

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.

New York City Regional Economic Development Council

Assessment of the 2013 Progress Report

Part One: Implementation of the Strategic Plan

A. Keep the pipeline flowing.

Ongoing projects throughout the 15 Opportunity Zones serve as a sustained project pipeline for the New York City Regional Economic Development Council (NYCREDC). The Brooklyn Navy Yard, located in the Downtown Brooklyn Economic Zone is an example of a sustained project pipeline for the region.

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

The NYCREDC selected expansion of the Schutzman Center for Entrepreneurship at Queens College into a new Queens Tech Incubator in Long Island City. The Queens Tech Incubator is a consortium with the Queens Tech Incubator as its hub and its four partners operating as ancillary incubation and service centers. The Queens Tech Hot Spot will provide educational events to bolster the tech industry; offer workspace for technology-focused industry entrepreneurs; and support emerging companies through professional services.

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 NYCREDC held meetings in each borough to solicit feedback from community stakeholders regarding best practices and strategies for helping low-income and unemployed populations enter the workforce. The NYCREDC developed an opportunity agenda which is broadly cast to serve low income communities and the unemployed; specifically with unemployment rates at least 1.5 times the citywide average (8.7% as of July 2013), and incomes considered very low according to standard measures (below 50% of area median income, which in NYC is \$49,461 for a household). The Opportunity Agenda also seeks to integrate economically marginalized communities into mainstream economies.

The NYCREDC makes a compelling argument about multifaceted economic challenges impacting the region, but the strategies are general and proposed projects and actions needed to implement the Opportunity Agenda do not comprehensively address the challenges outlined in the region’s statement of opportunity.

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

The NYCREDC did not identify specific workforce training strategies to address current or future workforce demands. However, the NYCREDC's opportunity agenda seeks to support workforce training in the upcoming year. For example, a CUNY program would develop ways to accelerate the rollout of the Pathways in Technology 9-14 early college school to career model.

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

The NYCREDC worked with NYC government and elected officials to obligate federal TIGER (Transportation Investment Generating Economic Recovery) funds in support of the Hunts Point Terminal Produce Market project.

F. Advance regional Cleaner, Greener Communities sustainability plans.

The NYCREDC did not outline a specific cleaner, greener strategy that coordinates with the region's five-year strategic plan. However, as a result of ecological shifts and demands, the NYCREDC has embraced clean/green technologies and strategies to promote environmental sustainability and economic development. For example, the NYCREDC supports planning for the Staten Island Green Zone, a designated area of Staten Island aimed at attracting companies that produce 'green' goods and services.

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

New strategies address challenges caused by Super Storm Sandy. Pre-Sandy, the region focused on long-term economic development projects dispersed throughout the 15 Opportunity Zones; post-Sandy, the region's focus shifted to short-term, immediate response, recovery and rebuilding projects. Some proposed priority projects complement and reinforce the shift in strategies to insulate the region against rising sea levels and extreme weather events. The NYCREDC expanded upon and refocused its strategies in the following areas:

- Transportation infrastructure and telecommunications to improve the state's resilience to changing weather patterns.
- Position the NYCREDC to work with the new mayor to formulate new economic policies and strategies to benefit the region.
- Hi-tech and tourism industries to inspire economic growth.
- Strategies that will expand investment in affordable housing.
- Creation of partnerships to ensure that residents of economically distressed communities develop the skills needed to meet workforce demands as part of the region's Opportunity Agenda initiative.

The NYCREDC has resources to influence economic development and expansion in the region. Unfortunately, circumstances in the region often lead to reactive rather than proactive strategies. As a

result, the NYCREDC is constantly amending its strategies to changing priorities, which leads to gaps and omissions in the implementation agenda. The path to the desired outcomes of the region's five-year strategic plan is not clear.

Direct involvement in progress cited for the strategically important priority projects is evident, but the degree of direct involvement is unclear. Newly proposed projects are relevant to the region's economic growth, job creation calculations and infrastructure resilience needs.

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

The NYCREDC continues to use the region's geography to drive creative economic expansion policies. Also, the NYCREDC continues to implement a five-borough strategy that encourages partnerships between businesses, labor, academia and civic organizations, aimed at maximizing benefits of economic growth and job creation for the entire state.

The 2012 assessment noted that the NYCREDC did not address affordable housing and was thus categorized as a weakness. In the 2013 report, the NYCREDC discussed the challenges of affordable housing and its impact on residents and businesses in the region, but did not propose actions to combat the challenge of affordable housing.

The following continues to be weaknesses for the NYCREDC:

- Large construction priority projects that require the development of plans, compliance with federal, state and local regulatory requirements and the issuance of certifications and permits before construction can begin.
- The lack of detail on the specific source of leveraged funds, and on specific public funds already committed to priority projects.
- The lack of detail on the data collection, analysis and monitoring of the performance measures.

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

A vast majority of the NYCREDC's projects require a significant amount of private funds to bring them to fruition. The progress report notes significant non-state funding to advance priority projects. The Steiner Studios Media Campus is an example.

The NYCREDC developed partnerships with local businesses and colleges to encourage job creation and investment. CornellNYC Tech, New York University Center for Urban Science and Progress, and the Brooklyn Navy Yard Development Corporation are examples of partnerships with local employers and colleges to encourage job creation.

An example of non-state support for projects is the NYC SeedStart Enterprise. In 2012, NYC SeedStart received a \$550,000 REDC grant to accelerate the development of startup enterprise software companies. In the past few months, the program recruited 50 mentors and speakers to serve as resources to help startups refine their strategies and products. Five venture capital firms provided matching capital, and technology companies such as Google and Amazon Web Service supported the program. Other examples:

- Duggal Visual Solutions, which created 160 new jobs and leveraged \$881,000 in state REDC investment with \$14.2 million in private investments.
- New York Genome Center, a non-profit genome sequencing facility with 400+ persons, received \$1.5 million in 2012 REDC funding. It leveraged \$135 million in private investments and is supported by 10 leading medical intuitions, the Partnership Fund of New York City and other industry partners.

J. Engage the public and other stakeholders

The NYCREDC hosted meetings and workshops to educate the public about the Consolidated Funding Application (CFA) process and to provide project updates. It also held private meetings with project sponsors, investors, developers and employers seeking state aid.

While developing the Opportunity Agenda, a work group held five meetings to solicit feedback from community stakeholders. Attendees included a mix of non-profits, chambers of commerce, employers and state agency representatives.

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.

