

2013 Regional Council Process & Consolidated Funding Applications

Background:

Governor Andrew M. Cuomo established the Regional Economic Development Councils (REDC) to serve as a community driven, regional approach to economic development in New York State. Each Council is made up to 30 members representing business, academia, labor, community and not-for-profit organizations, and government leaders throughout the region.

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

In 2012, the Councils went a step further and produced Strategic Implementation Agendas that built upon the progress from the first round and further developed and refined their Regional five-year Strategic Plans by undertaking four primary activities: (1) Establishing a framework to advance the Regional Strategic Plan; (2) Implementing the strategies laid out in the Strategic Plan; (3) Creating a project pipeline; and (4) providing a progress report documenting the Council's success in implementing its Strategic Plan.

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

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

Statewide Endorsement Standards

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

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

2013 Competition:

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

By incentivizing implementation of the strategic plans, Regional Councils, businesses, educational institutions, local governments, not-for-profit groups and other stakeholders are further motivated to work together to accomplish the regional vision for economic growth. Project funding was awarded in all ten Regional Councils through the 2013 CFA; however, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) Implementation of regional strategic economic development strategic plans;
- 2) Performance in encouraging economic growth through job creation and investment; and
- 3) Identification of transformative projects that support interregional collaboration.

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

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

The SIAT provided an assessment of each plan and made recommendations to Kenneth Adams, President, CEO, & Commissioner of Empire State Development, of the five reports that most closely aligned with these criteria. President Adams accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded five regions with the top Implementation Agenda up to \$35 million in funding consisting of \$25 million in capital grants and \$10 million in Excelsior tax credits for Priority Projects identified in their Strategic Plans. The balance of the incentives was awarded to projects identified by the Councils as in alignment with their strategies and priorities.

In addition, project sponsors applied for over \$500 million in economic development resources available from 12 state agencies through the CFA. The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency team analysis and agency discretion.

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

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

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

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

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

MEMORANDUM

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

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

Subject: Review of 2013 Regional Economic Development Councils' Progress

Date: December 6, 2013

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

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

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

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

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

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

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

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

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

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

2013 Competition

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

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

Awards

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

Finger Lakes Regional Economic Development Council

Assessment of the 2013 Progress Report

Part One: Implementation of the Strategic Plan

A. Keep the project pipeline flowing.

The Finger Lakes Regional Economic Development Council (FLREDC) keeps the project pipeline flowing in a consistent fashion. The various work groups and task forces created by the FLREDC are tasked with maintaining a project pipeline which becomes the basis for the recommended projects each year. Ten projects are also identified as part of a 5 year pipeline for future development.

At the FLREDC presentation, “project readiness” was described as the primary criterion for project consideration by the FLREDC.

The FLREDC also sponsored a series of workshops in four different locations in the region on the funding opportunities available through the CFA process.

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

The Finger Lakes Innovation Hot Spot proposal builds upon one of the cornerstones of the FLREDC Strategic Plan – namely, strengthening academic and industry partnerships and accelerating technology transfer. The Finger Lakes Innovation Hot Spot Consortium would tie together already-existing incubator programs and business support organizations, and is expected to double the annual regional output of companies that graduate from incubators from 10 to 20 within 3 years.

High Tech Rochester’s (HTR) existing Entrepreneurship-In-Residence (EIR) program will be expanded by hiring five local business executives with start-up experience to advise and mentor companies. EIRs will be based at HTR, RIT’s Venture Creations, and the RIT Center for Urban Entrepreneurship and each will be assigned to counties without an incubator and to colleges without commercialization programs. The program will also provide the professional services necessary to support early stage businesses.

An additional \$3M is requested to help build a \$9.5M facility to house the Innovation Hot Spot Consortium and anchor a mixed use development project at Alexander Park in Rochester.

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 Opportunity Agenda encompasses workforce development priorities, focusing on healthcare, business services, and technology-driven manufacturing training. It targets the El Camino neighborhood in the City of Rochester for a comprehensive and coordinated strategy related to job training, which could be replicated in other urban areas. It proposes to provide access to education and training directly

linked to employment in advanced manufacturing. The central program is Monroe Community College's Accelerated Precision Tooling Certificate Program which allows completion of a full certificate within six months, with credits equaling half an associate's degree.

A set of public-private partnerships to address other fundamental needs will be promoted and fostered through existing work groups. Examples of specific strategies and projects include:

Access to Affordable Housing

- Sibley Downtown Affordable Housing Project
- Urban League of Rochester Affordable Housing Project

Access to Healthy Nutritious Food

- Foodlink Food Hub
- Rochester Public Market

Access to Quality Health Care and Health Education

- Finger Lakes Health Collaborative
- Bivona Child Advocacy Center

Access to Immediate and Sustained Employment

- Weldrite Closures
- Sibley Affordable Historic Redevelopment Project
- Multiple Pathways to Middle Skills Jobs
- Hillside Work-Scholarship Connection

The Opportunity Agenda Task Force will have the responsibility for defining and measuring performance metrics, and coordinating the progress work groups are making on key opportunity agenda projects.

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

The Workforce Development Work Group has oversight of initiatives to develop skills for the workplace. New initiatives include:

- The Nazareth College Wellness Rehabilitation Institute – healthcare
- The St. John Fisher College Integrated Science and Health Sciences Building – science and healthcare
- The Roberts Wesleyan College Science and Nursing Center – science and nursing
- Hillside Work-Scholarship Connection – healthcare, advanced manufacturing, skilled trades, culinary, and information technology

In all, twenty-one workforce development projects received funding during the 2011 and 2012 CFA process.

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

The FLREDC's standing work groups are populated with elected and administrative officials. For example:

- Economic development officials from across the region who helped create the Finger Lakes Sustainability Plan oversee its implementation
- Rochester mayor Thomas Richards co-chaired the Opportunity Agenda work group, working with area leaders to create the plan
- Local industrial and economic development agencies endorsed the Council's priority projects and provided assistance to efforts such as the STAMP project and Penn Yan waterfront redevelopment

FLREDC members continue to meet regularly with local officials and organizations, such as the Monroe County Council of Governments, to provide updates on FLREDC activities.

F. Advance regional Cleaner, Greener Communities sustainability plans.

A sustainability work group was created to oversee implementation of Phase 2 Cleaner, Greener funding and to help instill sustainable practices during the overall implementation of the FLREDC strategic plan.

All projects considered "sustainable" were flagged in the progress report with a special designation (green leaf). More than 20 projects were flagged, such as the Pollution Prevention Institute Food Processing Sustainable Manufacturing Project. This project will assist food processing companies located in the Finger Lakes, Central New York and Western New York regions to implement sustainable practices.

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

The FLREDC builds on the core strategies developed in the original 2011 Strategic Plan to accelerate job creation and strengthen quality of life. The goals and strategies continue to provide context for the identified projects and other actions cited in the progress report.

The FLREDC added a new work group on sustainability and an Opportunity Agenda task force. The FLREDC already was committed to Workforce Development, with a previously declared regional strategy to "Align Workforce Development Efforts with Sector Needs."

