

2014 Regional Council Process & Consolidated Funding Applications

Background:

The Regional Economic Development Councils (REDCs) are a community driven, regional approach to economic development in New York State. Each Council consists of up to 30 business, academic and government leaders from throughout the Region.

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

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

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

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region’s plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were

published in the regions' Progress Report, which are publically available online at www.regionalcouncils.ny.gov. Projects were scored by both the state agencies and the Regional Councils. The agencies scored their projects based on a technical evaluation in adherence with existing funding program guidelines and awarded a project up to 80%. The remaining 20% is awarded by the Regional Councils, and were based off the following endorsement standards:

Statewide Endorsement Standards

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

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

2014 Competition:

To encourage the implementation of the Regional Economic Development Councils' strategic plans and to continue to motivate investment opportunities and job creation, the Regional Councils competed in 2014 for up to \$150 million in capital funds and \$70 million in Excelsior Tax Credits for projects identified by the Regional Councils 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. While project funding was awarded in all ten Regional Councils through the 2014 CFA, the competition placed an emphasis on Regional Council performance and action to implement strategies.

The competition was focused on the following:

- 1) Implementation of regional strategic economic development plans;*
- 2) Performance in encouraging economic growth through job creation and investment;*
- 3) Identification of global marketing and export strategies;*

In 2014, the five regions identified as top performers from 2013 would be competing for two awards of \$25 million each in additional funding while the remaining five regions from 2013 were competing for three awards of \$25 million each. The ten regions were also eligible for up to \$10 million in Excelsior Tax Credits to help attract and grow businesses in the region.

The 2014 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Commissioner and Civil Service President Jerry Boone, Office of General Services Commissioner Roann Destito, Environmental Facilities Corporation CEO Matthew Driscoll, Chair of NYS Tourism Advisory Council Cristyne Nicholas, Director of NYS Division of Veteran's Affairs Colonel Eric J. Hesse, Tax and Finance Commissioner Thomas Mattox, and the Director of the Trade Promotion Coordinating Committee, International Trade Administration Patrick Kirwan. The SIAT reviewed each region's Progress Report based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2014 activities and priorities to the SIAT which included PowerPoint presentations, videos, and regional exhibit booths. The SIAT was also given time to ask questions of the REDC's about their progress reports and regional priority projects.

The SIAT provided an assessment of each plan and made recommendations to Kenneth Adams, President & CEO, Empire State Development Corporation of the five reports that most closely aligned with the criteria outlined in the guidebook. 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 Progress Report 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 twelve state agencies through the Consolidated Funding Application (CFA). The CFA allows businesses and other entities to apply for multiple agency funding sources through a single, web-based application. Awards for CFA projects were made based on the endorsement of the local Regional Council and the technical program review of the agencies providing resources, subject to interagency review team analysis and agency discretion.

The 2014 REDC initiative was launched on April 28 and the CFA opened for applications on May 01 and closed on June 16. All details about CFA resources were made available online via the 2014 CFA Resources Available Document, the State Register and the New York State Contract Reporter. When the portal closed on June 16, agencies immediately began marking project eligibility. All eligible projects were then made available to the Regional Councils for their scoring process and the agencies for their technical evaluation. On August 15, the REDCs submitted their final 2014 progress reports to the State. After the SIAT presentations concluded in September, the Inter-agency team met to review the projects and make final funding decisions.

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

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

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

On Thursday, December 11, 2014, the Governor announced that 852 projects totaling \$709.2 million had been awarded through Round Four of the Regional Economic Development Council initiative. Top Performer awards were given to the Finger Lakes, Southern Tier, Central New York, Mid-Hudson, and Long Island regions 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
Colonel Eric J. Hesse, Director, NYS Division of Veteran's Affairs
Patrick Kirwan, Director of the Trade Promotion Coordinating Committee, International Trade Administration

Subject: Review of 2014 Regional Economic Development Councils' Progress

Date: December 9, 2014

We have been honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council Initiative. In the past four years, this important initiative has created jobs and grown new industries across the state.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan which emphasized the region's unique assets and provided strategies to harness local resources, both human and capital, to stimulate regional economic development and create jobs statewide. Each year since, the plans have been updated to identify projects that continue to support each region's vision of its economic future.

In September of this year, each Regional Council came to Albany to present their progress. Their oral presentations complemented and built upon regional progress reports and plan updates submitted by the Regional Councils in August. We heard those presentations and have the responsibility of assessing the progress of the Regional Councils.

With the shift to a bottom-up planning process, the State has turned to the Regional Councils to implement many State priorities. In year four (2014), Regional Councils were asked to address three new State priorities: global marketing and export strategies; veterans' participation in the workforce; and support of NY Rising Community Reconstruction Plan projects.

2014 Competition

Our task this year was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2014 REDC Guidebook. We focused on three areas:

1) Implementation of regional strategic economic development plans, including how the regions addressed the following 2014 priorities:

- Support NY Rising Community Reconstruction Plan projects
- Maintain a project pipeline
- Address regional workforce development needs for key sectors
- Refine the region's Opportunity Agenda
- Encourage Veterans' participation in the workforce
- Contribute to NYSUNY 2020 Challenge Grant Program
- Implement Cleaner, Greener Communities Sustainability Plan
- Nominate Innovation Hot Spots
- Expand collaborative efforts with other Regional Councils

2) Performance in encouraging economic growth through job creation and investment, including such factors as:

- Job creation and investment
- Status of past priority projects
- Collaboration with local government to transform the regional business climate
- Performance measures

3) Identification of global marketing and export strategies.

Awards

The regions competed in two groups this year. One group consisted of the five regions identified as Top Performers in 2013. They competed for two awards of \$25 million each, and consisted of the following regions: Capital Region, Long Island, Mohawk Valley, North Country, and Southern Tier.

The second group consisted of the five regions that did not receive top awards in 2013. They competed for three awards of \$25 million each, and consisted of the following regions: Central NY, Finger Lakes, Mid-Hudson, New York City, and Western NY.

The Strategic Implementation Assessment Team has identified five regions that deserve the highest awards this year: **Central NY, Finger Lakes, Long Island, Mid-Hudson,** and the **Southern Tier**. This was a difficult task, as regions shined in different areas, with some excelling in the development of global marketing and export strategies while others excelled in different priority areas. All regions continued to build upon their previous successes, adjusting their strategies as needed and identifying projects that will help advance their vision.

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 **Central New York Regional Economic Development Council (CNYREDC)** provides a forum for stronger partnerships, growth-oriented investments, and incubation of new initiatives to bolster economic growth in Central New York. CNYREDC joined forces with the Mohawk Valley Regional Economic Development Council to develop a joint Global NY Plan, with emphasis on manufacturers of building systems that heat and cool buildings, refrigerate produce, and control manufacturing processes. They have joined with MVREDC, private industry, and academic institutions to move the Northeast UAS Airspace Integration Research Alliance (NUAIR) forward, establishing the Regions' place in the burgeoning field of unmanned aircraft. CNYREDC has also been working to push workforce alignment and training to the forefront of community discussions, through programs like Salt Works, Work Train, and Say Yes to Education Syracuse, and the efforts of the Next Generation Job Linkage Work Group.

The **Finger Lakes Regional Economic Development Council (FLREDC)** continued its focus on revitalizing the Eastman Business Park, and has identified new priority projects that will foster innovation and technology commercialization, strengthen communities and key industrial sites, address key infrastructural barriers to growth, enhance workforce development, and expand access to foreign markets and capital. FLREDC is seeking to create a new center for high tech manufacturing in Genesee County through development of the Science and Technology Advanced Manufacturing Park. The region has identified middle skills positions as key for future economic growth, and is advancing a priority project to address this. It has also extended its Opportunity Agenda to include more of the City of Rochester, proposing new programs to target at-risk students and prepare them for academic success and job opportunities.