Most projects are underway. The Applied Sciences Initiative is moving forward, Cornell Tech and the NYU Center for Urban Sciences Program have begun classes in temporary locations, and construction plans for the permanent campus facilities are progressing on schedule. The Steiner Studio project, Green Manufacturing Building project and New Lab project in the Brooklyn Navy Yard, and the Create@Harlem Green project, are progressing on schedule, albeit with some funding gaps

The NYCREDC encountered some setbacks. For example: negotiations stalled between the City and the Hunts Point Terminal Produce Market on the private financing; state legislation was not enacted to provide the incentives needed to implement the Staten Island “Green Zone;” and the SeedStart Enterprise Program was not successful in attracting viable upstate startups from the more than 100 applications for its accelerator and mentoring program.

The progress report implies job creation opportunities as a result of implemented strategies, particularly with respect to construction jobs, since a significant amount of priority projects are construction related. However, the report does not provide information on the number of jobs created per priority project.

There is a disparity between project cost and the amount of funds requested from the state to fund priority projects. Without an itemization of funding streams, it is difficult to surmise whether or not projects appear ready to go. Conversely, the NYCREDC's relationship with NYC Economic Development Corporation and other stakeholders in the region, gives it a comparative advantage in claiming project readiness.

The NYCREDC relies on New York City to monitor and provide reports on City actions, and ESD and other state agencies to gather and relay information on state-funded initiatives. However, the NYCREDC did not use identified performance metrics to measure performance or to justify or adjust priority projects or the region's five-year strategy. While it will take time to implement, the NYCREDC provides good ideas in its progress report on how to measure the effectiveness of the region's Opportunity Agenda strategies.

As detailed in the Opportunity Agenda section of this report, the 2014 strategy is to rely on new data being drawn from the state's Wage Reporting System to measure the outcomes for individual workers of investments in education, workforce development and economic development initiatives.

Part Three: Identification of transformative projects that support interregional collaboration

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

Interregional collaboration is not clearly articulated in the report.