The FLREDC articulates several "cross-cutting regional strategies" and business sector-specific strategies. The FLREDC assigned each of the 15 work groups to oversee projects to advance sector-specific strategies. It is not always clear which work group has the responsibility for those projects that address cross cutting regional strategies.

Strategies apply directly to barriers or articulate benefits to be derived to the economy, and the projects offered are consistent with the strategies that have been put forth. As part of business sector-specific strategies, several new ventures have located in the region, including:

- Advanced Manufacturing Sector: Intrinsic Materials, Quintel Technology, and Omni-D, all managed by private equity firm Trillium, relocated to the Eastman Business Park creating 65 jobs and expecting to grow to 250 jobs.
- Business Services Sector: Sutherland Global Services received support in 2011 and expanded its call-center operations at four Monroe County locations and has exceeded its goal of hiring 400 new full time employees.
- Energy Innovation sector: NOHMS Technology, which is developing a new battery technology, moved to the Eastman Business Park with the support of ESD and NYSERDA to continue its research collaboration with NY-BEST. The \$4.3 million investment will create 104 jobs.

The FLREDC remains committed to its previously identified highest priority project, the Eastman Business Park, and has added another priority project, the Eastman Business Park Fermentation Center. The new project seeks \$3M in ESD grants to support a \$25.8 M project expected to create 600 jobs over 5 years. The FLREDC is also seeking continued support for the Finger Lakes Business Accelerator Cooperative to allow for the complete build-out of the new hub facility at Alexander Park. The initiative is expected to create more than 1,000 jobs in the form of start-up creation and business expansion over 5 years.

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

While the assessment of the FLREDC 2012 Strategic Plan Progress Report and implementation plan did not identify specific weaknesses, it did note that while the template for the work group dashboard, designed to concisely measure and report on the performance against goals for each work group, was not completed in 2012, it could be an effective tool for measuring progress. Indeed, the 2013 update includes a completed Work Group Dashboard for all of the REDC work groups. The dashboards have proved to be an effective tool for demonstrating the progress of each work group on meeting overall performance goals, as well as the progress on priority projects which are contributing to the work group's goals.

There is continued commitment to ongoing oversight and involvement in project development by the Executive Committee and the work groups. The creation in 2012 of a work group focused on workforce development and projects that would create jobs at all levels and address workforce barrier issues positioned the FLREDC to respond to the Opportunity Agenda initiative.

The FLREDC's institutional anchors continue to be involved in many of the priority projects and to lend focus to implementation.

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

Leveraged resources are noted in the FLREDC Progress Report, with supporting explanations and examples given for some projects but not all. The report notes that the Finger Lakes Region has been awarded over \$165M for 177 projects, which has been leveraged with nearly \$750M in additional public and private funding. The FLREDC presentation emphasized the necessity for candidate projects to obtain committed funding support from other sources before the project can be included in the FLREDC plan. The FLREDC is committed to leveraging state funding with other sources.

The specific priority project details provided for 2013 demonstrate existing public and private funding. The FLREDC developed new partnerships with local employers and community colleges to encourage job creation and investment.

It is not easy to assess the impact of the contribution from the State, the contribution from private sources and the contribution of the effort from the FLREDC and the region. Future reports could better summarize the initiatives and projects, within the strategies, to make this information more accessible.

J. Engage the public and other stakeholders

The FLREDC describes how they increased meeting participation, media coverage, outreach efforts, and social media usage in 2013. Ten public meetings were conducted and attended by over 1000 people; the FLREDC internet site was revamped and updated; and community outreach and local government engagement were continued. The Co-Chairs presented a report to the community at the Rochester Convention Center where they reviewed the 2012 Progress Report and looked ahead to 2013.

Local industrial and economic development agencies endorsed the FLREDC's priority projects and have provided local assistance on key projects.

The FLREDC has an effective work group structure, directly aligned with its defined strategies, and uses this structure to engage the public and stakeholders, identify the pipeline of projects, select and recommend projects, and oversee the implementation of projects selected. Work groups monitor progress on projects under their purview and identify candidate projects to advance each year. In 2013, the FLREDC increased the number of work groups, and 114 new members were added, raising the number of work group members to 313 across 16 work groups.

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.

The Finger Lakes region has been awarded over \$165M for 177 projects in the first 2 years of the CFA process. Total employment impact is 4,100 new jobs and over 5,000 jobs retained, and total investment of more than \$911M over the next five years – leveraging nearly \$750M in additional private and public funding. The 2013 Progress Report tracks progress of the 177 individual projects, and measures headway toward goals laid out in 2011.

Project readiness was described as the entrance criterion for inclusion in the FLREDC plan, and if not met, projects are deferred to the out year “project pipeline” which the FLREDC maintains and revisits throughout the year. The report details progress on all actions and projects undertaken for each of the strategies being advanced by the FLREDC. Three projects have been completed and all other projects are reported as in progress or on-schedule, including many new projects.

The FLREDC highlighted several projects that exemplify the progress in advancing their key strategies:

- *Regional Economic Gardening Program* (2011 award), which is overseen by the Greater Rochester Enterprise, targeted 20 second-stage companies to receive market research and marketing support. All participating companies have hired new employees and two report full company acquisitions due to market research.
- *New York Battery and Energy Storage Technology (NY-BEST) Commercialization Center*, a consortium of academic and industry firms operating the new battery and energy storage testing and commercialization center in Eastman Business Park, and recently announced a \$16M partnership with DNV KEMA Energy and Sustainability to operate the facility. This new venture will be named the Best Test Commercialization Center.
- *Multiple Pathways to Middle Skills Jobs* is a unique partnership of higher education, public schools, local Workforce Investment Boards, trade associations and employers working together to create a program of career pathways for at-risk students and displaced workers. The program will deploy three mobile simulation labs that will provide recipients with a realistic training environment, reaching over 3,000 people a year.
- *Rochester Midtown Rising Project* includes substantial private and public investment to transform Rochester’s downtown core. In September 2013, Windstream opened a new facility housing 335 employees at the former Seneca Building site. Additional construction is scheduled to start January 2014.

The report updates the progress of the FLREDC in meeting its target performance goals in the area of job creation and quality of life improvements. Job creation is measured by two metrics – number of jobs created and the number of new firms established in the region. From 2010 to 2012, the region has posted a net increase of 10,000 jobs, despite major employers (Kodak, Bausch & Lomb, and GM) posting significant job losses. The rate of firm foundation in the Finger Lakes lagged the state from 2011 to 2012, despite new firms being consistently added to the region.

How the FLREDC measures progress is clearly stated as a function of the council’s work group structure. Benchmarks tracked include employment growth (region vs. NYS and US); establishment growth; and

various quality of life indicators. Benchmarks chosen are a mix of basic economic indicators and more obscure but important metrics such as healthcare spending. The FLREDC Performance Dashboards are a “best practice” among work groups.