The **Long Island Regional Economic Development Council (LIREDC)** maintained its focus on key initiatives, including creating a cohesive education and workforce training strategy through partnerships among a range of stakeholders - business, trade groups, labor, government agencies, educational institutions, and parents; and developing

innovation and industry clusters in transformative locations across the region - including downtowns, brownfields, and university research and medical centers. In addition to reinvigorating Long Island's manufacturing sector through a shift to technology products, the region is producing a new generation of sustainable, well-paying jobs in the legacy sectors of agriculture, aquaculture, fisheries and tourism. Finally, it is revitalizing its poorest neighborhoods by targeting the region's collective resources on new community-driven initiatives that can create jobs, homes and businesses. The Wyandanch Rising project embodies that community centered work.

The **Mid-Hudson Regional Economic Development Council (MHREDC)** excels in identifying projects that will help the region attain its economic vision, and has persuaded priority project sponsors to provide paid internships as a way of boosting training opportunities. New performance measures using sector metrics are useful for identifying specific areas of opportunity or concern within the regional economy. Strong performance of mature industries suggest the region's economic fundamentals are sound, although employment gains have been offset by losses in technology firms. Regional strategies have been fine-tuned with increased emphasis on university/public/private partnerships, and projects such as expansion of the SUNY Manufacturing Alliance for Research and Technology Transfer (SMARTT) are proposed to implement those strategies.

The **Southern Tier Regional Economic Development Council (STREDC)** continues its enthusiastic commitment to a strategic plan that is "Catalytic, Collaborative, Comprehensive and Competitive." This collaborative spirit is reflected in the Regional Council's support for plans and projects developed under the NY Rising Community Reconstruction Program, and the participation of local governments and others in a Regional Resiliency Summit. The global marketing and export strategy for the region is extensive, identifying existing regional exporters, barriers to exporting and opportunities for expanded exporting. One identified approach is to capitalize on the region's location between two major international visitor destinations (New York City and Niagara Falls), and to improve its competitiveness in hosting global racing events by addressing critical safety issues at the Watkins Glen International racing facility.

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: **Capital Region, Mohawk Valley, New York City, North Country, and Western NY.**

The **Capital Region Economic Development Council (CRREDC)** is seeking to secure market share for existing companies and to target industries that have national and

international potential; prepare for the future through investments in projects to enhance security, improve weather forecasting; build an infrastructure for new businesses in defense, paper, emerging high-tech fields and others; and open up opportunities for students, veterans and others eager to contribute to the economic well-being of the Capital Region. The CRREDC is collaborating with local industry stakeholders to implement the region's sustainability plan, creating a ripple effect that produces a stream of consistent, effective projects, dubbed "Sustainability Squared." Global strategies seek to both attract foreign direct investment (FDI) and increase exports, particularly service exports like the arts, culture, tourism and higher education.

The **Mohawk Valley Regional Economic Development Council (MVREDC)**, maintains a focus on attracting high technology jobs; revitalizing its downtown and waterfronts; growing agriculture and agribusinesses; and expanding tourism. Updates were made to its strategic plan to include projects from five NY Rising Communities. Other project ideas were generated at a Regional Summit which brought together leaders and stakeholders across the six county region. MVREDC continued to provide substantial emphasis on workforce development and training, prioritizing the following sectors: STEM, high technology, agri-business, downtown development, tourism and waterfronts. Global marketing strategies were developed in collaboration with the CNYREDC, and include maturation of the proposed Northeast UAS Airspace Integration Research Alliance (NUAIR).

The **New York City Regional Economic Development Council (NYCREDC)** is focused on design and implementation of public-private and interregional partnerships in order to accelerate economic growth and job creation in the City and State and to extend the benefits of growth to the most economically distressed individuals and communities. During this year of transition in the City's government, the REDC has begun work to ensure that the new Mayor's economic development team is informed about the REDC's strategic plan and is fully engaged in implementation of regional priority projects. NYCREDC is working with employers and developers to ensure that state-assisted projects maximize opportunities for local hiring and training initiatives. The NY Metro Export plan represents a collaborative effort between the New York City, Long Island, and the Mid-Hudson regions, and involve developing a network to share information and resources among the different regions.

The **North Country Regional Economic Development Council (NCREDC)** seeks to receive global recognition of the region as a special place to visit, live, work and study. Its global marketing and export strategies are comprehensive and build upon the strengths and characteristics of the region, such as: bi-national partnerships, aerospace, border

crossings, transportation, international tourism, agriculture, and international sports. The NCCREDC continues to successfully engage with other regions in advancing recreation and tourism, broadband, defense, and international business strategies. Its progress and prioritization in its work with sister regions is reflective of its ability to tap in to the potential of the North Country, despite its immense geography and sparse population. The Cleaner Greener Communities program continues to be a central component of the NCREDC's strategic plan, with sustainability plan goals built into priority project and Consolidated Funding Application (CFA) scoring criteria.

The **Western NY Regional Economic Development Council (WNYREDC)** continues to embrace its three core strategies of workforce enhancement, entrepreneurship and smart growth to provide a regional foundation by which its seven strategic industries can grow and prosper. The Regional Council has developed meaningful performance metrics that will allow for assessments of the Regions' social and economic progress and provide guidance for amendments where needed in their strategies and initiatives. The Region's commitment to workforce enhancement is evidenced by the number of education based priority projects which have been advanced by the WNYREDC. It also uses a three-prong approach to meeting the educational and workforce needs of the region's veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers.

Conclusion

The Assessment Team was impressed by the continued dedication of the Regional Council members, people who volunteer for their work groups, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the REDC process is taking New York down the path of even greater success, driven by the economic development skills of REDC members, spurred on by the advancement of new ideas and products by institutions of higher learning, and fueled by the development of a workforce across all age groups and socioeconomic strata. Please extend our congratulations to all members of the Regional Councils for the outstanding work they are doing to strengthen New York's economy.

New York City Regional Economic Development Council

2014 Progress Report Assessment

Section I. Implementation of the Regional Strategic Economic Development Plans

a. Support NY Rising Community Reconstruction Plan projects

Strength

- The New York City Regional Economic Development Council (NYCREDC) worked to coordinate strategic priorities with recovery projects, hearing regularly from community members on their progress developing NY Rising Community Reconstruction Plans.

b. Maintain a Project Pipeline

Strengths

- As part of the process of identifying potential priority projects, the NYCREDC hosted two CFA workshops in 2014 and a public forum.
- The NYCREDC continues to support large-scale projects, like the Brooklyn Navy Yard and Brooklyn Army Terminal, which could allow for continued hosting of smaller economic development projects.

Weaknesses

- Outreach to potential CFA applicants seemed minimal, particularly given the limited attendance at the events. Additional descriptions of how CFA applications were encouraged would help dispel that impression.
- The report does not mention the volume of overall proposed projects to draw any comparison to prior rounds.

c. Address Regional workforce development needs for key sectors

Strengths

- The Workforce Development Work Group fosters partnerships with business organizations, unions, and educational institutions to create interregional cooperation and industry-university collaboration, and is focusing on student preparation and job placement for unemployed individuals in high growth sectors. It is targeting funding for projects that offer employment and upward mobility.
- The classrooms to careers project is working to connect schools to businesses in priority sectors to provide workforce development and job opportunities.
- The strategy to link workforce development to manufacturing businesses through the export of goods and services seeks to maximize the benefits of globalization and technology expansion.

Weakness

- Although the report describes a highly effective sector-based strategy for workforce development, the only NYCREDC priority project focused on this strategy was the Per Scholas and Doran Jones initiative.

d. Refine the Regional Opportunity Agenda

Strengths

- Rather than focusing on a particular impoverished community, the Opportunity Agenda includes a new focus on providing widespread education for in-demand occupations, and connection of lower income individuals to jobs. NYCREDC indicates it will be helping to evaluate Career and Technical Education (CTE) programs and advocate in support of overcoming program obstacles.
- Closing the Gap: Classrooms to Careers, was a 2013 Opportunity Agenda project. CUNY and the NYC Department of Education are currently working with ten employers to develop curriculum.
- The Per Scholas project will target unemployed and underemployed jobseekers that lack higher education and job related credentials. Per Scholas is already in operation and has proven results.