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
30399	New York City	Arts	Arts CHPG	TransformRestore Brownsville	Groundswell	77	10	87	\$50,000.00	Awarded
29893	New York City	Arts	Arts CHPG	Fall Festival Funding	Apollo Theater Foundation Inc	75	10	85	\$74,000.00	Awarded
26910	New York City	Arts	Arts CHPG	Creative Coalitions	Brooklyn Arts Council	68	15	83	\$100,000.00	Awarded
30862	New York City	Arts	Arts CHPG	Epic and Adventurous Work for New York	Seventh Regiment Armory Conservancy Inc	73	10	83	\$74,000.00	Awarded
31410	New York City	Arts	Arts CHPG	Bronx Museum Community Engagement Programs	The Bronx Museum of the Arts	64	15	79	\$100,000.00	Awarded
32452	New York City	Arts	Arts CHPG	Creativity Technology Enterprise	Harvestworks	68	10	78	\$100,000.00	Awarded
27215	New York City	Arts	Arts CHPG	New Museum Incubator	New Museum	63	15	78	\$74,000.00	Awarded
31630	New York City	Arts	Arts CHPG	Creating a Lower East Side Heritage Hub	City Lore Inc	66	10	76	\$0.00	Not-Awarded
32503	New York City	Arts	Arts CHPG	Family and Summer Programs Internships	Museum of the City of New York	70	5	75	\$0.00	Not-Awarded
32265	New York City	Arts	Arts CHPG	Training Artists to Grow New York	Research Foundation of the City University of New York	64	10	74	\$0.00	Not-Awarded
29386	New York City	Arts	Arts CHPG	BRIC MicroBiennials Downtown Brooklyn	BRIC Arts Media Bklyn	64	10	74	\$0.00	Not-Awarded
32510	New York City	Arts	Arts CHPG	Neighborhood Plaza Partnership	The Horticultural Society of New York	66	5	71	\$0.00	Not-Awarded
29469	New York City	Arts	Arts CHPG	China Institute Project for Transformation	China Institute in America	65	5	70	\$0.00	Not-Awarded
27837	New York City	Arts	Arts CHPG	Met MADI	The Metropolitan Museum of Art	54	10	64	\$0.00	Not-Awarded
29458	New York City	Arts	Arts CHPG	South Bronx Culture Trail	Casita Maria Inc	53	5	58	\$0.00	Not-Awarded
26644	New York City	Arts	Arts CHPG	Carnegie Hall	Carnegie Hall Corporation	42	15	57	\$0.00	Not-Awarded
28388	New York City	Arts	Arts CHPG	No Longer Empty Revitalizing Space Unlocking Creativity	No Longer Empty	46	10	56	\$0.00	Not-Awarded
32175	New York City	Arts	Arts CHPG	Joyce 3LD and Invisible Dog	Joyce Theater Foundation Inc	45	5	50	\$0.00	Not-Awarded
31343	New York City	Arts	Arts CHPG	Queens Artists at Work	Queens Council on the Arts	31	15	46	\$0.00	Not-Awarded
29103	New York City	Arts	Arts CHPG	GFS	The Ghetto Film School Inc	38	5	43	\$0.00	Not-Awarded
31519	New York City	Arts	Arts CHPG	Encompass New Opera Theatre	Encompass Theatre Company Inc	28	10	38	\$0.00	Not-Awarded
30417	New York City	Arts	Arts CHPG	NewVicUsherCorpsFY14	The New 42nd Street	28	10	38	\$0.00	Not-Awarded
30311	New York City	Arts	Arts CHPG	Post World War II Apartments	Lower East Side Tenement Museum	26	10	36	\$0.00	Not-Awarded
29619	New York City	Arts	Arts CHPG	Circle in the Square Theatre School Request	Circle in the Square Theatre School	31	5	36	\$0.00	Not-Awarded
27596	New York City	Arts	Arts CHPG	Harbor Conservatory for the Performing Arts PreProfessional Program	Boys Girls Harbor Inc	24	10	34	\$0.00	Not-Awarded
28735	New York City	Arts	Arts CHPG	Abrons Arts Center Public Engagement Project	Henry Street Settlement	23	10	33	\$0.00	Not-Awarded
31968	New York City	Arts	Arts CHPG	The Duke Ellington Project	Inside Broadway	20	10	30	\$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
31577	New York City	Arts	Arts CHPG	Signature Ticket Initiative Marketing and Outreach Plan	Signature Theatre Company Inc	16	10	26	\$0.00	Not-Awarded
30790	New York City	Arts	Arts CHPG	ARTs East New York	ARTs East New York	15	10	25	\$0.00	Not-Awarded
29226	New York City	Arts	Arts CHPG	Community Partners	Roulette Intermedium Inc	16	5	21	\$0.00	Not-Awarded
31874	New York City	Arts	Arts CHPG	Redefining Community Arts Space	La MaMa	14	5	19	\$0.00	Not-Awarded
30978	New York City	Arts	Arts CHPG	Display Case Planning and Design	Brooklyn Public Library	5	10	15	\$0.00	Not-Awarded
32046	New York City	Arts	Arts DFPCP	Cinema Expansion Project	Downtown Community Television Center, Inc.	75	10	85	\$100,000.00	Awarded
32675	New York City	Arts	Arts DFPCP	Digital Projection System	Anthology Film Archives, Inc	71	5	76	\$62,660.00	Awarded
29337	New York City	Arts	Arts DFPCP	Digital Conversion for Film Projection	French Institute Alliance Francaise	71	0	71	\$70,000.00	Awarded
32193	New York City	DOL	DOL EET	Lean Manufacturing and Office Operations Training	Dayton Industries, Inc.	56.42	10	66.42	\$37,400.00	Awarded
27770	New York City	DOL	DOL EET	Pain Management Training	Parker Jewish Institute for Health Care and Rehabilitation	51.61	10	61.61	\$18,000.00	Awarded
29250	New York City	DOL	DOL EET	AS9100 Quality Management System and Machine Operation Training	Fastener Dimensions Inc.	41.38	20	61.38	\$90,620.00	Awarded
27336	New York City	DOL	DOL EET	Fancy Foods Inc	Fancy Foods, Inc.	49	10	59	\$0.00	Not-Awarded
27294	New York City	DOL	DOL EET	RCN 2013 Employee Development Training	RCN Telecom Services of New York, LP	48.13	10	58.13	\$0.00	Not-Awarded
31142	New York City	DOL	DOL EET	Sterling Infosystems Workforce Development Training	Sterling Infosystems, Inc.	47.37	10	57.37	\$0.00	Not-Awarded
32058	New York City	DOL	DOL EET	Meat Fish	Foodsaver New York, Inc. dba Terminal Seafood & Meats	44.28	10	54.28	\$0.00	Not-Awarded
32158	New York City	DOL	DOL EET	JH Lowenstein Workforce Development Project	Jos. H. Lowenstein and Sons, Inc.	44.44	5	49.44	\$0.00	Not-Awarded
31795	New York City	DOL	DOL EET	Water Lilies Foods	Water Lilies Food Inc.	38.19	10	48.19	\$0.00	Not-Awarded
27524	New York City	DOL	DOL EET	3D Training	National Reprographics Inc.	36.51	10	46.51	\$0.00	Not-Awarded
31647	New York City	DOL	DOL EET	House of Spices Workforce Development Expansion Project	House of Spices (India), Inc. dba House of Spices	34.12	10	44.12	\$0.00	Not-Awarded
27696	New York City	DOL	DOL EET	Employee Training	ChemClean Corporation	38.88	5	43.88	\$0.00	Not-Awarded
27437	New York City	DOL	DOL EET	ISO 9001 Implementation Training	New York Fragrance Inc.	21.67	20	41.67	\$0.00	Not-Awarded
32058	New York City	DOL	DOL NHT	Operations Training	Foodsaver New York, Inc. dba Terminal Seafood & Meats	61.5	10	71.5	\$3,360.00	Awarded