Quality of Life is measured through survey and available statistical metrics which are adopted as approximate indicators of quality of life, namely: residents lacking health insurance; visitor spending, state park attendance, and participation in culture/recreation; insurance outpatient costs. For those measures with available statistical updates (5 out of 7), the FLREDC reported upward trends in all five measures.

The report did not discuss how progress related to specific performance goals affects the implementation agenda nor provide information related to performance measures surrounding the goal for annual growth in MWBE establishments and employment. However, the commitment to MWBE establishment was addressed at the FLREDC presentation, with specific strategies described for matching projects with MWBE suppliers.

In support of the FLREDC strategy to advance Tourism and the Arts, in 2013 the Greater Rochester area became the first community in the country to host two major golf tournaments in one season – the PGA Championship at Oak Hill Country Club and the Wegmans LPGA Championship at Locust Hill Country Club – with a combine economic impact of over \$100 million.

Part Three: Identification of transformative projects that support interregional collaboration

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

The FLREDC identifies 14 projects in the pipeline reflective of broader interregional impacts. Examples include the Science, Technology and Advanced Manufacturing Park (STAMP) in Batavia, strategically located in the corridor straddling the Finger Lakes and Western New York regions; the Portageville Rail Bridge Project; Excell Partners’ efforts to provide seed funding for companies all over Upstate NY; the presence in the Finger Lakes Region of the SUNY College of Nanoscale Science and Engineering in collaboration with the Smart System Technology Commercialization Center and Solar Rochester; as well as the impact of tourism and agricultural programs.

The FLREDC priority project Pollution Prevention Institute Food Processing Sustainable Manufacturing Project, will assist food processing companies located in the Finger Lakes, Central New York and Western New York Regions. A new biogas plant will convert organic waste streams produced by dairy farms and other agricultural and food processors into renewable energy for use by agri-business park tenants and regional industry.

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
31646	Finger Lakes	Arts	Arts APCE	High Density Mobile Art Storage System	Genesee Country Museum	68	15	83	\$39,140.00	Awarded
31164	Finger Lakes	Arts	Arts APCE	Sound Equipment	Hochstein School of Music Dance	64	15	79	\$16,000.00	Awarded
27603	Finger Lakes	Arts	Arts CHPG	High Hills Arts Festival	Friends of the GardenAerial	70	5	75	\$100,000.00	Awarded
30867	Finger Lakes	Arts	Arts CHPG	Theatre and Race A Community Conversation	Geva Theatre Center	65	5	70	\$74,000.00	Awarded
29910	Finger Lakes	Arts	Arts CHPG	Rochester Fringe Festival	Rochester Arts Festival	51	15	66	\$100,000.00	Awarded
31453	Finger Lakes	Arts	Arts CHPG	Farmers Food and Folkways	Arts Council for Wyoming County	55	10	65	\$62,050.00	Awarded
31687	Finger Lakes	Arts	Arts CHPG	RPO Everywhere	Rochester Philharmonic Orchestra Inc	35	15	50	\$0.00	Not-Awarded
27740	Finger Lakes	Arts	Arts CHPG	Memorial Art Gallery	University of Rochester	19	15	34	\$0.00	Not-Awarded
32095	Finger Lakes	Arts	Arts CHPG	Finger Lakes Opera 2014 Production of Carmen	Research Foundation for SUNY on behalf of SUNY Geneseo	23	10	33	\$0.00	Not-Awarded
31751	Finger Lakes	Arts	Arts CHPG	Mobile Experiences for Education	Rochester Institute of Technology	17	15	32	\$0.00	Not-Awarded
32551	Finger Lakes	Arts	Arts CHPG	Kodak Business Park Theater	Rochester Academy of Performing Arts	18	10	28	\$0.00	Not-Awarded
27457	Finger Lakes	Arts	Arts CHPG	Art on the Go	Genesee Center for the Arts Education	19	5	24	\$0.00	Not-Awarded
29790	Finger Lakes	Arts	Arts DFPCP	Little Theatre Renovation	Little Theatre Film Society, Inc	73	15	88	\$77,612.00	Awarded
28229	Finger Lakes	Arts	Arts DFPCP	Digital Film Projector Conversion Program	WNY Performance Center Inc	49	0	49	\$0.00	Not-Awarded
31925	Finger Lakes	Arts	Arts IWDP	Special Projects Intern	Rochester Childrens Theatre	58	10	68	\$9,000.00	Awarded
31929	Finger Lakes	Arts	Arts IWDP	Internship Funding	Genesee Valley Council on the Arts	54	5	59	\$2,800.00	Awarded
29464	Finger Lakes	Canals	Canalway Grants	Seneca Knitting Mill Rehab Phase III	National Womens Hall of Fame	68	10	78	\$150,000.00	Awarded
29347	Finger Lakes	Canals	Canalway Grants	Holley Canal Park Improvement Project	Village of Holley	68	10	78	\$65,776.00	Awarded
29303	Finger Lakes	Canals	Canalway Grants	Historic Armory Renovations Front Center Campaign	Geva Theatre Center	53	20	73	\$100,000.00	Awarded
27283	Finger Lakes	DEC	DEC EPGP	Village of Avon Wastewater Engineering Study	Village of Avon	80	15	95	\$ 30,000.00	Awarded
31910	Finger Lakes	DEC	DEC EPGP	Honeoye Lake Sewer District Sewer System Study	Ontario County	80	10	90	\$ 30,000.00	Awarded
30675	Finger Lakes	DEC	DEC EPGP	Village of Geneseo Wastewater Engineering Study	Village of Geneseo	80	10	90	\$ 24,800.00	Awarded
27967	Finger Lakes	DEC	DEC EPGP	Livingston County Water and Sewer Authority Wastewater Engineering Study for Lakeville Wastewater Facility	Livingston County Water and Sewer Authority	80	10	90	\$ 30,000.00	Awarded
27625	Finger Lakes	DEC	DEC EPGP	Town of Batavia Sanitary Sewer Capacity Upgrade Alternative Analysis	Town of Batavia	68	15	83	\$ 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
30696	Finger Lakes	DEC	DEC EPGP	Village of Sodus Bay Wastewater Engineering Study	Village of Sodus Point	68	10	78	\$ 30,000.00	Awarded
28463	Finger Lakes	DEC	DEC EPGP	Village of Perry Wastewater Engineering Study	Village of Perry	68	10	78	\$ 30,000.00	Awarded
31365	Finger Lakes	DEC	DEC EPGP	Village of Oakfield Sanitary Sewer Evaluation Survey	Village of Oakfield	50	10	60	\$ 30,000.00	Awarded
28720	Finger Lakes	DEC	DEC EPGP	Town of Seneca Falls Wastewater Engineering Study	Town of Seneca Falls	48	10	58	\$ 30,000.00	Awarded
30739	Finger Lakes	DEC	DEC EPGP	Town of Farmington Wastewater Engineering Study	Town of Farmington	44	10	54	\$ 30,000.00	Awarded
28299	Finger Lakes	DEC	DEC EPGP	Village of Rushville Wastewater Engineering Study	Village of Rushville	41	10	51	\$ 24,000.00	Awarded
30559	Finger Lakes	DEC	DEC EPGP	Village of Webster Wastewater Engineering Study	Village of Webster	33	10	43	\$ 30,000.00	Awarded
32442	Finger Lakes	DEC	DEC EPGP	Village of Lodi Collection System Study	Village of Lodi	29	10	39	\$0.00	Not-Awarded
28691	Finger Lakes	DEC	DEC EPGP	Genesee Falls	Genesee Falls	21	10	31	\$0.00	Not-Awarded
30848	Finger Lakes	DOL	DOL EET	Operational Skills Training	Coopervision, Inc.	50.61	15	65.61	\$53,974.00	Awarded
28453	Finger Lakes	DOL	DOL EET	Quality Assurance	O-AT-KA Milk Products Cooperative, Incorporated	46.5	10	56.5	\$0.00	Not-Awarded
29640	Finger Lakes	DOL	DOL EET	2013 CFA	Optimax Systems, Inc.	46.13	10	56.13	\$0.00	Not-Awarded
31416	Finger Lakes	DOL	DOL NHT	Blood Pressure Advocate and Clinical Engagement Specialist Training	Finger Lakes Health Systems Agency	46.5	20	66.5	\$4,034.00	Awarded
27823	Finger Lakes	DOL	DOL UWT	Certified Nursing Assistant Training Program	Wayne-Finger Lakes BOCES	53.12	15	68.12	\$98,560.00	Awarded
27669	Finger Lakes	DOL	DOL UWT	FLCC	Finger Lakes Community College	47.19	10	57.19	\$0.00	Not-Awarded
31416	Finger Lakes	DOL	DOL UWT	High Blood Pressure Collaborative for the Finger Lakes	Finger Lakes Health Systems Agency	16.27	20	36.27	\$0.00	Not-Awarded
30208	Finger Lakes	DOS	DOS CSBG	GeneseeOrleans Employment Support Project	Community Action of Orleans and Genesee	70.3	10	80.3	\$ 46,679.00	Awarded
27165	Finger Lakes	DOS	DOS CSBG	project	Arc of Monroe	54.55	10	64.55	\$0.00	Not-Awarded
32164	Finger Lakes	DOS	DOS LWRP	Promenade at Erie Harbor Construction	City of Rochester	71.2	15	86.2	\$1,200,000.00	Awarded
26971	Finger Lakes	DOS	DOS LWRP	Macedon Canal Park Enhancements	Village of Macedon	76	10	86	\$21,225.00	Awarded
27620	Finger Lakes	DOS	DOS LWRP	Access Improvements to Seneca Lake - Phase 2	City of Geneva	76	10	86	\$800,000.00	Awarded