Weaknesses

- The report does not offer any outcome data using the Opportunity Agenda performance measures established in 2013.
- The Opportunity Agenda is still narrowly focused on education and workforce development initiatives.

e. Promote Veterans' participation in the workforce

Strengths

- A Veterans Work Group was established consisting of major stakeholders such as veteran business owners, veteran advocacy groups, local development corporations, social services organizations, and representatives of relevant state agencies.
- Although the NYCREDC's priority project selection criteria does not include participation by veterans as a criteria, ten projects were identified that promote veterans' participation in the workforce or involve applicants with a history of hiring or assisting veterans.

Weaknesses

- The Veterans Work Group appears to be in the initial stages of identifying strategies to address the workforce needs of the veteran community.
- The Josephine Herrick project, although laudable, is the only proposed project involving veterans and will only hire one part-time person to support project coordination. On its own, this project is of a scope vastly undersized to the workforce needs of veterans in New York City.

f. CUNY 2020 Challenge Grants

Weakness

- There does not appear to be any effort to coordinate priority projects with CUNY 2020 projects or plans.

g. Cleaner, Greener Communities Sustainability Plans

Strengths

- NYSDOT and NYC Transit have implemented five Bus Rapid Transit projects. The projects combine low cost improvements to bus operations and street design to increase bus speeds by 20% and ridership 10%.
- The Saw Mill Creek Pilot Wetlands Mitigation Bank, a 2013 funded priority project, is proposed for continued funding in 2014. The project aims to cleanup, restore and protect 68 acres of wetlands in Staten Island, and create a model for wetland preservation and further waterfront development in the region.
- The NYCREDC is sponsoring a priority project to retrofit 90,000 multifamily units, targeting the largest source of greenhouse gas emissions in the City (buildings).

h. Innovation Hot Spots

Strength

- The proposed CUNY Hub could complement the other incubators in the area, to create a comprehensive network of resources for entrepreneurs in the region and provide an avenue for participation by low income and minority students as tech assistants and/or interns.

Weakness

- The report did not describe whether having the CUNY Hub located in Harlem would be an overlap of services or whether it would fill a gap or niche not filled by existing incubators in the region, such as the NYU-Poly NYS Certified Incubator (Manhattan).

i. Interregional Collaboration

Strengths

- The proposed NY Metro Export plan would be a collaborative effort between the New York City, Long Island, and the Mid-Hudson regions, and involve developing a network to share information and resources among the different regions.
- The proposed infrastructure and connectivity improvements to airports in Long Island, New York City, and the Mid-Hudson Valley would allow easier movement of goods throughout the entire metro New York area.

Weakness

- The Global NY collaboration is the only collaboration mentioned in the progress report.

j. Implementation gaps

- None other than those mentioned in other sections of this assessment.

k. New priorities and strategies

- Priorities for selection of projects (relief of economic distress, transformation, feasibility, etc.) have remained largely identical to last year.
- New projects highlighted in the progress report include:
 - Transformation of the Brooklyn Navy Yard Building 77 into a manufacturing/tech hub.

- Construction of an air cargo facility to increase capacity and expedite export activity at JFK Airport, creating over 100 jobs.

Section II. Performance in Encouraging Economic Growth through Job Creation and Investment

a. Job Creation and Investment

Strengths

- According to the progress report, priority projects for the past three years are projected to result in 30,655 construction jobs; 24,885 permanent jobs; 1,524 retained jobs; and 3,500 indirect jobs.
- Funding of *proposed* projects is projected to result in 3,514 construction jobs; 7,449 permanent jobs; 1,142 retained jobs; and 3,500 indirect jobs.

Weakness

- No explanation is given in the report for the substantial mismatch between the number of new jobs projected and the volume of actual jobs reported from previous priority projects.

b. Status of past priority projects

Strength

- In the past three rounds of the CFA, NYCREDC had a total of 160 funded projects and \$174.9 million in awards. The expected total project value (includes all types of investments) is \$1.9367 billion.

Weaknesses

- Only 3.8% of the projected jobs listed in the projects from previous years have been reported as actually starting.
- Eight projects (including a round 1 project) are still in the pre-development stage. Some of these projects requested additional funding.

c. Collaborate with Local Governments

Strength

- Meetings with representatives from City Hall and NYC Economic Development Corporation were held related to the identification of possible priority projects for Global NY, the NY Rising Community Reconstruction initiative, the Cleaner Greener Communities initiative, and other 2014 REDC priorities as well as the development of foreign direct investment and interregional export strategies.

d. Performance Measures

Strengths

- City University of New York (CUNY) and various city agencies are using Wage Reporting System data for evaluating programs.

- Regular CFA updates from NYS Empire State Development are provided based on reports required from project sponsors and public agencies on the status of approvals, financing commitments, and implementation of priority projects.

Weaknesses

- Use of the term “performance measures” to describe criteria that guide funding recommendations suggests NYCREDDC may misunderstand the State purpose in requesting regions develop performance metrics, as there are no specific goals or benchmarks set and the information is all prospective.
- Outside of certain statistics in the export plan, no context is provided for how NYC is doing in job creation or other measures of economic development.

Section III. Identification of Global Marketing and Export Strategies

a. Develop Global marketing and export strategies

Strengths

- The NYCREDDC is conducting interviews of successful immigrant owners of companies engaged in exporting to identify challenges specific to this population and share best practices for how to overcome them.
- The NYCREDDC is collecting data from organizations and institutions on export activity.

Weakness

- The Global NY plan is in the early stages, so sectors on which NYREDC wants to focus have not been identified, nor the specific strategies to increase activity in those sectors.

b. Global marketing and export projects

Strengths

- The expansion of sites like the Brooklyn Army Terminal and Brooklyn Navy Yard could allow space for start-ups and future priority projects that augment the export potential of New York City.
- Once developed, the Inter-Region Export Pipeline, a virtual network for sharing information and resources between regions, will facilitate coordination.
- The Airport Exports Improvement Project involves construction of an air cargo facility to increase capacity and expedite export activity at JFK Airport, creating over 100 jobs.
- The proposed expansion of Brooklyn Brewery would provide a facility for the Brewery’s Italian partner firm to co-locate its water bottling facility.

