50	15	57.50	\$0	Not-Awarded	
72300	Central New York	Parks	OPRHP HP D	Aqueduct Park Pier and Spillway Reconstruction Project	Town of Brutus	50.00	15	65.00	\$352,000	Awarded	
74462	Central New York	Parks	OPRHP HP D	Fire Station Window Project	City of Cortland	46.00	15	61.00	\$178,305	Awarded	
73538	Central New York	Parks	OPRHP HP D	Onondaga Park Wall Restoration	City of Syracuse	38.50	20	58.50	\$411,330	Awarded	
77004	Central New York	Parks	OPRHP HP D	Oswego City Hall Preservation	City of Oswego	40.50	15	55.50	\$500,000	Awarded	
72346	Central New York	Parks	OPRHP HP D	Onondaga Historical Association Lobby Restoration	Onondaga Historical Association	35.00	20	55.00	\$0	Not-Awarded	
76810	Central New York	Parks	OPRHP HP D	Aurora Masonic Center Preservation	Aurora Masonic Center	38.50	15	53.50	\$0	Not-Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
74143	Central New York	Parks	OPRHP HP D	Cortland County Courthouse Steps Rehabilitation	Cortland County	33.50	20	53.50	\$0	Not-Awarded	
73763	Central New York	Parks	OPRHP HP D	Sharing Spaces - Lockwood Parish House	St. Paul's Church in Syracuse, Inc.	38.50	15	53.50	\$0	Not-Awarded	
73958	Central New York	Parks	OPRHP HP D	South Presbyterian Roof Repairs	Greater Syracuse Property Development Corporation	37.50	15	52.50	\$0	Not-Awarded	
72631	Central New York	Parks	OPRHP HP D	Seward House Museum Woodshed Revitalization Phase 2	Seward House Museum	28.50	20	48.50	\$0	Not-Awarded	
72193	Central New York	Parks	OPRHP HP D	Dorothy Riester House and Studio Rehabilitation	Stone Quarry Hill Art Park	25.00	20	45.00	\$0	Not-Awarded	
74883	Central New York	Parks	OPRHP HP P	Stabilization of the Case Research Laboratory	Cayuga Museum of History and Art	40.00	20	60.00	\$0	Not-Awarded	
75116	Central New York	Parks	OPRHP PKS A	Hastings Lighthouse Park Acquisition Project	Town of Hastings	35.50	15	50.50	\$0	Not-Awarded	
72807	Central New York	Parks	OPRHP PKS D	Lenox Canastota Wampsville Rail Trail (LCWRT)	Town Of Lenox	60.75	15	75.75	\$200,000	Awarded	
73363	Central New York	Parks	OPRHP PKS D	Emerson Park Improvements	Cayuga County	54.00	20	74.00	\$482,188	Awarded	
74648	Central New York	Parks	OPRHP PKS D	North Center Street Neighborhood Park	Village of East Syracuse	57.25	15	72.25	\$139,500	Awarded	
75907	Central New York	Parks	OPRHP PKS D	Montezuma Heritage Park Improvement Project	Town of Montezuma	47.25	20	67.25	\$0	Not-Awarded	
73913	Central New York	Parks	OPRHP PKS D	Lakeland Park Lakefront Enhancement Project	Village of Cazenovia	50.25	15	65.25	\$0	Not-Awarded	
74733	Central New York	Parks	OPRHP PKS D	Burnet Park Pool Renovation	City of Syracuse	44.75	20	64.75	\$0	Not-Awarded	
72300	Central New York	Parks	OPRHP PKS D	Aqueduct Park Pier and Spillway Reconstruction Project	Town of Brutus	46.25	15	61.25	\$0	Not-Awarded	
75263	Central New York	Parks	OPRHP PKS D	Frontenac Park Boat Launch	Village of Union Springs	40.25	20	60.25	\$0	Not-Awarded	
73538	Central New York	Parks	OPRHP PKS D	Onondaga Park Wall Restoration	City of Syracuse	36.55	20	56.55	\$0	Not-Awarded	
75358	Central New York	Parks	OPRHP PKS D	Camp Hollis	Oswego County	22.00	20	42.00	\$0	Not-Awarded	
72083	Central New York	Parks	OPRHP PKS P	Erie Canal Rewatering and Trail Connections Project	Village of Port Byron	52.45	15	67.45	\$418,300	Awarded	
72384	Central New York	Parks	OPRHP RTP D	Chenango Canal Towpath Trail	Chenango Canal Association, Inc.	56.00	20	76.00	\$54,704	Awarded	