27437	New York City	DOL	DOL NHT	Software and Office Skills Training	New York Fragrance Inc.	47.5	20	67.5	\$10,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
30598	New York City	DOL	DOL UWT	Medical Support Professional Training	Research Foundation of the City University of New York on behalf of Bronx Community College Educational Opportunity Center	62.59	10	72.59	\$50,000.00	Awarded
30094	New York City	DOL	DOL UWT	Home Health Aide Training	Sunnyside Community Services, Inc.	62.5	10	72.5	\$34,414.00	Awarded
31564	New York City	DOL	DOL UWT	Home Health Aide and Pharmacy Technician Training	Cambridge Business Institute Inc.	59.91	10	69.91	\$99,600.00	Awarded
29545	New York City	DOL	DOL UWT	Workforce Development	Metropolitan New York Coordinating Council on Jewish Poverty dba Met Council	57.37	10	67.37	\$0.00	Not-Awarded
27605	New York City	DOL	DOL UWT	Commercial Truck Driving Training	Leap, Inc. dba Brooklyn Workforce Innovations	56.19	10	66.19	\$100,000.00	Awarded
27509	New York City	DOL	DOL UWT	Office Operations Training	Agudath Israel of America Community Services, Inc.	54.36	10	64.36	\$70,500.00	Awarded
32758	New York City	DOL	DOL UWT	Information Technology Support Management and Renewable Energy Programs Training	Research Foundation of the City University of New York on behalf of Bronx Community College	53.54	10	63.54	\$50,000.00	Awarded
28442	New York City	DOL	DOL UWT	Commercial Truck Driving Training	St. Nicks Alliance Corp.	53.41	10	63.41	\$100,000.00	Awarded
28387	New York City	DOL	DOL UWT	Culinary Arts Training Program	Project Renewal, Inc.	51.34	10	61.34	\$0.00	Not-Awarded
32300	New York City	DOL	DOL UWT	TRTC	The Resource Training Center Inc.	48.18	10	58.18	\$0.00	Not-Awarded
30593	New York City	DOL	DOL UWT	Unemployed Worker Training	On-Off Shore Consultants, Inc. dba Ace Institute of Technology	52.12	5	57.12	\$0.00	Not-Awarded
32717	New York City	DOL	DOL UWT	Access Code	Coalition for Queens, Incorporated	36.77	20	56.77	\$0.00	Not-Awarded
32421	New York City	DOL	DOL UWT	CleanEdison CFA Application	CleanEdison LLC	45.36	10	55.36	\$0.00	Not-Awarded
30519	New York City	DOL	DOL UWT	Domestic Violence Workforce Initiative	Sanctuary for Families, Inc.	45.25	10	55.25	\$0.00	Not-Awarded
31132	New York City	DOL	DOL UWT	Grant Application	Margret Ultra Home Care, Inc.	44.87	10	54.87	\$0.00	Not-Awarded
32190	New York City	DOL	DOL UWT	CMP_DOL	Chinatown Manpower Project, Inc. dba CMP	40.08	10	50.08	\$0.00	Not-Awarded
27437	New York City	DOL	DOL UWT	600 Gulf Avenue	New York Fragrance Inc.	28.05	20	48.05	\$0.00	Not-Awarded
30890	New York City	DOL	DOL UWT	HiTech Charities Equity Loan Fund	Hi - Tech Charities	36.27	10	46.27	\$0.00	Not-Awarded
29494	New York City	DOL	DOL UWT	Youth Action YouthBuild	Youth Action Programs and Homes, Incorporated	36.23	10	46.23	\$0.00	Not-Awarded
32527	New York City	DOL	DOL UWT	Unemployed Training Placement	Alliance Computing Solutions, Inc.	35.55	5	40.55	\$0.00	Not-Awarded
30391	New York City	DOL	DOL UWT	Early learning and transportation	Blue Sky Day Care Inc.	7.27	5	12.27	\$0.00	Not-Awarded
29240	New York City	DOS	DOS CSBG	CAMBA	CAMBA	72.48	10	82.48	\$ 93,358.00	Awarded
29848	New York City	DOS	DOS CSBG	Community Workforce Development Project	Make the Road New York	72	10	82	\$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
28501	New York City	DOS	DOS CSBG	Workforce Development	Northern Manhattan Improvement Corporation	66.91	15	81.91	\$0.00	Not-Awarded
28160	New York City	DOS	DOS CSBG	Project COPE Workforce Management	Agudath Israel of America Community Services	68.61	10	78.61	\$0.00	Not-Awarded
27452	New York City	DOS	DOS CSBG	Restoration Economic Solutions Center	Bedford Stuyvesant Restoration Corporation	67.88	10	77.88	\$0.00	Not-Awarded
29357	New York City	DOS	DOS CSBG	Job Skills for English Language Learners	Opportunities for a Better Tomorrow	67.64	10	77.64	\$0.00	Not-Awarded
29139	New York City	DOS	DOS CSBG	Workforce Development Center	Henry Street Settlement	67.64	10	77.64	\$0.00	Not-Awarded
28015	New York City	DOS	DOS CSBG	SNAP	HANAC INC	67.15	10	77.15	\$0.00	Not-Awarded
29518	New York City	DOS	DOS CSBG	Workforce Development	Sunset Park Health Council dba Lutheran Family Health Centers	66.42	10	76.42	\$0.00	Not-Awarded
30094	New York City	DOS	DOS CSBG	Home Health Aide Training Program	Sunnyside Community Services	64.24	10	74.24	\$0.00	Not-Awarded
30259	New York City	DOS	DOS CSBG	CSBG	Council of Jewish Organizations of Flatbush	63.76	10	73.76	\$0.00	Not-Awarded
32717	New York City	DOS	DOS CSBG	Access Code	Coalition for Queens	47.52	20	67.52	\$0.00	Not-Awarded
29494	New York City	DOS	DOS CSBG	Youth Action YouthBuild	Youth Action Programs and Homes Inc	54.06	10	64.06	\$0.00	Not-Awarded
28289	New York City	DOS	DOS LWRP	Jamaica Bay Habitat Restoration and Waterfront Revitalization	New York City	76	10	86	\$395,997.00	Awarded
28468	New York City	DOS	DOS LWRP	Oakwood Beach Habitat Restoration	New York City	76	10	86	\$300,000.00	Awarded
31870	New York City	DOS	DOS LWRP	Catalyst Revitalizing Waterfront Parks Phase IV	New York City	70.4	15	85.4	\$350,000.00	Awarded
29948	New York City	DOS	DOS LWRP	Brooklyn Waterfront Greenway Gowanus Connector	New York City	71.2	10	81.2	\$0.00	Not-Awarded
28117	New York City	DOS	DOS LWRP	Freshkills East Park Entryways	New York City	69.6	10	79.6	\$0.00	Not-Awarded
30237	New York City	DOS	DOS LWRP	Brooklyn Bridge Park – East River Blueway	Borough of Manhattan	68.8	10	78.8	\$0.00	Not-Awarded
29835	New York City	DOS	DOS LWRP	Randalls Island Hell Gate Pathway Phase III	New York City	68	10	78	\$0.00	Not-Awarded
28149	New York City	DOS	DOS LWRP	Shoelace Park Master Plan Implementation Phase 2	New York City	66.4	10	76.4	\$0.00	Not-Awarded
28984	New York City	DOS	DOS LWRP	Waterside Pier – East Midtown Waterfront Esplanade	New York City	65.6	10	75.6	\$0.00	Not-Awarded
29278	New York City	DOS	DOS LWRP	Stapleton Connector Streets Improvements	New York City	64.8	10	74.8	\$0.00	Not-Awarded
32223	New York City	DOS	DOS LWRP	Stuyvesant Cove Park – East River Blueway	Borough of Manhattan	68	5	73	\$0.00	Not-Awarded
29279	New York City	DOS	DOS LWRP	Sherman Creek Pebble Beach Park	New York City	60.8	10	70.8	\$0.00	Not-Awarded