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
40423	New York City	Arts	Arts APCE	Assisted Listening Devices	New York Theatre Workshop	67.78	10	77.78	\$10,500.00	Awarded
40476	New York City	Arts	Arts APCE	Theatrical Curtain System	The New 42nd Street	67.22	10	77.22	\$20,200.00	Awarded
40276	New York City	Arts	Arts APCE	Performance Space 122 Lighting Design Enhancement	Performance Space 122	65	10	75	\$49,500.00	Awarded
40294	New York City	Arts	Arts APCE	Theater/Dance Floor Acquisition	St. Ann's Warehouse	61.67	10	71.67	\$49,500.00	Awarded
43185	New York City	Arts	Arts APCE	STH Community Performance & Event Space Upgrade	Spoke the Hub Dancing, Inc.	59.44	10	69.44	\$0.00	Not-Awarded
42097	New York City	Arts	Arts APCE	Artistic Program Capital Equipment	French Institute Alliance Francaise	64.44	5	69.44	\$0.00	Not-Awarded
40554	New York City	Arts	Arts APCE	DCTV Driving Economic and Civic Vitality	Downtown Community Television Center Inc	53.89	10	63.89	\$0.00	Not-Awarded
19537	New York City	Arts	Arts APCE	Clocktower Technical Development Support Program	The Clocktower Productions	48.33	10	58.33	\$0.00	Not-Awarded
42969	New York City	Arts	Arts APCE	Studio Flooring Replcement	Dance Theatre of Harlem, Inc.	40.56	10	50.56	\$0.00	Not-Awarded
2170	New York City	Arts	Arts APCE	Gallery Lighting	Wave Hill	40.56	10	50.56	\$0.00	Not-Awarded
30282	New York City	Arts	Arts CHPG	Public Works	The Public Theater	72.78	10	82.78	\$76,000.00	Awarded
42998	New York City	Arts	Arts CHPG	PLATAFORMA The Bronx Broadway Showcase for Latino Theater	Pregones Theater and Puerto Rican Traveling Theater	65.93	15	80.93	\$60,000.00	Awarded
40132	New York City	Arts	Arts CHPG	New Building Marketing Plan	Whitney Museum of American Art	75	5	80	\$76,000.00	Awarded
39740	New York City	Arts	Arts CHPG	Arbons Arts Center 2015 Centennial Marketing	Henry Street Settlement	70	10	80	\$76,000.00	Awarded
42756	New York City	Arts	Arts CHPG	Rooftop Films Summer Series and Tech Boot Camp 2015	Rooftop Films	69.17	10	79.17	\$7,800.00	Awarded
39571	New York City	Arts	Arts CHPG	Programming on Pan-Asian Themes	American Museum of Natural History	63.89	15	78.89	\$60,000.00	Awarded
38642	New York City	Arts	Arts CHPG	WOW (Women of the World) Harlem Festival	Apollo Theater	68.89	10	78.89	\$60,000.00	Awarded
42615	New York City	Arts	Arts CHPG	The City Lore Visitors Center	City Lore	73.33	5	78.33	\$58,100.00	Awarded
40204	New York City	Arts	Arts CHPG	Strategic Plan Implementation	Second Stage Theatre	68.33	10	78.33	\$52,100.00	Awarded
40461	New York City	Arts	Arts CHPG	Broadcast and Theatrica Arts: Creation, Production, Intern Training	Roulette Intermedium Inc	67.22	10	77.22	\$0.00	Not-Awarded
40842	New York City	Arts	Arts CHPG	Ideas City 2015	New Museum	67.14	10	77.14	\$0.00	Not-Awarded
41679	New York City	Arts	Arts CHPG	Library and Archives	MorrisJumel Mansion	66.67	10	76.67	\$0.00	Not-Awarded
42341	New York City	Arts	Arts CHPG	Bronx Museum Community Engagement Programs	The Bronx Museum of the Arts	66.19	10	76.19	\$0.00	Not-Awarded
41314	New York City	Arts	Arts CHPG	Harlem is Theater	Community Works	66.19	10	76.19	\$0.00	Not-Awarded
40308	New York City	Arts	Arts CHPG	Tyrus Wong Exhibition	Museum of Chinese in America	66.11	10	76.11	\$0.00	Not-Awarded
43402	New York City	Arts	Arts CHPG	En Foco Workforce Grant	En Foco, Inc.	60.37	15	75.37	\$0.00	Not-Awarded
42612	New York City	Arts	Arts CHPG	Bridging Cultures New Work at Park Avenue Armory	Seventh Regiment Armory Conservancy Inc	68.89	5	73.89	\$0.00	Not-Awarded
41091	New York City	Arts	Arts CHPG	Carnegie Hall	Carnegie Hall Corporation	68.57	5	73.57	\$0.00	Not-Awarded
41474	New York City	Arts	Arts CHPG	Arts in the Gardens, Arts in the Streets: Transforming Eastern Brooklyn with the Arts	Brooklyn Arts Council	67.92	5	72.92	\$0.00	Not-Awarded
42810	New York City	Arts	Arts CHPG	Training Artists to Grow New York	Research Foundation of the City University of New York	62.5	10	72.5	\$0.00	Not-Awarded
43558	New York City	Arts	Arts CHPG	Dynamic Planning System for Company Growth and Sustainability	theater et al, Inc.	61.85	10	71.85	\$0.00	Not-Awarded
39936	New York City	Arts	Arts CHPG	Queens International Express	Queens Council on the Arts	56.11	15	71.11	\$0.00	Not-Awarded
41415	New York City	Arts	Arts CHPG	Museum of Community Engaged Art	Groundswell	65.24	5	70.24	\$0.00	Not-Awarded
42236	New York City	Arts	Arts CHPG	Abuelito Dime Tú (Tell me a story Grandpa)	Teatro Circulo, Ltd.	64.76	5	69.76	\$0.00	Not-Awarded
43412	New York City	Arts	Arts CHPG	Expanding Tourism via the Web	Louis Armstrong House Museum	53.33	15	68.33	\$0.00	Not-Awarded
43211	New York City	Arts	Arts CHPG	Public and Artist Programs in New York City	Dia Art Foundation	58.15	10	68.15	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42980	New York City	Arts	Arts CHPG	Lower East Side Cultural Corridor Arts Jobs Training Program Phase II	Clemente Soto Velez Cultural and Educational Center Inc.	57.78	10	67.78	\$0.00	Not-Awarded
41884	New York City	Arts	Arts CHPG	Sizhu in Urban New York	Mencius Society for the Arts	57.62	10	67.62	\$0.00	Not-Awarded
42677	New York City	Arts	Arts CHPG	Third Street Music School Settlement 2015 Marketing Plan	Society of the Third Street Music School Settlement	57.04	10	67.04	\$0.00	Not-Awarded
40745	New York City	Arts	Arts CHPG	Bronx Arts Month	Womens Housing and Economic Development CenterBronx Music Heritage Center	54.58	10	64.58	\$0.00	Not-Awarded
42037	New York City	Arts	Arts CHPG	Roundtable Workforce Expansion Project	NYC Arts in Education Roundtable	57.92	5	62.92	\$0.00	Not-Awarded
40454	New York City	Arts	Arts CHPG	Lincoln Center Local	Lincoln Center for the Performing Arts Inc	52.08	10	62.08	\$0.00	Not-Awarded
39708	New York City	Arts	Arts CHPG	Public Participation in the Arts	The Wooster Group	51.67	10	61.67	\$0.00	Not-Awarded
42572	New York City	Arts	Arts CHPG	deep dish tv	deep dish tv	56.19	5	61.19	\$0.00	Not-Awarded
41515	New York City	Arts	Arts CHPG	Playwrights Horizons	Playwrights Horizons	50	10	60	\$0.00	Not-Awarded
40285	New York City	Arts	Arts CHPG	Mapping Brooklyn	Brooklyn Historical Society	50	10	60	\$0.00	Not-Awarded
16740	New York City	Arts	Arts CHPG	GreenWood Cemetery	GreenWood Cemetery	48.67	10	58.67	\$0.00	Not-Awarded
42424	New York City	Arts	Arts CHPG	Learning Through Art	Solomon R. Guggenheim Foundation	48.33	10	58.33	\$0.00	Not-Awarded
39697	New York City	Arts	Arts CHPG	Greek Summer Festival	CSC Repertory Ltd	47.78	10	57.78	\$0.00	Not-Awarded
38992	New York City	Arts	Arts CHPG	Holy Apostles Soup Kitchen Writers Workshop	Church of Holy Apostles	47.78	10	57.78	\$0.00	Not-Awarded