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29385	Finger Lakes	DOS	DOS LWRP	Exchange Street Linear Park Improvements	City of Rochester	64	10	74	\$0.00	Not-Awarded
32396	Finger Lakes	DOS	DOS LWRP	Genesee River Train Bridge Overlook	City of Rochester	68	5	73	\$0.00	Not-Awarded
30059	Finger Lakes	DOS	DOS LWRP	Orleans County Marine Park Improvements	Orleans County	62.8	10	72.8	\$0.00	Not-Awarded
26996	Finger Lakes	DOS	DOS LWRP	Sodus Point Climate Adaptation and Coastal Resiliency Plan	Village of Sodus Point	56.8	10	66.8	\$0.00	Not-Awarded
32424	Finger Lakes	DOS	DOS LWRP	Lighthouse Pointe	Town of Irondequoit	56	10	66	\$0.00	Not-Awarded
29963	Finger Lakes	EFC	EFC GIGP	Regional Green Infrastructure Showcase	Water Education Collaborative Rochester Museum and Science Center	70	15	85	\$724,374.00	Awarded
32476	Finger Lakes	EFC	EFC GIGP	I-Square Green Redevelopment	I-Square	62	20	82	\$393,000.00	Awarded
28135	Finger Lakes	EFC	EFC GIGP	Garlock Sealing Technologies Sustainable Stormwater Treatment Project	Larsen Engineers	40	15	55	\$0.00	Not-Awarded
32632	Finger Lakes	EFC	EFC GIGP	Crossroads GarageCharles Carroll Plaza Rehabilitation	City of Rochester	40	10	50	\$0.00	Not-Awarded
29249	Finger Lakes	EFC	EFC GIGP	Village of Dansville	Clark Patterson Lee	32	10	42	\$0.00	Not-Awarded
31504	Finger Lakes	ESD	ESD EIPCAP	Paper Battery Company	Paper Battery Company Inc	0	20	20	\$0.00	Not-Awarded
30765	Finger Lakes	ESD	ESD EIPCAP	Seneca BioEnergy	Seneca BioEnergy LLC	0	20	20	\$0.00	Not-Awarded
30227	Finger Lakes	ESD	ESD EJP	High efficiency electric motors and generators	Arnold Magnetic Technologies	74	20	94	\$2,000,000.00	Awarded
31259	Finger Lakes	ESD	ESD EJP	FL Fruit Juice Jobs	Berryfields Bottling LLC Red Jacket	72	20	92	\$300,000.00	Awarded
27149	Finger Lakes	ESD	ESD EJP	Syntec Optics	Syntec Technologies Inc	70	15	85	\$300,000.00	Awarded
27996	Finger Lakes	ESD	ESD EJP	Interactive Media Business Expansion	SECOND AVENUE SOFTWARE INC	59	15	74	\$874,120.00	Awarded
28737	Finger Lakes	ESD	ESD EJP	Machinery Purchase and Business Expansion	PPI Corp dba FTT Manufacturing	63	10	73	\$100,000.00	Awarded
28157	Finger Lakes	ESD	ESD Grants	Canandaigua Lakefront Redevelopment Project	City of Canandaigua	76	20	96	\$1,500,000.00	Awarded
29462	Finger Lakes	ESD	ESD Grants	Moore CUE Construction Grant	Rochester Institute of Technology	74	20	94	\$1,000,000.00	Awarded
30079	Finger Lakes	ESD	ESD Grants	Public Market Master Plan Implementation	City of Rochester	74	20	94	\$500,000.00	Awarded
27234	Finger Lakes	ESD	ESD Grants	Sibley Mixed Use Downtown Redevelopment	Sibley Redevelopment Phase II NMTC LLC	68	20	88	\$500,000.00	Awarded
28155	Finger Lakes	ESD	ESD Grants	RWC NextGen Health Sciences Initiative	Roberts Wesleyan College	68	20	88	\$250,000.00	Awarded
30173	Finger Lakes	ESD	ESD Grants	Wellness Rehabilitation Institute	Nazareth College of Rochester	68	20	88	\$250,000.00	Awarded
30266	Finger Lakes	ESD	ESD Grants	Performing Arts Initiative	Hobart and William Smith Colleges	68	20	88	\$1,000,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
31823	Finger Lakes	ESD	ESD Grants	Integrated Science and Health Sciences Building	St. John Fisher College	68	20	88	\$250,000.00	Awarded
32162	Finger Lakes	ESD	ESD Grants	Health Sciences Center for Computational Innovation	University of Rochester	68	20	88	\$500,000.00	Awarded
30288	Finger Lakes	ESD	ESD Grants	Route 318 Corridor Sewer Study	Seneca County	73	15	88	\$250,000.00	Awarded
30372	Finger Lakes	ESD	ESD Grants	Eastman Business Park Fermentation Cluster	Eastman Business Park	67	20	87	\$0.00	Not-Awarded
30524	Finger Lakes	ESD	ESD Grants	Foodlink Food Hub	Foodlink, Inc	67	20	87	\$0.00	Not-Awarded
29803	Finger Lakes	ESD	ESD Grants	Bristol Mountain Aerial Adventure Park	Troser Management, Inc	66	20	86	\$0.00	Not-Awarded
31315	Finger Lakes	ESD	ESD Grants	Weldrite Expansion	Jason Nelson	66	20	86	\$0.00	Not-Awarded
32057	Finger Lakes	ESD	ESD Grants	Finger Lakes Region Business Accelerator Cooperative	High Tech Rochester Inc.	66	20	86	\$0.00	Not-Awarded
26999	Finger Lakes	ESD	ESD Grants	Wayne County Rural Enterprise Agriculture Loan REAL	Wayne Economic Development Corp.	64	20	84	\$0.00	Not-Awarded
31991	Finger Lakes	ESD	ESD Grants	RRPA Lab Project	Photonics Industry Association of New York	64	20	84	\$0.00	Not-Awarded
31160	Finger Lakes	ESD	ESD Grants	Wyoming County Business Agriculture Center	Center Street Business Center LLC	58	20	78	\$0.00	Not-Awarded
31288	Finger Lakes	ESD	ESD Grants	Hubbard ESD OVPE Equipment	Rochester Institute of Technology	61	15	76	\$0.00	Not-Awarded