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28114	New York City	DOS	DOS LWRP	Meadow Lake Promenade Restoration	New York City	55.2	15	70.2	\$0.00	Not-Awarded
28131	New York City	DOS	DOS LWRP	Urban Park Ranger Waterfront Education and Recreation	New York City	58.4	10	68.4	\$0.00	Not-Awarded
30036	New York City	EFC	EFC GIGP	Rainwater Harvesting and Reuse	Marine Park Seaside Links	68	10	78	\$502,900.00	Awarded
31632	New York City	EFC	EFC GIGP	Brooklyn Navy Yard "Building C" Green Roof	Blumenfeld Development Group	53	20	73	\$275,778.00	Awarded
28085	New York City	EFC	EFC GIGP	Greening the Gap Bringing Green Infrastructure to East Harlem	NYC Department of Parks and Recreation	59	10	69	\$0.00	Not-Awarded
31094	New York City	EFC	EFC GIGP	Staten Island Wheel	New York Wheel LLC	46	20	66	\$0.00	Not-Awarded
28469	New York City	EFC	EFC GIGP	Large Bioswale Stormwater Bioretention	New York City Department of Environmental Protection	49	15	64	\$0.00	Not-Awarded
25988	New York City	EFC	EFC GIGP	NRDC NY Green Roof	Natural Resources Defense Council	49	10	59	\$0.00	Not-Awarded
30896	New York City	EFC	EFC GIGP	2013GreenEngineering	Christ Church New Brighton	47	10	57	\$0.00	Not-Awarded
30808	New York City	EFC	EFC GIGP	NHSJ Green Roof 2013	Neighborhood Housing Services of Jamaica Inc	47	10	57	\$0.00	Not-Awarded
29961	New York City	EFC	EFC GIGP	Permeable Pavement in College Point	New York City Department of Transportation	45	10	55	\$0.00	Not-Awarded
31185	New York City	ESD	ESD EIPTA	NYC ITAC - Sustainable Business Program	NYC ITAC	73	10	83	\$200,000.00	Awarded
31060	New York City	ESD	ESD EJP	Facility Expansion and New Production Capability Staffing and Training	Architectral Grille	76	20	96	\$165,067.00	Awarded
31557	New York City	ESD	ESD EJP	High End Fashion Business Expansion	Ralph Rucci LLC	72	20	92	\$411,944.00	Awarded
28042	New York City	ESD	ESD EJP	BSP Greenhouse - Rooftop Farm	BrightFarms	72	20	92	\$350,000.00	Awarded
31620	New York City	ESD	ESD EJP	Sailthru New York Expansion Project	Sailthru	68	20	88	\$750,000.00	Awarded
32373	New York City	ESD	ESD EJP	Expansion of Financial Services Operations Center	World Business Lenders LLC	67	20	87	\$750,000.00	Awarded
30295	New York City	ESD	ESD EJP	Cloud-based Software Development Project	ShopKeep POS	63	20	83	\$750,000.00	Awarded
29250	New York City	ESD	ESD EJP	Manufacturing Facility Upgrade	Fastener Dimensions Inc	61	20	81	\$100,000.00	Awarded
28017	New York City	ESD	ESD EJP	Hansel n Gretel Building Upgrade Job Retention Project	Hansel n Gretel Brand Inc	61	20	81	\$537,701.00	Awarded
26871	New York City	ESD	ESD EJP	Denim on Demand Project	Flint and Tinder USA	63	10	73	\$100,000.00	Awarded
28593	New York City	ESD	ESD EJP	Buffalo Syngas	Buffalo Syngas LLC	27	15	42	\$0.00	Not-Awarded
23846	New York City	ESD	ESD EJP	Codecademy	Ryzac Inc DBA Codecademy	0	0	0	\$0.00	Not-Awarded
27050	New York City	ESD	ESD Grants	Empire Outlets	St George Outlet Development LLC	73	20	93	\$3,500,000.00	Awarded
31800	New York City	ESD	ESD Grants	Lighthouse Point	5 Bay Street LLC	73	20	93	\$1,500,000.00	Awarded
29744	New York City	ESD	ESD Grants	9603BeachChannelDrive	Madelaine Chocolate Novelties, Inc.	73	20	93	\$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
31094	New York City	ESD	ESD Grants	Staten Island Wheel	New York Wheel LLC	72	20	92	\$0.00	Not-Awarded
28042	New York City	ESD	ESD Grants	BSP Greenhouse	BSP Greenhouse LLC	72	20	92	\$0.00	Not-Awarded
29941	New York City	ESD	ESD Grants	Building 77	Brooklyn Navy Yard Development Corporation	71	20	91	\$0.00	Not-Awarded
31578	New York City	ESD	ESD Grants	Edgewater Rebuilding	United New York Sandy Hook Pilots' Benevolent Association	71	20	91	\$0.00	Not-Awarded
30068	New York City	ESD	ESD Grants	1102 Atlantic Avenue	Greenpoint Manufacturing and Design Center Local Development Corporation	73	15	88	\$0.00	Not-Awarded
29692	New York City	ESD	ESD Grants	Made in NY Media Center	The Independent Feature Project, INC.	68	20	88	\$0.00	Not-Awarded
32690	New York City	ESD	ESD Grants	Queens Tech Incubator	C4Q Ventures	68	20	88	\$0.00	Not-Awarded
31175	New York City	ESD	ESD Grants	GWB Bus Station	George Washington Bridge Bus Station Development Venture LLC	67	20	87	\$0.00	Not-Awarded
32373	New York City	ESD	ESD Grants	Business Expansion Initiative	World Business Lenders, LLC	67	20	87	\$0.00	Not-Awarded
28570	New York City	ESD	ESD Grants	EGLuck	E. Gluck Corporation	71	10	81	\$0.00	Not-Awarded
28017	New York City	ESD	ESD Grants	Hansel n Gretel Building Upgrade Job Retention Project	Hansel 'n Gretel Brand, Inc.	61	20	81	\$0.00	Not-Awarded
30808	New York City	ESD	ESD Grants	NHSJ Green Roof 2013	Neighborhood Housing Services of Jamaica, Inc.	69	10	79	\$0.00	Not-Awarded
32042	New York City	ESD	ESD Grants	Pier 57	Hudson Eagle, LLC.	68	10	78	\$0.00	Not-Awarded
29795	New York City	ESD	ESD Grants	New York Proton Center	New York Proton Management, LLC	63	15	78	\$0.00	Not-Awarded
31271	New York City	ESD	ESD Grants	Tobacco Warehouse	St. Ann's Warehouse, Inc.	65	10	75	\$0.00	Not-Awarded
32616	New York City	ESD	ESD Grants	Manufacture New York	Manufacture New York Inc.	64	10	74	\$0.00	Not-Awarded
27953	New York City	ESD	ESD Grants	Intrepid Aircraft Restoration Hangar Lighting Project	Intrepid Museum Foundation	62	10	72	\$0.00	Not-Awarded
32398	New York City	ESD	ESD Grants	Brownfield Grants	City of New York	62	10	72	\$0.00	Not-Awarded
31940	New York City	ESD	ESD Grants	Kings Theatre Renovation	ACE Theatrical Group, LLC	61	10	71	\$0.00	Not-Awarded
32215	New York City	ESD	ESD Grants	Sugar Hill Childrens Museum of Art Storytelling	Broadway Housing Communities, Inc.	58	10	68	\$0.00	Not-Awarded