41978	New York City	Arts	Arts CHPG	Global Pathways for New York Culture	Performa	46.19	10	56.19	\$0.00	Not-Awarded
40025	New York City	Arts	Arts CHPG	Shackles of the Mind	Ensemble for the Romantic Century	44.44	10	54.44	\$0.00	Not-Awarded
36700	New York City	Arts	Arts CHPG	A New Performing Arts Complex	Gina Gibney Dance Inc	42.67	10	52.67	\$0.00	Not-Awarded
42469	New York City	Arts	Arts CHPG	Scandinavian Music Festival 2015	New York Scandia Symphony	47.04	5	52.04	\$0.00	Not-Awarded
42231	New York City	Arts	Arts CHPG	Steps Theatre	Steps Theatre and Production Company	46.19	5	51.19	\$0.00	Not-Awarded
39514	New York City	Arts	Arts CHPG	Linking The Arts/History & Reflection with Marketing, Fundraising & Community Collaboration	Multicultural Music Group, Inc.	35	5	40	\$0.00	Not-Awarded
41329	New York City	Arts	Arts TIP	The Harlem Chamber Players Technology Improvements	The Harlem Chamber Players	61.25	10	71.25	\$2,400.00	Awarded
41556	New York City	Arts	Arts WIP	New Program Coordinator Position	Josephine Herrick Project	64.58	20	84.58	\$49,500.00	Awarded
43431	New York City	Arts	Arts WIP	New Program/Site Coordinatior Position	Corona Youth Music Project Inc	64.76	15	79.76	\$36,000.00	Awarded
40207	New York City	Arts	Arts WIP	New Marketing & Outreach Associate Position	The Bushwick Starr	64.44	10	74.44	\$18,000.00	Awarded
40494	New York City	Arts	Arts WIP	New Director of Education Position	Dance Notation Bureau Inc	67.08	5	72.08	\$28,100.00	Awarded
40313	New York City	Arts	Arts WIP	New Development Manager Position	New York Classical Theatre	61.85	10	71.85	\$49,500.00	Awarded
43105	New York City	Arts	Arts WIP	New Marketing, Membership & Audience Development Associate Position	The Jazz Gallery	58.75	10	68.75	\$44,000.00	Awarded
39676	New York City	Arts	Arts WIP	New Bilingual Audience Development/Marketing Director Position	Thalia Spanish Theatre	58.52	10	68.52	\$49,500.00	Awarded
41437	New York City	Arts	Arts WIP	Expanded Producing Director Position	Young Jean Lees Theater Company	61.67	5	66.67	\$49,500.00	Awarded
42458	New York City	Arts	Arts WIP	New Program Assistant Position	Alwan Foundation Inc	61.25	5	66.25	\$47,500.00	Awarded
42558	New York City	Arts	Arts WIP	New Marketing Lead Position	Mark DeGarmo DancersDynamic Forms Inc	59.58	5	64.58	\$49,500.00	Awarded
40551	New York City	Arts	Arts WIP	Expanded Development Coordinatior Position	Open Source Gallery	59.05	5	64.05	\$47,000.00	Awarded
43388	New York City	Arts	Arts WIP	Staff Development	Alpha Omega 17 Theatrical Dance Company Inc	52.86	10	62.86	\$0.00	Not-Awarded
43273	New York City	Arts	Arts WIP	Bronx Opera - Professional Fundraiser	Bronx Opera Company	52.86	10	62.86	\$0.00	Not-Awarded
42624	New York City	Arts	Arts WIP	APS Circulation Management Project	A Public Space Literary Projects Inc	60.48	0	60.48	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
39298	New York City	Arts	Arts WIP	Workforce Investment Program	Whitebox Art Center	49.63	10	59.63	\$0.00	Not-Awarded
41926	New York City	Arts	Arts WIP	New Staff Position	ENCOMPASS NEW OPERA THEATRE	53.75	5	58.75	\$0.00	Not-Awarded
42886	New York City	Arts	Arts WIP	New York State Council on the Arts Arts Culture and Heritage Projects	African Diaspora Film Festival	48.57	10	58.57	\$0.00	Not-Awarded
39453	New York City	Arts	Arts WIP	Investing in the Merchants House Museum	Old Merchants House of NY Inc	52.96	5	57.96	\$0.00	Not-Awarded
41436	New York City	Arts	Arts WIP	Administrative Upgrade	MBB & Co.	51.67	5	56.67	\$0.00	Not-Awarded
41365	New York City	Arts	Arts WIP	Creation of Managing Director Position for The Talking Band	The Talking Band	44.17	10	54.17	\$0.00	Not-Awarded
40873	New York City	Arts	Arts WIP	Managing Director Salary	New York NeoFuturists	49.17	5	54.17	\$0.00	Not-Awarded
39735	New York City	Arts	Arts WIP	nysca3	elders share the arts	42.96	10	52.96	\$0.00	Not-Awarded
42819	New York City	Arts	Arts WIP	Executive Director	Origin Theatre Company	52.08	0	52.08	\$0.00	Not-Awarded
42405	New York City	Arts	Arts WIP	Hotel Savant	The Hotel Savant Theatre Company Inc	42.08	10	52.08	\$0.00	Not-Awarded
41686	New York City	Arts	Arts WIP	NYSICA Arts Culture and Heritage Project Workforce	YarnWire	40	10	50	\$0.00	Not-Awarded
42227	New York City	Arts	Arts WIP	Executive Director Position	Avant Media Performance, Inc.	41.67	5	46.67	\$0.00	Not-Awarded
39832	New York City	Arts	Arts WIP	Producing Artistic Director Position	Storm Theatre Inc	35.56	10	45.56	\$0.00	Not-Awarded
42959	New York City	DOL	DOL EET	Management and Operations Training	Foodsaver New York, Inc. dba Terminal Seafood & Meats	67	15	82	\$10,500.00	Awarded
42604	New York City	DOL	DOL EET	Lean Operations, Quality and Management Training	Terrafina, L.L.C.	50.9	20	70.9	\$100,000.00	Awarded
42632	New York City	DOL	DOL EET	Operations, Quality, and Software Training	G.A.L. Manufacturing Corporation	48.26	20	68.26	\$100,000.00	Awarded
42557	New York City	DOL	DOL EET	Supervision, Customer Service and Team Building Training	RCN Telecom Services of New York, LP	56.1	10	66.1	\$78,000.00	Awarded
42952	New York City	DOL	DOL EET	Management and Operations Training	Jos. H. Lowenstein and Sons, Inc.	42.43	20	62.43	\$92,858.00	Awarded
42380	New York City	DOL	DOL EET	Continuous Improvement and Management Training	Fancy Foods, Inc.	49.91	10	59.91	\$0.00	Not-Awarded
43101	New York City	DOL	DOL EET	Management and Operations Training	Lady M Confections Co., Ltd.	38.74	20	58.74	\$0.00	Not-Awarded
43188	New York City	DOL	DOL EET	ISO 9001 Quality Management Systems Training	ChemClean Corporation	47.77	10	57.77	\$0.00	Not-Awarded
42952	New York City	DOL	DOL NHT	Entry-level Production Training	Jos. H. Lowenstein and Sons, Inc.	71	20	91	\$6,000.00	Awarded
43382	New York City	DOL	DOL NHT	Baking and Bakery Machinery Training	Cosmoledo LLC dba Maison Kayser	50	20	70	\$100,000.00	Awarded
40153	New York City	DOL	DOL UWT	Information Technology Training	Per Scholas, Inc.	67.6	20	87.6	\$100,000.00	Awarded
41406	New York City	DOL	DOL UWT	Home Health Aide Training	Sunnyside Community Services, Inc.	57.17	15	72.17	\$34,486.00	Awarded
42420	New York City	DOL	DOL UWT	Direct Support Professional Training	Bronx Community College, Bronx Educational Opportunity Center	61.45	10	71.45	\$50,000.00	Awarded
43406	New York City	DOL	DOL UWT	Solar Panel Installation Training	Alliance Computing Solutions, Inc.	48.74	15	63.74	\$99,000.00	Awarded
41901	New York City	DOL	DOL UWT	Medical Technician Training	Hostos Community College	46.92	15	61.92	\$100,000.00	Awarded