30211	Finger Lakes	ESD	ESD Grants	STAMP Real Estate	Genesee County Industrial Development Agency	56	20	76	\$0.00	Not-Awarded
28737	Finger Lakes	ESD	ESD Grants	FTT Medical Expansion	PPI Corp.	63	10	73	\$0.00	Not-Awarded
27619	Finger Lakes	ESD	ESD Grants	Hotel Geneva Project	City of Geneva	58	15	73	\$0.00	Not-Awarded
30194	Finger Lakes	ESD	ESD Grants	Cormier ESD Equipment Grant	Rochester Institute of Technology	58	15	73	\$0.00	Not-Awarded
29809	Finger Lakes	ESD	ESD Grants	RTMA	Rochester Technology and Manufacturing Association, Inc.	52	20	72	\$0.00	Not-Awarded
2380	Finger Lakes	ESD	ESD Grants	Keuka College Community Initiative	Keuka College	60	10	70	\$0.00	Not-Awarded
29918	Finger Lakes	ESD	ESD Grants	Fishers Ridge	Rowley 96, LLC	60	10	70	\$0.00	Not-Awarded
31504	Finger Lakes	ESD	ESD Grants	Laboratory at BEST Testing and Commercialization Center	The Paper Battery Company, Inc.	50	20	70	\$0.00	Not-Awarded
31456	Finger Lakes	ESD	ESD Grants	functional film commercialization center	Eastman Kodak	54	15	69	\$0.00	Not-Awarded
29464	Finger Lakes	ESD	ESD Grants	Seneca Knitting Mill Rehab Phase III	National Women's Hall of Fame	58	10	68	\$0.00	Not-Awarded
29254	Finger Lakes	ESD	ESD Grants	Eos Battery Development	Eos Energy Storage	53	15	68	\$0.00	Not-Awarded
31862	Finger Lakes	ESD	ESD Grants	Alexander Park Parking Garage	Tracy Street Realty LLC	59	5	64	\$0.00	Not-Awarded
29131	Finger Lakes	ESD	ESD Grants	10 Chapin St	Canandaigua Crossroads LLC	58	5	63	\$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
30326	Finger Lakes	ESD	ESD Grants	The Finger Lakes Museum Lake Campus	The Finger Lakes Natural & Cultural History Museum	46	15	61	\$0.00	Not-Awarded
26926	Finger Lakes	ESD	ESD Grants	GardenAerial	Friends of the GardenAerial, Inc.	49	10	59	\$0.00	Not-Awarded
27002	Finger Lakes	ESD	ESD Grants	Route 96 Road Improvements	DiFelice Development, Inc.	51	5	56	\$0.00	Not-Awarded
29353	Finger Lakes	ESD	ESD Grants	Eyer Building Development Project	Town/Village of East Rochester	46	10	56	\$0.00	Not-Awarded
30072	Finger Lakes	ESD	ESD Grants	SSLC	Stepping Stones Learning Center	46	10	56	\$0.00	Not-Awarded
31579	Finger Lakes	ESD	ESD Grants	TECSMART West STAMP	Genesee Gateway Local Development Corporation	42	10	52	\$0.00	Not-Awarded
31164	Finger Lakes	ESD	ESD Grants	Performance Hall Renovation and Energy efficiency upgrades	David Hochstein Memorial Music School	36	15	51	\$0.00	Not-Awarded
30599	Finger Lakes	ESD	ESD Grants	Genesee County Terminal Building	Genesee County	45	5	50	\$0.00	Not-Awarded
32437	Finger Lakes	ESD	ESD Grants	Empire State Games	Empire State Sports Foundation, Inc. (hereafter ESSF)	40	10	50	\$0.00	Not-Awarded
31658	Finger Lakes	ESD	ESD Grants	Cobblestone Performing Arts Center	Victor Association Of Cultural and Performing Arts	44	5	49	\$0.00	Not-Awarded
31984	Finger Lakes	ESD	ESD Grants	Waterloo Beautification and Revitalization Project	Lee Bieber	20	10	30	\$0.00	Not-Awarded
27075	Finger Lakes	ESD	ESD Grants	Hamlin Lakeshore Sewer District	Town of Hamlin	19	10	29	\$0.00	Not-Awarded
28939	Finger Lakes	ESD	ESD Grants	Solar Panel Installation	WNY Performance Center, Inc.	20	5	25	\$0.00	Not-Awarded
32337	Finger Lakes	ESD	ESD Grants	Feasibility Study	WNY Performance Center, Inc.	22	0	22	\$0.00	Not-Awarded
28229	Finger Lakes	ESD	ESD Grants	Digital Film Projector Conversion Program	WNY Performance Center, Inc.	16	0	16	\$0.00	Not-Awarded
29485	Finger Lakes	ESD	ESD Grants	Boiler Replacement	WNY Performance Center, Inc.	14	0	14	\$0.00	Not-Awarded
29739	Finger Lakes	ESD	ESD HSSP	Finger Lakes Incubator and Hotspot Consortium	High Tech Rochester Inc	77	20	97	\$250,000.00	Awarded
26433	Finger Lakes	ESD	ESD HSSP	Food Innovation Center	Cornell Agriculture Food Technology Park	64	20	84	\$125,000.00	Awarded
30765	Finger Lakes	ESD	ESD IDBC	Expansion of Rail Infrastructure and Renewable Energy Production at the Seneca AgBio Green Energy Park	Seneca BioEnergy LLC	70	20	90	\$400,000.00	Awarded
29220	Finger Lakes	ESD	ESD MNY	Wegmans LPGA Championship	Childrens Success Fund LLC	74	20	94	\$250,000.00	Awarded
30026	Finger Lakes	ESD	ESD MNY	Erie Canalway Trail Shuttle Pilot	Parks Trails New York	73	20	93	\$80,000.00	Awarded
29712	Finger Lakes	ESD	ESD MNY	New York Wines Foods The New American Classics	New York Wine Grape Foundation	66	20	86	\$124,307.00	Awarded
29303	Finger Lakes	ESD	ESD MNY	Historic Armory Renovations Front Center Campaign	Geva Theatre Center	55	20	75	\$50,000.00	Awarded