31632	New York City	ESD	ESD Grants	Brooklyn Navy Yard Admirals Row	BDG BNY LLC	48	20	68	\$0.00	Not-Awarded
29762	New York City	ESD	ESD Grants	Far Rockaway Renaissance Center Village	Rockaway Development & Revitalization Corporation	57	10	67	\$0.00	Not-Awarded
32259	New York City	ESD	ESD Grants	New Science Classrooms	New York Hall of Science	52	15	67	\$0.00	Not-Awarded
32657	New York City	ESD	ESD Grants	WCMC Institute of Precision Medicine	Joan & Sanford I. Weill Medical College of Cornell University	55	10	65	\$0.00	Not-Awarded
31703	New York City	ESD	ESD Grants	The Crossings at Southern	BDG Hunts Point, LLC	50	15	65	\$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
29273	New York City	ESD	ESD Grants	Flex Barge Ferry Landings	The New York City Department of Small Business Services	54	10	64	\$0.00	Not-Awarded
32138	New York City	ESD	ESD Grants	Jamaica Station Catalytic Project	Metropolitan Hotel Group LLC	54	10	64	\$0.00	Not-Awarded
29970	New York City	ESD	ESD Grants	Building New Yorks Regenerative Medicine Infrastructure	The New York Stem Cell Foundation	48	15	63	\$0.00	Not-Awarded
31699	New York City	ESD	ESD Grants	Jamaica Garage and Retail	BDG Jamaica, LLC	52	10	62	\$0.00	Not-Awarded
32508	New York City	ESD	ESD Grants	Broadway 4D Theater Project	Broadway 4D Theaters, LLC	52	10	62	\$0.00	Not-Awarded
31847	New York City	ESD	ESD Grants	LIU Institute for Interprofessional Health Education	Long Island University	51	10	61	\$0.00	Not-Awarded
27027	New York City	ESD	ESD Grants	Carnegie Hall Capital Projects	Carnegie Hall Corporation	50	10	60	\$0.00	Not-Awarded
32603	New York City	ESD	ESD Grants	Corona Machinery Purchase	Magellan Aerospace USA Inc.	50	10	60	\$0.00	Not-Awarded
32593	New York City	ESD	ESD Grants	Discover NY	Discover NY Limited Liability Company	54	5	59	\$0.00	Not-Awarded
29544	New York City	ESD	ESD Grants	Jamaica Stark Site	New York City Department of Small Business Services (SBS)	49	10	59	\$0.00	Not-Awarded
29274	New York City	ESD	ESD Grants	Shore Theater	New York City Department of Small Business Services	48	10	58	\$0.00	Not-Awarded
26933	New York City	ESD	ESD Grants	Fourth Floor Glass Gallery Project	New-York Historical Society	47	10	57	\$0.00	Not-Awarded
29708	New York City	ESD	ESD Grants	NEBHDCo 619 Throop	Northeast Brooklyn Housing Development Corporation	46	10	56	\$0.00	Not-Awarded
28199	New York City	ESD	ESD Grants	La Marqueta Mile Feasibility	Harlem Community Development Corporation	38	15	53	\$0.00	Not-Awarded
32325	New York City	ESD	ESD Grants	ConnectNYC Round Two	The New York City Department of Small Business Services	41	10	51	\$0.00	Not-Awarded
27626	New York City	ESD	ESD Grants	South Asian Community Home	Chhaya Community Development Corporation	40	10	50	\$0.00	Not-Awarded
27885	New York City	ESD	ESD Grants	Rossville Tanks	Chaim Babad	41	5	46	\$0.00	Not-Awarded
27324	New York City	ESD	ESD Grants	MCNY Bronx Campus	Metropolitan College of New York	40	5	45	\$0.00	Not-Awarded
26897	New York City	ESD	ESD HSSP	NYUPoly Incubator Proposal	NYUPoly	74	20	94	\$125,000.00	Awarded
28206	New York City	ESD	ESD HSSP	Biotech Grows In Brooklyn	Downstate Technology Center Inc	70	15	85	\$125,000.00	Awarded
32690	New York City	ESD	ESD HSSP	Queens Tech Incubator	Queens Tech Incubator	63	20	83	\$125,000.00	Awarded
30622	New York City	ESD	ESD HSSP	NYDesigns Business Incubator	LaGuardia Community College	62	20	82	\$0.00	Not-Awarded
28973	New York City	ESD	ESD HSSP	Pratt Design Incubatoraccelerator	Pratt Institute	68	10	78	\$0.00	Not-Awarded
32066	New York City	ESD	ESD HSSP	Entrepreneur Space	Queens Economic Development Corporation	37	20	57	\$0.00	Not-Awarded
30704	New York City	ESD	ESD MNY	Alliance	Alliance for Coney Island	52	10	62	\$225,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
31786	New York City	ESD	ESD MNY	EXPLORE BROOKLYN	Brooklyn Alliance Inc Brooklyn Chamber of Commerce	37	15	52	\$0.00	Not-Awarded
26933	New York City	ESD	ESD MNY	Fourth Floor Glass Gallery Project	NewYork Historical Society	39	10	49	\$0.00	Not-Awarded
31586	New York City	ESD	ESD MNY	TBxTC	The Bronx Tourism Council	36	10	46	\$0.00	Not-Awarded
28979	New York City	ESD	ESD MNY	East Gate Visitor Accessibility and Green Zone Project	The New York Botanical Garden	36	10	46	\$0.00	Not-Awarded
32200	New York City	ESD	ESD MNY	Its In Queens	Queens Economic Development Corporation	33	10	43	\$0.00	Not-Awarded
32581	New York City	ESD	ESD MNY	Ambassador Satch	Louis Armstrong House Museum	34	5	39	\$0.00	Not-Awarded
32638	New York City	ESD	ESD MNY	Rockaways Marketing	Queens Economic Development Corporation	28	10	38	\$0.00	Not-Awarded
32593	New York City	ESD	ESD MNY	Discover NY	Discover NY LLC	30	5	35	\$0.00	Not-Awarded
31025	New York City	ESD	ESD MNY	NYWCC	New York Womens Chamber of Commerce	22	10	32	\$0.00	Not-Awarded
28405	New York City	ESD	ESD MNY	Atlantic Avenue Gateway	Atlantic Avenue District Management Association Inc	19	10	29	\$0.00	Not-Awarded
30790	New York City	ESD	ESD MNY	ARTs East New York	ARTs East New York	16	10	26	\$0.00	Not-Awarded
27953	New York City	ESD	ESD MNY	Intrepid Aircraft Restoration Hangar Lighting Project	Intrepid Museum Foundation	9	10	19	\$0.00	Not-Awarded
32416	New York City	ESD	ESD OA	Closing the Gap: Classroom to Career Program	Research Foundation of the City University of New York	68	20	88	\$100,000.00	Awarded
27806	New York City	ESD	ESD OA	SBIDC	SBIDC	66	15	81	\$0.00	Not-Awarded
32042	New York City	ESD	ESD OA	Pier 57	Hudson Eagle LLC	68	10	78	\$0.00	Not-Awarded
30890	New York City	ESD	ESD OA	HiTech Charities Equity Loan Fund	HiTech Charities	68	10	78	\$0.00	Not-Awarded