43004	New York City	DOL	DOL UWT	Information Technology Support Management Training	Research Foundation of the City University of New York on behalf of Bronx Community College	46.84	15	61.84	\$50,000.00	Awarded
43350	New York City	DOL	DOL UWT	Certified Nurse Aide Training	Cambridge Business Institute Inc.	51.57	10	61.57	\$99,750.00	Awarded
39304	New York City	DOL	DOL UWT	Commercial Driver Training	Leap, Inc. dba Brooklyn Workforce Innovations	51.24	10	61.24	\$100,000.00	Awarded
41265	New York City	DOL	DOL UWT	Construction Trades Training	Center for Employment Opportunities	48.69	10	58.69	\$0.00	Not-Awarded
39484	New York City	DOL	DOL UWT	Junior Accounting Program Training	Agudath Israel of America Community Services, Inc.	50.03	5	55.03	\$0.00	Not-Awarded
41172	New York City	DOL	DOL UWT	Occupational Safety and Health Administration Training	Rockaway Development and Revitalization Corporation	31.2	20	51.2	\$0.00	Not-Awarded
41605	New York City	DOL	DOL UWT	Medical Office and Technician Training	Sanctuary for Families, Inc.	39.1	10	49.1	\$0.00	Not-Awarded
42610	New York City	DOL	DOL UWT	Green Energy Training	Ocean Bay Community Development Corporation	36.06	10	46.06	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
38850	New York City	DOL	DOL UWT	Heating, Ventilating and Air Conditioning Training	Bernice Bolden dba Endless Blooms LLC	21.3	5	26.3	\$0.00	Not-Awarded
40153	New York City	DOS	DOS CSBG	ITReady Training	Per Scholas	65.4	20	85.4	\$200,000.00	Awarded
39674	New York City	DOS	DOS CSBG	Henry Street Workforce Development Project	Henry Street Settlement	66.7	15	81.7	\$0.00	Not-Awarded
41605	New York City	DOS	DOS CSBG	Domestic Violence Workforce Initiative	Sanctuary for Families, Inc.	66.9	10	76.9	\$0.00	Not-Awarded
41785	New York City	DOS	DOS CSBG	Medical Administrative Assistant Program for Young Adults - Bronx	Opportunities for a Better Tomorrow	65.4	10	75.4	\$0.00	Not-Awarded
43231	New York City	DOS	DOS CSBG	BOC CSBG Opportunity Project	Business Outreach Center Network	64.5	10	74.5	\$0.00	Not-Awarded
40400	New York City	DOS	DOS CSBG	COJO CSBG 2014	Council of Jewish Organizations of Flatbush Inc	64.5	10	74.5	\$0.00	Not-Awarded
40913	New York City	DOS	DOS CSBG	The Fortune Society Employment Services	The Fortune Society	63.8	10	73.8	\$0.00	Not-Awarded
41406	New York City	DOS	DOS CSBG	Home Health Aide Training Program	Sunnyside Community Services	58.7	15	73.7	\$0.00	Not-Awarded
43553	New York City	DOS	DOS CSBG	Workforce Education and Training	Sunset Park Health Council dba Lutheran Family Health Centers	57.2	15	72.2	\$0.00	Not-Awarded
42433	New York City	DOS	DOS CSBG	ChineseAmerican Planning Council Workforce Career Center	ChineseAmerican Planning Council Inc	61.6	10	71.6	\$0.00	Not-Awarded
39417	New York City	DOS	DOS CSBG	Community Empowerment Program Workforce Development	Sunset Park Health Council dba Lutheran Family Health Centers	56.2	15	71.2	\$0.00	Not-Awarded
39474	New York City	DOS	DOS CSBG	Prep for Care	CAMBA, Inc.	65.7	5	70.7	\$0.00	Not-Awarded
40958	New York City	DOS	DOS CSBG	QBPL DOS CSBG Workforce Development Discretionary Grant	Queens Borough Public Library	60.6	10	70.6	\$0.00	Not-Awarded
40014	New York City	DOS	DOS CSBG	Community Workforce Development	Make the Road New York	64.7	5	69.7	\$0.00	Not-Awarded
42197	New York City	DOS	DOS CSBG	Workforce Development	Gay Mens Health Crisis	59.6	10	69.6	\$0.00	Not-Awarded
41780	New York City	DOS	DOS CSBG	Relief from the Drivers of Economic Distress	New York Foundling	45.8	5	50.8	\$0.00	Not-Awarded
41430	New York City	DOS	DOS LWRP	The Bronx River Urban Forest Revitalization and Job Skills Training	New York City	71.2	15	86.2	\$256,612.00	Awarded
40795	New York City	DOS	DOS LWRP	Harlem River Park Greenway Link	New York City	76	10	86	\$250,000.00	Awarded
40310	New York City	DOS	DOS LWRP	Mariners Arlington Marsh Master Plan	New York City	76	10	86	\$200,000.00	Awarded
42795	New York City	DOS	DOS LWRP	Saw Mill Creek Pilot Wetland Mitigation Bank	New York City	63.2	20	83.2	\$1,000,000.00	Awarded
42357	New York City	DOS	DOS LWRP	Sunset Park Waterfront Master Plan	Borough of Brooklyn	65.6	10	75.6	\$0.00	Not-Awarded
40322	New York City	DOS	DOS LWRP	Creating Four Public Access Points to Freshkills Park and its Waterways The Greenway Links	New York City	64.8	10	74.8	\$0.00	Not-Awarded
41429	New York City	DOS	DOS LWRP	Greenpoint Waterfront Resiliency	New York City	64	10	74	\$0.00	Not-Awarded
41955	New York City	DOS	DOS LWRP	Oakwood Beach Dune and Wetland Project	New York City	55.2	10	65.2	\$0.00	Not-Awarded
39004	New York City	EFC	EFC GIGP	Conservatory Green Parking Retrofit	The New York Botanical Garden	59	10	69	\$882,000.00	Awarded
40372	New York City	EFC	EFC GIGP	Green Marina Retrofits	Boatyard 59	41	15	56	\$0.00	Not-Awarded
40991	New York City	EFC	EFC GIGP	Green Roof at the Hudson River Greenway Comfort Station	NYC Parks	43	10	53	\$0.00	Not-Awarded
38960	New York City	EFC	EFC GIGP	The Wheel Green Roof	The New York Wheel	32	20	52	\$0.00	Not-Awarded
40197	New York City	EFC	EFC GIGP	Solar 2	Solar One	30	15	45	\$0.00	Not-Awarded
42320	New York City	EFC	EFC GIGP	Pomerantz Center Green Roof	Fashion Institute of Technology	16	10	26	\$0.00	Not-Awarded
42315	New York City	EFC	EFC GIGP	Alumni Hall Green Wall	Fashion Institute of Technology	16	10	26	\$0.00	Not-Awarded
42757	New York City	ESD	ESD EJP	New Production Facility	Brooklyn Brewery Corporation	76	20	96	\$4,000,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
41693	New York City	ESD	ESD EJP	Business Expansion	Doran Jones	75	20	95	\$1,000,000.00	Awarded
42632	New York City	ESD	ESD EJP	Facility Expansion	G.A.L. Manufacturing Corporation	71	20	91	\$350,000.00	Awarded
43382	New York City	ESD	ESD EJP	Facility Expansion	Cosmoledo LLC	70	20	90	\$1,250,000.00	Awarded
40016	New York City	ESD	ESD EJP	New Facility Expansion and Renovation	Steuben Foods LLC	70	20	90	\$200,000.00	Awarded
42604	New York City	ESD	ESD EJP	Facility Expansion	Terrafina, LLC	69	20	89	\$100,000.00	Awarded
41404	New York City	ESD	ESD EJP	Facility Expansion	Fishel Stiel	68	20	88	\$96,000.00	Awarded
39237	New York City	ESD	ESD EJP	Facility Expansion	Jos H Lowenstein Sons Inc.	67	20	87	\$100,000.00	Awarded
42543	New York City	ESD	ESD EJP	Facility Expansion	Precision Gear Inc.	66	20	86	\$225,000.00	Awarded
43376	New York City	ESD	ESD EJP	Furniture Manufacturing Expansion	KGBL MFG, Inc.	65	20	85	\$120,000.00	Awarded
43101	New York City	ESD	ESD EJP	Facility Expansion	Lady M Confections Co., Ltd.	65	20	85	\$275,000.00	Awarded
40411	New York City	ESD	ESD EJP	Facility Expansion	Big Apple Sign Corp.	69	10	79	\$590,220.00	Awarded
42035	New York City	ESD	ESD EJP	Facility Expansion	Mobo Systems, Inc.	62	10	72	\$0.00	Not-Awarded