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29378	Finger Lakes	ESD	ESD MNY	Canadian Visitation	VisitRochester	48	15	63	\$200,000.00	Awarded
28791	Finger Lakes	ESD	ESD MNY	The Strong and Toy Industry National Halls of Fame	The Strong	42	20	62	\$360,000.00	Awarded
31595	Finger Lakes	ESD	ESD MNY	Family Travel With Kids	VisitRochester	45	15	60	\$0.00	Not-Awarded
29136	Finger Lakes	ESD	ESD MNY	Bass Masters Tournament	Finger Lakes Tourism Alliance	43	15	58	\$0.00	Not-Awarded
29403	Finger Lakes	ESD	ESD MNY	Ticketing Widget	Finger Lakes Tourism Alliance	41	15	56	\$0.00	Not-Awarded
31164	Finger Lakes	ESD	ESD MNY	Performance Hall Renovation and Energy efficiency upgrades	Hochstein School of Music Dance	38	15	53	\$0.00	Not-Awarded
32730	Finger Lakes	ESD	ESD MNY	NY Wine Spotting	Society of the Genesee and the Lakes	35	10	45	\$0.00	Not-Awarded
32649	Finger Lakes	ESD	ESD MNY	Finger Lakes Cork Fork Regional Awareness Campaign	Seneca County Chamber of Commerce	34	10	44	\$0.00	Not-Awarded
31497	Finger Lakes	ESD	ESD MNY	New Yorks Airshow Experience	National Warplane Museum	34	10	44	\$0.00	Not-Awarded
32437	Finger Lakes	ESD	ESD MNY	Empire State Games	Empire State Sports Foundation Inc	31	10	41	\$0.00	Not-Awarded
32220	Finger Lakes	ESD	ESD MNY	Educational Meetings	VisitRochester	29	10	39	\$0.00	Not-Awarded
31453	Finger Lakes	ESD	ESD MNY	Farmers Food and Folkways	Arts Council for Wyoming County	24	10	34	\$0.00	Not-Awarded
27603	Finger Lakes	ESD	ESD MNY	Film Design and Music	Friends of the GardenAerial	23	5	28	\$0.00	Not-Awarded
31156	Finger Lakes	ESD	ESD MNY	Town of Castile Charcoal Corral Water Line Improvements	Town of Castile	17	10	27	\$0.00	Not-Awarded
32447	Finger Lakes	ESD	ESD MNY	Irondequoit Marketing Plan	Irondequoit Chamber	18	5	23	\$0.00	Not-Awarded
32015	Finger Lakes	ESD	ESD MNY	Joint Veterans Council of Genesee County	American Legion Post 332	17	5	22	\$0.00	Not-Awarded
29589	Finger Lakes	ESD	ESD MNY	Mural Restoration	WNY Performance Center Inc	19	0	19	\$0.00	Not-Awarded
28229	Finger Lakes	ESD	ESD MNY	Digital Film Projector Conversion Program	WNY Performance Center Inc	4	0	4	\$0.00	Not-Awarded
31289	Finger Lakes	ESD	ESD OA	MCC Accelerated Precision Tooling Certificate Program	Monroe Community College	66	20	86	\$100,000.00	Awarded
29470	Finger Lakes	ESD	ESD SPFS	Project Collaboration	Finger Lakes Economic Development Center	64	20	84	\$40,000.00	Awarded
29645	Finger Lakes	ESD	ESD SPFS	Virginia Street Study	Village of Waterloo	60	10	70	\$20,000.00	Awarded
27619	Finger Lakes	HCR	HCR CDBGED	Hotel Geneva Project	City of Geneva	54	15	69	\$416,000.00	Awarded
27071	Finger Lakes	HCR	HCR CDBGPI	Village of Dundee Water System Improvement Project	Village of Dundee	48	15	63	\$600,000.00	Awarded
29768	Finger Lakes	HCR	HCR CDBGPI	Town of Middlesex Water System Improvements	Town of Middlesex	45	15	60	\$0.00	Not-Awarded
31364	Finger Lakes	HCR	HCR CDBGPI	Lyons Watermain	Village of Lyons	45	10	55	\$0.00	Not-Awarded
29616	Finger Lakes	HCR	HCR CDBGPI	Village of DansvilleKnox Street Project	Village of Dansville	41	10	51	\$0.00	Not-Awarded