32717	New York City	ESD	ESD OA	Access Code	Coalition for Queens	56	20	76	\$0.00	Not-Awarded
32033	New York City	ESD	ESD OA	Building Bridges for Business	Queens Economic Development Corporation	60	15	75	\$0.00	Not-Awarded
30025	New York City	ESD	ESD OA	Spec It Green Partnership	Pratt Institute	60	15	75	\$0.00	Not-Awarded
31803	New York City	ESD	ESD OA	NYLab2Fab	NYC ITAC	60	10	70	\$0.00	Not-Awarded
29005	New York City	ESD	ESD OA	SBDC York College CFA	SBDC at York College	56	10	66	\$0.00	Not-Awarded
32169	New York City	ESD	ESD OA	CMP_ESD Technical Assistance Training	CMP formerly Chinatown Manpower Project	59	5	64	\$0.00	Not-Awarded
32492	New York City	ESD	ESD OA	West Harlem tech assistance	New York Womens Chamber of Commerce	52	10	62	\$0.00	Not-Awarded
31847	New York City	ESD	ESD OA	LIU Institute for Interprofessional Health Education	Long Island University	51	10	61	\$0.00	Not-Awarded
28656	New York City	ESD	ESD SPFS	West Shore Light Rail	Staten Island Economic Development Corporation	69	10	79	\$50,000.00	Awarded
26536	New York City	ESD	ESD SPFS	Feasibility and Design Study for Greenspace in Brooklyn	Downtown Brooklyn Partnership	69	10	79	\$50,000.00	Awarded
32042	New York City	ESD	ESD SPFS	Pier 57	Hudson Eagle LLC	68	10	78	\$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
30118	New York City	ESD	ESD SPFS	Main Street HUB	South Bronx Overall Economic Development Corporation	58	10	68	\$0.00	Not-Awarded
29005	New York City	ESD	ESD SPFS	SBDC York College CFA	SBDC at York College	56	10	66	\$0.00	Not-Awarded
28277	New York City	ESD	ESD SPFS	New York Frozen Food Logistics Hub	Frozen Food Logistics	49	10	59	\$0.00	Not-Awarded
28199	New York City	ESD	ESD SPFS	La Marqueta Mile Feasibility	Harlem Community Development Corporation	38	15	53	\$0.00	Not-Awarded
24556	New York City	HCR	HCR NYMS	Flatbush Neighborhood Revitalization	Church Avenue District Management Association	66	10	76	\$200,000.00	Awarded
31199	New York City	HCR	HCR NYMS	New York Main Street Washington Ave Brooklyn	Myrtle Av Comrl Rev & Dev Project LDC	36	10	46	\$0.00	Not-Awarded
32397	New York City	HCR	HCR NYMS	Northfield Community LDC NYMS	Northfield Community Local Development Corporation of Staten Island, Inc.	19	10	29	\$0.00	Not-Awarded
26940	New York City	HCR	HCR NYMSTA	Eastern Gateway NYMS TA Project	Downtown Brooklyn Partnership	25	15	40	\$0.00	Not-Awarded
32397	New York City	HCR	HCR NYMSTA	Northfield Community LDC NYMS TA	Northfield Community Local Development Corporation of Staten Island, Inc.	12	10	22	\$0.00	Not-Awarded
32397	New York City	HCR	HCR UI	Northfield Community LDC UI	Northfield Community Local Development Corporation of Staten Island, Inc.	23	10	33	\$0.00	Not-Awarded
31867	New York City	HESC	HESC CACG	CCNY Continuing and Professional Education	The Research Foundation of CUNY	73	15	88	\$50,000.00	Awarded
32041	New York City	HESC	HESC CACG	College Access	Northern Manhattan Improvement Corporation	73	15	88	\$50,000.00	Awarded
26889	New York City	HESC	HESC CACG	Green Roof Manhattan	Jewish Home Lifecare	75.6	10	85.6	\$0.00	Not-Awarded
29382	New York City	HESC	HESC CACG	Project Reach Youth College Access	Sunset Park Health Council DBA Lutheran Family Health Centers	69.4	15	84.4	\$0.00	Not-Awarded
29978	New York City	HESC	HESC CACG	College Readiness Program	Sunnyside Community Services	67.5	10	77.5	\$0.00	Not-Awarded
27452	New York City	HESC	HESC CACG	Restoration Economic Solutions Center	Bedford Stuyvesant Restoration Corporation	63	10	73	\$0.00	Not-Awarded
30335	New York City	HESC	HESC CACG	High School to Art School Portfolio Development Program	Queens Council on the Arts	56.9	10	66.9	\$0.00	Not-Awarded
30014	New York City	HESC	HESC CACG	AAFE College Access Grant	Asian Americans for Equality	56.9	10	66.9	\$0.00	Not-Awarded
30560	New York City	HESC	HESC CACG	East Side House College Access	East Side House Inc	52.7	10	62.7	\$0.00	Not-Awarded
29845	New York City	HESC	HESC CACG	Bushwick Student Success Center	Make the Road New York	54.7	5	59.7	\$0.00	Not-Awarded
32269	New York City	HESC	HESC CACG	Financial Literacy for Academic Success	Research Foundation of the City University of New York	48.6	10	58.6	\$0.00	Not-Awarded
29494	New York City	HESC	HESC CACG	Youth Action YouthBuild	Youth Action Programs and Homes Inc	44.7	10	54.7	\$0.00	Not-Awarded
29967	New York City	NYSERDA	NYSERDA CGC3	Bus Rapid Transit In Queens	New York City Department of Transportation	62.11	20	82.11	\$2,137,500.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
30558	New York City	NYSERDA	NYSERDA CGC3	Ev Charging In Nyc	ChargePoint Coulomb Technologies	52.67	15	67.67	\$0.00	Not-Awarded
31578	New York City	NYSERDA	NYSERDA CGC3	Pilot Headquarters On Staten Island	Sandy Hook Pilots	47.11	20	67.11	\$0.00	Not-Awarded
32379	New York City	NYSERDA	NYSERDA CGC3	Ev Taxis In Nyc	NYC Taxi and Limousine Commission	46.78	20	66.78	\$0.00	Not-Awarded
28050	New York City	NYSERDA	NYSERDA CGC3	Wheels Taxi Queuing In Nyc	Weeels Inc	56.11	10	66.11	\$0.00	Not-Awarded
31567	New York City	NYSERDA	NYSERDA CGC3	Ev Charging In Nyc	Car Charging Holdings LLC	44.78	20	64.78	\$0.00	Not-Awarded
29278	New York City	NYSERDA	NYSERDA CGC3	Streescaping And Mixed Use Development On Staten Island	NYC Economic Development Corporation	51.44	10	61.44	\$0.00	Not-Awarded
29949	New York City	NYSERDA	NYSERDA CGC3	Bike Path And Streetscapes In Brooklyn	New York City Department of Transportation	50.56	10	60.56	\$0.00	Not-Awarded
29968	New York City	NYSERDA	NYSERDA CGC3	Safe Routes To School In Queens	New York City Department of Transportation	50.11	10	60.11	\$0.00	Not-Awarded