42803	New York City	ESD	ESD EJP	Brooklyn Denim and Tea Factory	Brooklyn Denim and Tea Factory	40	15	55	\$0.00	Not-Awarded
41260	New York City	ESD	ESD EJP	18NewYork	18NewYork	35	15	50	\$0.00	Not-Awarded
42757	New York City	ESD	ESD Grants	Manufacturing Expansion Project	The Brooklyn Brewery Corporation	76	20	96	\$2,000,000.00	Awarded
40161	New York City	ESD	ESD Grants	Urban Development Center	Per Scholas	75	20	95	\$500,000.00	Awarded
43518	New York City	ESD	ESD Grants	National Urban League/Harlem 125th Street	National Urban League	74	20	94	\$2,500,000.00	Awarded
42816	New York City	ESD	ESD Grants	Site Preparation for Air Cargo Facility	New York City Department of Small Business Services	74	20	94	\$500,000.00	Awarded
40576	New York City	ESD	ESD Grants	Renovation of building 77 in Brooklyn Navy Yard	Brooklyn Navy Yard Development Corporation	74	20	94	\$1,000,000.00	Awarded
38940	New York City	ESD	ESD Grants	Redevelopment of Victoria Theater	233 West 125th Street Danforth, LLC	74	20	94	\$1,500,000.00	Awarded
42847	New York City	ESD	ESD Grants	BAT Campus Improvements	New York City Department of Small Business Services	72	20	92	\$0.00	Not-Awarded
42795	New York City	ESD	ESD Grants	Saw Mill Creek Pilot Mitigation Bank	New York City Economic Development Corporation	71	20	91	\$0.00	Not-Awarded
42632	New York City	ESD	ESD Grants	GAL MFG	G.A.L. Manufacturing Corporation	71	20	91	\$0.00	Not-Awarded
42446	New York City	ESD	ESD Grants	Steiner Studios Master Plan Phase IV	Brooklyn Navy Yard Development Corporation	71	20	91	\$0.00	Not-Awarded
42172	New York City	ESD	ESD Grants	Empire Outlets	St George Outlet Development LLC	71	20	91	\$0.00	Not-Awarded
39189	New York City	ESD	ESD Grants	Lighthouse Point	5 Bay Street LLC	71	20	91	\$0.00	Not-Awarded
38960	New York City	ESD	ESD Grants	TheWheel	New York Wheel LLC	71	20	91	\$0.00	Not-Awarded
43382	New York City	ESD	ESD Grants	Commercial Bakery Construction Project	Cosmoledo LLC	70	20	90	\$0.00	Not-Awarded
40016	New York City	ESD	ESD Grants	Manufacturing Expansion Project	Steuben Foods LLC	70	20	90	\$0.00	Not-Awarded
39237	New York City	ESD	ESD Grants	Manufacturing Expansion Project	Jos H Lowenstein Sons Inc	67	20	87	\$0.00	Not-Awarded
42586	New York City	ESD	ESD Grants	Technology Innovation in Virtual Smart and Secure Systems	New York Institute of Technology	66	20	86	\$0.00	Not-Awarded
43376	New York City	ESD	ESD Grants	Furniture Manufacturing Expansion Project	KGBL MFG Inc	65	20	85	\$0.00	Not-Awarded
43435	New York City	ESD	ESD Grants	SFDS Expansion Project	SFDS LLC	65	15	80	\$0.00	Not-Awarded
42113	New York City	ESD	ESD Grants	QEDC Entrepreneur Space	Queens Economic Development Corporation	70	10	80	\$0.00	Not-Awarded
41077	New York City	ESD	ESD Grants	New York Proton Center	New York Proton Management, LLC	65	15	80	\$0.00	Not-Awarded
40274	New York City	ESD	ESD Grants	Staten Island Ice and Combined Heat & Power	Cubit Power One Inc.	70	10	80	\$0.00	Not-Awarded
40569	New York City	ESD	ESD Grants	Manufacture NY	Manufacture New York Inc.	69	10	79	\$0.00	Not-Awarded
42853	New York City	ESD	ESD Grants	Kingsbridge National Ice Center	KNIC Partners LLC	62	15	77	\$0.00	Not-Awarded
42389	New York City	ESD	ESD Grants	Hunts Point Meat Market Upgrades	Hunts Point Cooperative Market, Inc.	61	15	76	\$0.00	Not-Awarded
43102	New York City	ESD	ESD Grants	Life Science Step-Out Incubator	New York City Dept of Small Business Services	64	10	74	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42836	New York City	ESD	ESD Grants	New York City Co-Packing Facility	New York City Department of Small Business Services	63	10	73	\$0.00	Not-Awarded
39894	New York City	ESD	ESD Grants	Chestnut-Dinsmore Industrial Development	Cypress Hills Local Development Corporation	58	15	73	\$0.00	Not-Awarded
43216	New York City	ESD	ESD Grants	Urban HydroFarming Pilot	New York City Dept of Small Business Services	61	10	71	\$0.00	Not-Awarded
42128	New York City	ESD	ESD Grants	DNA Learning Center NYC	Cold Spring Harbor Laboratory	61	10	71	\$0.00	Not-Awarded
40270	New York City	ESD	ESD Grants	Center for Womens History	New-York Historical Society	56	15	71	\$0.00	Not-Awarded
39258	New York City	ESD	ESD Grants	St Nicholas Greek Orthodox Church and National Shrine at Ground Zero	Greek Orthodox Archdiocese of America	56	15	71	\$0.00	Not-Awarded
42961	New York City	ESD	ESD Grants	Rehabilitation of La Marqueta Retail Market Building 4	New York City Department of Small Business Services	55	15	70	\$0.00	Not-Awarded
42062	New York City	ESD	ESD Grants	Expansion to support lifescience startup companies	Harlem Biospace	60	10	70	\$0.00	Not-Awarded
39115	New York City	ESD	ESD Grants	New York Public Library's Round IV Funding Application	The New York Public Library, Astor Lenox and Tilden Foundations	60	10	70	\$0.00	Not-Awarded
40538	New York City	ESD	ESD Grants	Resilient Upgrades and Adaptive Reuse of the Manhattan Beach Bathhouse	New York City Department of Parks & Recreation	54	15	69	\$0.00	Not-Awarded
39072	New York City	ESD	ESD Grants	Community Facility Project	Pesach Tikvah Hope Development Inc	58	10	68	\$0.00	Not-Awarded
42790	New York City	ESD	ESD Grants	Community Development Construction Project	New York City Economic Development Corporation	51	15	66	\$0.00	Not-Awarded
41471	New York City	ESD	ESD Grants	Brooklyn Waterfront Greenway Sunset Park North	New York City Department of Transportation	51	15	66	\$0.00	Not-Awarded
38890	New York City	ESD	ESD Grants	North Shore Local Development Corporation	Staten Island Economic Development Corporation	56	10	66	\$0.00	Not-Awarded
43244	New York City	ESD	ESD Grants	Campus Relocation Project	Metropolitan College of New York	55	10	65	\$0.00	Not-Awarded
43026	New York City	ESD	ESD Grants	Innovative Manufacturing Centers	New York City Department of Small Business Services	53	10	63	\$0.00	Not-Awarded
42762	New York City	ESD	ESD Grants	Center for Entrepreneurship	Long Island University	48	15	63	\$0.00	Not-Awarded
26742	New York City	ESD	ESD Grants	Former Fordham Library	Spaceworks NYC Inc	48	15	63	\$0.00	Not-Awarded
40612	New York City	ESD	ESD Grants	Intrepid Aircraft Restoration Hangar Lighting Project	Intrepid Museum Foundation	52	10	62	\$0.00	Not-Awarded
41931	New York City	ESD	ESD Grants	Greg Jackson Center for Brownsville	Common Ground Communities, Inc.	55	5	60	\$0.00	Not-Awarded
42844	New York City	ESD	ESD Grants	Fashion and Foreign Trade Project	New York City Department of Small Business Services	46	10	56	\$0.00	Not-Awarded
42803	New York City	ESD	ESD Grants	Manufacturing Expansion Project	Brooklyn Denim and Tea Factory	40	15	55	\$0.00	Not-Awarded