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28542	Finger Lakes	HCR	HCR CDBGPI	Holley Water System Capital Improvements	Village of Holley	40	10	50	\$0.00	Not-Awarded
28975	Finger Lakes	HCR	HCR CDBGPI	Town of Geneva Water District 6 improvements	Town of Geneva	37	10	47	\$0.00	Not-Awarded
29529	Finger Lakes	HCR	HCR NYMS	Geneva Downtown Revitalization Program	City of Geneva	60	15	75	\$200,000.00	Awarded
31511	Finger Lakes	HCR	HCR NYMS	Lyons Pride Main Street Program	Community Action in Self Help, Inc	61	10	71	\$200,000.00	Awarded
26854	Finger Lakes	HCR	HCR NYMS	Village of Brockport Main St Revitalization	Village of Brockport	51	15	66	\$200,000.00	Awarded
32003	Finger Lakes	HCR	HCR NYMS	Waterloo New York Main Street Program	Village of Waterloo	48	10	58	\$0.00	Not-Awarded
28261	Finger Lakes	HCR	HCR NYMS	Village of Dundee NYMS Program 2013	Community Progress Incorporated	46	10	56	\$0.00	Not-Awarded
27167	Finger Lakes	HCR	HCR NYMS	Sector 4 CDC Main Street	Sector 4 Community Development Corporation	45	10	55	\$0.00	Not-Awarded
30409	Finger Lakes	HCR	HCR NYMS	Village Mount Morris Revitalization	Village of Mount Morris	44	10	54	\$0.00	Not-Awarded
31212	Finger Lakes	HCR	HCR NYMS	Livonia Downtown Revitalization Program	Village of Livonia	39	10	49	\$0.00	Not-Awarded
27157	Finger Lakes	HCR	HCR NYMS	Lake Street Revitalization Program	Village of Bergen	39	10	49	\$0.00	Not-Awarded
28397	Finger Lakes	HCR	HCR NYMS	Arcade Main Street Phase II	Village of Arcade	37	10	47	\$0.00	Not-Awarded
29237	Finger Lakes	HCR	HCR NYMS	Monroe Avenue NYMS	Monroe Avenue Merchants Association	32	10	42	\$0.00	Not-Awarded
31162	Finger Lakes	HCR	HCR NYMS	Village of Warsaw 2013 NYMS	Village of Warsaw	14	15	29	\$0.00	Not-Awarded
29733	Finger Lakes	HCR	HCR RARP	St Francis Project	Finger Lakes Community Development Corp.	58	15	73	\$150,000.00	Awarded
31833	Finger Lakes	HCR	HCR RARP	Riviera Theater Renovation Project	Livingston County Development Corporation	51	10	61	\$150,000.00	Awarded
31495	Finger Lakes	HCR	HCR RARP	Batavia RARP	Batavia Business Improvement District	48	10	58	\$150,000.00	Awarded
27112	Finger Lakes	HCR	HCR RARP	Lyons Pride Cafe and Art Coop	Community Action in Self Help, Inc.	47	10	57	\$150,000.00	Awarded
28447	Finger Lakes	HCR	HCR RARP	GVRP Humphreys Hollow Apartments	Steuben Churchpeople Against Poverty, Inc.	36	10	46	\$0.00	Not-Awarded
32205	Finger Lakes	HCR	HCR RARP	HFH Genesee County NY	Habitat for Humanity of Genesee County, NY, Inc.	28	15	43	\$0.00	Not-Awarded
26883	Finger Lakes	HCR	HCR RARP	FQMM Frame Restoration	1816 Farmington Quaker Meetinghouse Museum	25	10	35	\$0.00	Not-Awarded
27821	Finger Lakes	HCR	HCR UI	Neighborhood Builders	Greater Rochester Housing Partnership, Inc	53	10	63	\$120,000.00	Awarded
28730	Finger Lakes	HCR	HCR UI	City of Rochester Affordable Housing UI	Urban League of Rochester Economic Development Council (ULREDC)	47	15	62	\$150,000.00	Awarded
29073	Finger Lakes	HCR	HCR UI	265 N Clinton, Rochester Improvements	Urban League of Rochester Economic Development Corp, Inc.	46	10	56	\$150,000.00	Awarded
27435	Finger Lakes	HCR	HCR UI	Niagara Place	PathStone Development Corporation	41	15	56	\$150,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
29790	Finger Lakes	HCR	HCR UI	Little Theatre Renovation	Little Theatre Film Society, Inc	40	15	55	\$150,000.00	Awarded
28338	Finger Lakes	HCR	HCR UI	Stadium Estates	Charles Settlement House, Inc.	42	10	52	\$0.00	Not-Awarded
30339	Finger Lakes	HESC	HESC CACG	Spang College Access	Rochester Institute of Technology	41.6	0	41.6	\$0.00	Not-Awarded
31078	Finger Lakes	NYSERDA	NYSERDA CGC2	Green Genesee/Smart Genesee (GGSG) Project	Town of Batavia	66.57	15	81.57	\$175,000.00	Awarded
27279	Finger Lakes	NYSERDA	NYSERDA CGC2	Comprehensive Plan Development	Village of Waterloo	61.14	15	76.14	\$50,000.00	Awarded
28144	Finger Lakes	NYSERDA	NYSERDA CGC2	Comprehensive Plan Revision	City of Rochester	57.43	15	72.43	\$100,000.00	Awarded
30440	Finger Lakes	NYSERDA	NYSERDA CGC2	Geneva Comprehensive Plan Update	City of Geneva	62.14	10	72.14	\$50,000.00	Awarded
29614	Finger Lakes	NYSERDA	NYSERDA CGC2	Comprehensive Plan Creation	Town of Springwater	57.86	10	67.86	\$50,000.00	Awarded
28762	Finger Lakes	NYSERDA	NYSERDA CGC2	Comprehensive Plan Revision	Town of Brighton	50.57	10	60.57	\$150,000.00	Awarded
26996	Finger Lakes	NYSERDA	NYSERDA CGC2	The Village of Sodus Point & NYSeaGrant (NYSG) will pilot a climate adaptation planning process that integrates coastal resiliency and adapting to potential impacts of climate change, into the Village Local Waterfront Revitalization Program (LWRP). T	Village of Sodus Point	38	10	48	\$0.00	Not-Awarded
30610	Finger Lakes	NYSERDA	NYSERDA CGC2	The Future Floodplains Project will work with three municipalities in Monroe County to create a vision of sustainable communities and build steps to achieve that vision. They will take a comprehensive approach to land use planning with communities wo	The Nature Conservancy	37.43	10	47.43	\$0.00	Not-Awarded
32476	Finger Lakes	NYSERDA	NYSERDA CGC3	Mixed Use Development In Rochester	I-Square LLC	57	20	77	\$1,926,500.00	Awarded
26970	Finger Lakes	NYSERDA	NYSERDA CGC3	Biogas Plant In Batavia	CH4 Biogas LLC	53.11	20	73.11	\$2,000,000.00	Awarded
30350	Finger Lakes	NYSERDA	NYSERDA CGC3	Manufacturing Technical Assistance In Rochester	Rochester Institute of Technology	50.56	20	70.56	\$0.00	Not-Awarded
27234	Finger Lakes	NYSERDA	NYSERDA CGC3	Mixed Use Development In Rochester	Sibley Mixed Use Downtown Redevelopment	49	20	69	\$0.00	Not-Awarded
31043	Finger Lakes	NYSERDA	NYSERDA CGC3	Intersection Realignment In Rochester	City of Rochester	52.89	15	67.89	\$0.00	Not-Awarded