31769	New York City	NYSERDA	NYSERDA CGC3	Solar District Heating In Nyc	Ely Beach Solar	49.89	10	59.89	\$0.00	Not-Awarded
26389	New York City	NYSERDA	NYSERDA CGC3	Education Center In Nyc	Solar 1	44.33	15	59.33	\$0.00	Not-Awarded
29084	New York City	NYSERDA	NYSERDA CGC3	Living Building In Brooklyn	Ben Rosenblum Studio	49	10	59	\$0.00	Not-Awarded
31598	New York City	NYSERDA	NYSERDA CGC3	Locomotive Repower For Waste Management In Brooklyn	Waste Management of New York LLC	41.56	15	56.56	\$0.00	Not-Awarded
30132	New York City	NYSERDA	NYSERDA CGC3	Fuel Cell In Nyc	New York State Office of Mental Health	45.56	10	55.56	\$0.00	Not-Awarded
29965	New York City	NYSERDA	NYSERDA CGC3	Lng Ferry On Staten Island	New York City Department of Transportation	45.44	10	55.44	\$0.00	Not-Awarded
32138	New York City	NYSERDA	NYSERDA CGC3	Tod Development In Jamaica	Able Management Group Inc	43	10	53	\$0.00	Not-Awarded
31811	New York City	NYSERDA	NYSERDA CGC3	Cng Food Trucks In Nyc	Neapolitan Express Operating LLC	41.11	10	51.11	\$0.00	Not-Awarded
28128	New York City	NYSERDA	NYSERDA CGC3	Pedestrian Improvements At Columbia University	Columbia University Medical Center	44.89	5	49.89	\$0.00	Not-Awarded
30169	New York City	NYSERDA	NYSERDA CGC3	Usgbc Green Building Guide In Nyc	Urban Green Council	37.44	10	47.44	\$0.00	Not-Awarded
29608	New York City	ONCS	ONCS Amer	The Sunset Park Opportunity Corps AmeriCorps Program	Lutheran Family Health Centers	80	15	95	\$179,618.00	Awarded
27090	New York City	ONCS	ONCS Amer	SEEDCO Economic Development AmeriCorps Program	Structured Employment Economic Development Corporation	80	10	90	\$142,566.00	Awarded
31599	New York City	OTDA	OTDA SNAP	FEGS SNAP Opportunities Program	FEGS Health and Human Services	73.67	15	88.67	\$250,000.00	Awarded
32025	New York City	OTDA	OTDA SNAP	SoBRO SNAP Opportunities Program	South Bronx Overall Economic Development Corporation	71.67	15	86.67	\$125,000.00	Awarded
28374	New York City	OTDA	OTDA SNAP	St Nicks SNAP Opportunities Program	St Nicks Alliance	67.33	15	82.33	\$300,000.00	Awarded
28015	New York City	OTDA	OTDA SNAP	HANAC SNAP Opportunities Program	HANAC, INC.	63	10	73	\$125,000.00	Awarded
29545	New York City	OTDA	OTDA SNAP	Metropolitan Council on Jewish Poverty SNAP Opportunities Program	Metropolitan Council on Jewish Poverty	51.33	10	61.33	\$300,000.00	Awarded
31296	New York City	OTDA	OTDA SNAP	Housing Works SNAP Opportunities Program	Housing Works, Inc.	33.33	15	48.33	\$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
29494	New York City	OTDA	OTDA SNAP	Youth Action YouthBuild SNAP Opportunities Program	Youth Action Programs and Homes, Inc.	35.67	10	45.67	\$0.00	Not-Awarded
31271	New York City	Parks	Parks HASA D	Tobacco Warehouse	St Anns Warehouse, Inc.	47	10	57	\$0.00	Not-Awarded
29242	New York City	Parks	Parks HPA D	FHM Roof 2013	The Fathers Heart Ministries	65.5	5	70.5	\$500,000.00	Awarded
26320	New York City	Parks	Parks HPA D	Henry Street Historic Preservation Project	Henry Street Settlement	52	15	67	\$500,000.00	Awarded
27042	New York City	Parks	Parks HPA D	Exterior facade preservation of Parish House	Church of St Ann The Holy Trinity	56	10	66	\$0.00	Not-Awarded
31607	New York City	Parks	Parks HPA D	Grand Army Plaza Arch	Prospect Park Alliance	45	10	55	\$0.00	Not-Awarded
27420	New York City	Parks	Parks HPA D	Window Renovations	The Riverside Church	40	10	50	\$0.00	Not-Awarded
31271	New York City	Parks	Parks HPA D	Tobacco Warehouse	St Anns Warehouse, Inc.	37.5	10	47.5	\$0.00	Not-Awarded
29684	New York City	Parks	Parks HPA D	BPL Central Library Roof Restoration	Brooklyn Public Library	42	5	47	\$0.00	Not-Awarded
29738	New York City	Parks	Parks HPA D	Historic Preservation	The Italian Cultural Foundation at Casa Belvedere	36.5	10	46.5	\$0.00	Not-Awarded
28040	New York City	Parks	Parks HPA D	Roof Restoration	American Museum of Natural History	35.5	10	45.5	\$0.00	Not-Awarded
30144	New York City	Parks	Parks HPA D	Judson	Judson Memorial Church Inc	35	10	45	\$0.00	Not-Awarded
29109	New York City	Parks	Parks HPA P	The Evergreens Cultural Landscape Project	The Evergreens Cemetery Preservation Foundation	56.5	0	56.5	\$0.00	Not-Awarded
28098	New York City	Parks	Parks PA A	Bushwick Inlet Park Acquisition	NYC Department of Parks and Recreation	58.5	10	68.5	\$0.00	Not-Awarded
28979	New York City	Parks	Parks PA D	East Gate Visitor Accessibility and Green Zone Project	The New York Botanical Garden	58	10	68	\$500,000.00	Awarded
29958	New York City	Parks	Parks PA D	De Valle Crames Plaza	New York City Department of Transportation	49.5	5	54.5	\$0.00	Not-Awarded
28114	New York City	Parks	Parks PA D	Meadow Lake Promenade Restoration	NYC Department of Parks and Recreation	36.5	15	51.5	\$0.00	Not-Awarded
29280	New York City	Parks	Parks PA D	Willoughby Square	NYC Economic Development Corporation	32.5	15	47.5	\$0.00	Not-Awarded
28279	New York City	Parks	Parks PA D	WNYC Transmitter Park Broadcast Building Rehabilitation	NYC Department of Parks and Recreation	37	10	47	\$0.00	Not-Awarded
27832	New York City	Parks	Parks PA P	Oakland Ravine	New York City Department of Environmental Protection	20.5	10	30.5	\$0.00	Not-Awarded
28090	New York City	Parks	Parks RTP NMD	Greenbelt Trail Sustainability Initiative	New York City Department of Parks and Recreation	58.5	10	68.5	\$192,000.00	Awarded
26676	New York City	Parks	Parks RTP NMD	Bronx River Greenway Trail Upkeep and Signage Project	Bronx River Alliance	52.5	10	62.5	\$0.00	Not-Awarded
28146	New York City	Parks	Parks RTP NMD	Forest Park Trail Linkage and Restoration	NYC Department of Parks and Recreation	42.5	10	52.5	\$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