71886	Central New York	Parks	OPRHP RTP M	Trail Grooming Equipment	Redfield Snowmobile Association, Inc.	47.00	20	67.00	\$200,000	Awarded	
72070	Central New York	Parks	OPRHP RTP M	Snowmobile Trail Groomer	Square Valley Trail Blazers, Inc.	48.00	15	63.00	\$185,000	Awarded	
76911	Central New York	Parks	OPRHP RTP NM	Phase II - Oswego West Side Waterfront Enhancement	City of Oswego	31.00	15	46.00	\$0	Not-Awarded	
75272	Central New York	Parks	OPRHP RTP NMD	Nelson Swamp Trail Project	Town of Nelson	43.50	15	58.50	\$0	Not-Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
71524	Central New York	Parks	OPRHP RTP NMD	Hope Lake Project	Town of Virgil	27.50	15	42.50	\$0	Not-Awarded	

2017 Program Legend

Agency	Abbreviation	Program Name
Ag & Mkts	Ag & Mkts GCAP	NYS Grown & Certified Agricultural Producers' Grant Program
Arts	Arts ACFIP	NYSCA/ESD Arts & Cultural Facilities Improvement Program
Arts	Arts ACIP	Arts and Cultural Impact Programming
Arts	Arts WIP	Workforce Investment Program
Arts	Arts WRP	Workforce Readiness Program
Canals	Canals	Canalway Grant Program
DEC	DEC CSC C	Climate Smart Communities Program - Certification
DEC	DEC CSC I	Climate Smart Communities Program - Implementation
DEC	DEC EPG	Engineering Planning Grant
DEC	DEC WQIP AHR	Water Quality Improvement Project - Aquatic Habitat Restoration
DEC	DEC WQIP MS4	Water Quality Improvement Project - Municipal Separate Storm Sewer Systems
DEC	DEC WQIP NPS	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
DEC	DEC WQIP NPS OGL-NBS	Water Quality Improvement Program - Oceans and Great Lakes, Nature Based Shoreline Projects
DEC	DEC WQIP Salt	Water Quality Improvement Program - Salt
DEC	DEC WQIP SWP	Water Quality Improvement Program - Land Acquisition for Source Water Protection
DEC	DEC WQIP WWT CSO/SSO	Water Quality Improvement Program - Combined Sewer Overflow/Sanitary Sewer Overflow
DEC	DEC WQIP WWT DIS	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DEC	DEC WQIP WWT GEN	Water Quality Improvement Program - General Wastewater Improvements
DEC	DEC WQIP WWT IOS	Water Quality Improvement Program - Inadequate On-Site Septic Systems
DEC	DEC WQIP WWT TMDL	Water Quality Improvement Program - Total Maximum Daily Load
DOL	DOL EET	Existing Employee Training
DOL	DOL UWT	Unemployed Worker Training
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LGE P	Local Government Efficiency Program - Planning
DOS	DOS LWRP	Local Waterfront Revitalization Program
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD HSSP	Innovation Hot Spot Support Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBG PF	Community Development Block Grant - Public Facilities
HCR	HCR CDBG PI	Community Development Block Grant - Public Infrastructure
HCR	HCR NYMS	New York Main Street
OPRHP	OPRHP HAS A	Heritage Area Systems (Acquisition)
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HAS P	Heritage Area Systems (Planning)
OPRHP	OPRHP HP A	Historic Property (Acquisition)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS P	Parks (Planning)
OPRHP	OPRHP RTP D	Parks - Recreational Trails Program Diverse
OPRHP	OPRHP RTP M	Parks - Recreational Trails Program Motorized
OPRHP	OPRHP RTP MD	Parks - Recreational Trails Program Motorized Diverse
OPRHP	OPRHP RTP NM	Parks - Recreational Trails Program Non-Motorized
OPRHP	OPRHP RTP NMD	Parks - Recreational Trails Program Non-Motorized Diverse