32589	Finger Lakes	NYSERDA	NYSERDA CGC3	Digester Near Rochester	Sustainable BioVolt LLC	51.78	15	66.78	\$0.00	Not-Awarded
27235	Finger Lakes	NYSERDA	NYSERDA CGC3	Mixed Use In Rochester	Sibley Downtown Affordable Housing	51.56	15	66.56	\$0.00	Not-Awarded
32718	Finger Lakes	NYSERDA	NYSERDA CGC3	Mixed Use In Batavia	Batavia DevelopmentCorporation	55	10	65	\$0.00	Not-Awarded
32150	Finger Lakes	NYSERDA	NYSERDA CGC3	District Cooling In Rochester	Trane	50.11	10	60.11	\$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
30288	Finger Lakes	NYSERDA	NYSERDA CGC3	Sewer And Wastewater Expansion In Seneca County	Seneca County	35.33	15	50.33	\$0.00	Not-Awarded
30599	Finger Lakes	NYSERDA	NYSERDA CGC3	Airport Upgrades In Batavia	CS Engineers Inc	44.44	5	49.44	\$0.00	Not-Awarded
30912	Finger Lakes	NYSERDA	NYSERDA CGC3	Equipment To Produce Celluloistic Petroleum Alternative In Rochester	Sweetwater Energy Inc	0	20	20	\$0.00	Not-Awarded
27185	Finger Lakes	ONCS	ONCS Amer	Wayne CAP	Wayne County Action Program, Inc.	73	10	83	\$0.00	Not-Awarded
31034	Finger Lakes	ONCS	ONCS Amer	HCS AmeriCorps	Heritage Christian Services, Inc.	71	10	81	\$0.00	Not-Awarded
28318	Finger Lakes	OTDA	OTDA SNAP	OACES SNAP Opportunities Program	RCSD Office of Adult Career Education Services OACES	53.67	10	63.67	\$300,000.00	Awarded
26926	Finger Lakes	Parks	Parks HASA D	GardenAerial	Friends of the GardenAerial, Inc.	56.5	10	66.5	\$500,000.00	Awarded
29464	Finger Lakes	Parks	Parks HASA D	Seneca Knitting Mill Rehab Phase III	National Womens Hall of Fame	40.25	10	50.25	\$500,000.00	Awarded
28583	Finger Lakes	Parks	Parks HPA D	1909 Aviary Restoration Project	Sonnenberg Gardens and Mansion SHP	48.5	15	63.5	\$30,000.00	Awarded
27928	Finger Lakes	Parks	Parks HPA D	Christ Church Restoration	Christ Church Rochester	41	15	56	\$0.00	Not-Awarded
30865	Finger Lakes	Parks	Parks HPA D	Historic House Restoration Project	George Eastman House	40.5	15	55.5	\$0.00	Not-Awarded
28730	Finger Lakes	Parks	Parks HPA D	M M Rochester	Urban League of Rochester Economic Development Corp	37.5	15	52.5	\$0.00	Not-Awarded
31400	Finger Lakes	Parks	Parks HPA D	methodist	first united methodist church albion	41.5	10	51.5	\$0.00	Not-Awarded
29209	Finger Lakes	Parks	Parks HPA D	FOLSP Improvements	Friends of Letchworth State Park	35.5	15	50.5	\$0.00	Not-Awarded
29303	Finger Lakes	Parks	Parks HPA D	Historic Armory Renovations Front Center Campaign	Geva Theatre Center	28	20	48	\$0.00	Not-Awarded
28694	Finger Lakes	Parks	Parks HPA D	1 Mount Hope Avenue	Bivona Child Advocacy Center	30.5	15	45.5	\$0.00	Not-Awarded
28272	Finger Lakes	Parks	Parks HPA D	Pulaski Library Roof Rehabilitation	City of Rochester	34.5	10	44.5	\$0.00	Not-Awarded
29790	Finger Lakes	Parks	Parks HPA D	Little Theatre Renovation	The Little Theatre Film Society	27	15	42	\$0.00	Not-Awarded
30813	Finger Lakes	Parks	Parks HPA D	Mount Hope Gatehouse Masonry Restoration	City of Rochester	32	10	42	\$0.00	Not-Awarded
26848	Finger Lakes	Parks	Parks HPA D	Bents Opera House Sustainability Project	The Orleans Renaissance Group Inc	26.5	15	41.5	\$0.00	Not-Awarded
32073	Finger Lakes	Parks	Parks HPA D	Sibley Affordable Historic Redevelopment	Pathstone	12	20	32	\$0.00	Not-Awarded
29673	Finger Lakes	Parks	Parks HPA P	Historic Site Conditions Survey	George Eastman House	46.5	15	61.5	\$20,317.00	Awarded
28742	Finger Lakes	Parks	Parks PA A	Shoreline to Summit Enhancing Public Access on Canandaigua Lake	Finger Lakes Land Trust	40.5	15	55.5	\$171,585.00	Awarded
31238	Finger Lakes	Parks	Parks PA A	GO SCENIC GO GREEN	Village of Scottsville	23	10	33	\$0.00	Not-Awarded
29209	Finger Lakes	Parks	Parks PA D	FOLSP Improvements	Friends of Letchworth State Park	52	15	67	\$16,200.00	Awarded
31205	Finger Lakes	Parks	Parks PA D	Seneca Art and Culture Center at Ganondagan	Friends of Ganondagan Inc	53.5	10	63.5	\$350,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
28836	Finger Lakes	Parks	Parks PA D	SPZS	Seneca Park Zoo Society	45.5	15	60.5	\$0.00	Not-Awarded
30201	Finger Lakes	Parks	Parks PA D	Blue Cut Nature Center Park Development Project	Wayne County	49.5	10	59.5	\$0.00	Not-Awarded
31135	Finger Lakes	Parks	Parks PA D	Bullard	Village of Albion	47.5	10	57.5	\$0.00	Not-Awarded
31344	Finger Lakes	Parks	Parks PA D	East Rochester Park Development Project	TownVillage of East Rochester	45	10	55	\$0.00	Not-Awarded
26971	Finger Lakes	Parks	Parks PA D	Macedon Canal Park LWRP	Village of Macedon	41.5	10	51.5	\$0.00	Not-Awarded
29385	Finger Lakes	Parks	Parks PA D	FlintExchange Improvements	City of Rochester	41	10	51	\$0.00	Not-Awarded
29444	Finger Lakes	Parks	Parks PA D	Avon Driving Park Natural Playground Project	Village of Avon	40	10	50	\$0.00	Not-Awarded
28621	Finger Lakes	Parks	Parks PA D	Bergen Parks Enrichment and Environmental Enhancement Project	Village of Bergen	38	10	48	\$0.00	Not-Awarded
30059	Finger Lakes	Parks	Parks PA D	Orleans County Marine Park	County of Orleans	22.5	10	32.5	\$0.00	Not-Awarded
30997	Finger Lakes	Parks	Parks PA P	Letchworth Nature Center	Open Space Institute	49	15	64	\$288,000.00	Awarded
27152	Finger Lakes	Parks	Parks RTP NMD	Town of Perinton Spring Lake Trail	Town of Perinton	44	10	54	\$169,940.00	Awarded
30641	Finger Lakes	Parks	Parks RTP NMD	Brewery Line Trail	City of Rochester	38.5	15	53.5	\$0.00	Not-Awarded
27742	Finger Lakes	Parks	Parks RTP NMD	Village of Bergen Trail Project	Village of Bergen	38	15	53	\$0.00	Not-Awarded
28673	Finger Lakes	Parks	Parks RTP NMD	Brighton Farash Parcel Trail	Town of Brighton	39	10	49	\$0.00	Not-Awarded
32396	Finger Lakes	Parks	Parks RTP NMD	Train Bridge Overlook	City of Rochester New York	35.5	5	40.5	\$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