40075	New York City	ESD	ESD Grants	NYU Incubator 370 Jay Street	New York University	43	10	53	\$0.00	Not-Awarded
41043	New York City	ESD	ESD Grants	3A Hub	MNM Design Studio, Inc.	37	10	47	\$0.00	Not-Awarded
43422	New York City	ESD	ESD Grants	Production Expansion Project	AnVilRecorders	36	10	46	\$0.00	Not-Awarded
43187	New York City	ESD	ESD Grants	Gigabit Incubator	New York City Department of Small Business Services	31	15	46	\$0.00	Not-Awarded
42872	New York City	ESD	ESD Grants	Mixed Use Development Project	Ziggy's Tiki Shop	28	5	33	\$0.00	Not-Awarded
39471	New York City	ESD	ESD HSSP	New York City Innovation Hot Spot at CUNY	CUNY Hub for Innovation and Entrepreneurship	94	20	114	\$250,000.00	Awarded
42060	New York City	ESD	ESD HSSP	NYU Incubator Network Hot Spot	New York University	88	10	98	\$0.00	Not-Awarded
39050	New York City	ESD	ESD HSSP	Brooklyn Fashion Design Accelerator	Pratt Institute	87	10	97	\$0.00	Not-Awarded
42113	New York City	ESD	ESD HSSP	QEDC Entrepreneur Space	Queens Economic Development Corporation	66	10	76	\$0.00	Not-Awarded
37708	New York City	ESD	ESD HSSP	Maki Fund	Maki Fund Inc	38	5	43	\$0.00	Not-Awarded
39306	New York City	ESD	ESD HSSP	Leadership Training Project	L Wright Co LLC	3	10	13	\$0.00	Not-Awarded
38960	New York City	ESD	ESD MNY	The Wheel	New York Wheel LLC	66.5	20	86.5	\$1,550,000.00	Awarded
39962	New York City	ESD	ESD MNY	120th Anniversary Campaign 2015	Wildlife Conservation Society	58	10	68	\$0.00	Not-Awarded
42853	New York City	ESD	ESD MNY	Kingsbridge National Ice Center Expansion	KNIC Partners LLC	46.5	15	61.5	\$0.00	Not-Awarded
40270	New York City	ESD	ESD MNY	Center for Womens History	NewYork Historical Society	45.5	15	60.5	\$0.00	Not-Awarded
43412	New York City	ESD	ESD MNY	Louis Armstrong Expanded Marketing Program	Louis Armstrong House Museum	43	15	58	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
41958	New York City	ESD	ESD MNY	Alliance Market NY 2014	Alliance for Coney Island	44.5	10	54.5	\$0.00	Not-Awarded
40745	New York City	ESD	ESD MNY	Bronx Arts Month	Womens Housing and Economic Development Center Bronx Music Heritage Center	41	10	51	\$0.00	Not-Awarded
40132	New York City	ESD	ESD MNY	New Building Marketing Plan	Whitney Museum of American Art	41.5	5	46.5	\$0.00	Not-Awarded
40601	New York City	ESD	ESD MNY	imagiNATIONS Education Center	Smithsonian National Museum of the American Indian	26.5	10	36.5	\$0.00	Not-Awarded
39074	New York City	ESD	ESD MNY	QB Long Island City Project	Urban Green	26	10	36	\$0.00	Not-Awarded
39206	New York City	ESD	ESD SPFS	LIC Comprehensive Plan	Long Island City Partnership	69	20	89	\$100,000.00	Awarded
42339	New York City	ESD	ESD SPFS	Arthur Avenue Market Expansion Project	Bronx Overall Economic Development Corporation	70	10	80	\$25,000.00	Awarded
39457	New York City	ESD	ESD SPFS	South Shore Local Development Corporation	Staten Island Economic Development Corporation	66	10	76	\$50,000.00	Awarded
37176	New York City	ESD	ESD SPFS	GreenHub	Lower East Side District Management Association Inc	65	10	75	\$20,000.00	Awarded
39538	New York City	ESD	ESD SPFS	Staten Island West Shore Rapid Transit Project	Staten Island Economic Development Corporation	59	15	74	\$0.00	Not-Awarded
42112	New York City	ESD	ESD SPFS	Bronx Industrial Business Study	South Bronx Overall Economic Development Corporation	57	10	67	\$0.00	Not-Awarded
29682	New York City	ESD	ESD SPFS	ANHD	Association for Neighborhood Housing Development	56	10	66	\$0.00	Not-Awarded
41972	New York City	ESD	ESD SPFS	Bayside Village Parking Garage	Bayside Village BID	48	10	58	\$0.00	Not-Awarded
42204	New York City	ESD	ESD SPFS	PACC Small Business Services to Brooklyn Navy Yard	Pratt Area Community Council Inc	45	10	55	\$0.00	Not-Awarded
40410	New York City	ESD	ESD SPFS	Brooklyn-Queens Innovation Corridor Waterfront Strategic Plan	Brooklyn Alliance, Inc	45	10	55	\$0.00	Not-Awarded
40817	New York City	HCR	HCR NYMS	Myrtle Ave NYMS 2014	Myrtle Avenue Revitalization Project LDC	64	10	74	\$250,000.00	Awarded
39295	New York City	HCR	HCR NYMS	116 St. Revitalization	Hope Community, Inc.	46	10	56	\$0.00	Not-Awarded
42395	New York City	HCR	HCR NYMS	SoBro Main Street 2014	South Bronx Overall Economic Development Corporation	38	10	48	\$0.00	Not-Awarded
42975	New York City	HCR	HCR NYMS	Sutphin Blvd BID Facade Improvement Project	Sutphin Boulevard District Management Association	24	10	34	\$0.00	Not-Awarded
41973	New York City	NYSERDA	NYSERDA CGC2	Smart Parking Advancing Comprehensive Environmental Sustainability	New York City Department of Parks and Recreation	69.2	10	79.2	\$225,000.00	Awarded
39588	New York City	NYSERDA	NYSERDA CGC2	Riverdale Smart Growth Plan	North Riverdale Merchant Business Association	50.6	10	60.6	\$100,000.00	Awarded
43441	New York City	NYSERDA	NYSERDA CGC2	BlocPower Energy Efficiency Portfolio	BlocPower	39	15	54	\$0.00	Not-Awarded
43226	New York City	NYSERDA	NYSERDA CGC3	New York City Energy Efficiency Market Integration and Assistance Program	NYC Mayor's Office of Long Term Planning and Sustainability	66.71	20	86.71	\$3,531,250.00	Awarded
43462	New York City	NYSERDA	NYSERDA CGC3	Financeable Portfolios of Clean Energy Projects for Low-to-Moderate Income New York City Communities	BlocPower	53.43	15	68.43	\$0.00	Not-Awarded
41318	New York City	NYSERDA	NYSERDA CGC3	Newtown Creek Renewable Energy from Anaerobic Digestion	New York City Department of Environmental Protection	56.71	10	66.71	\$0.00	Not-Awarded
41418	New York City	NYSERDA	NYSERDA CGC3	Harlem Green Action Zones	Community Environmental Center	55.87	10	65.87	\$0.00	Not-Awarded
41067	New York City	NYSERDA	NYSERDA CGC3	Economic Opportunity through Energy Efficiency in Public Housing	Green City Force	55.43	10	65.43	\$0.00	Not-Awarded
40197	New York City	NYSERDA	NYSERDA CGC3	Solar 2 Environmental Learning Center	Solar One	39.27	15	54.27	\$0.00	Not-Awarded
41471	New York City	NYSERDA	NYSERDA CGC3	Brooklyn Waterfront Greenway Sunset Park North	New York City Department of Transportation	39	15	54	\$0.00	Not-Awarded
41165	New York City	NYSERDA	NYSERDA CGC3	Select Bus Service Station Improvements	New York City Department of Transportation	38.29	10	48.29	\$0.00	Not-Awarded
42640	New York City	NYSERDA	NYSERDA CGC3	SpringUps Urban Farming	SpringUps LLC	33.57	10	43.57	\$0.00	Not-Awarded
40294	New York City	Parks	Parks HAS D	St Anns Warehouse Project	St Anns Warehouse Inc	37.5	10	47.5	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42208	New York City	Parks	Parks HP D	New Life Fellowship Church Restoration formerly Elks Lodge 878	New Life Fellowship Church	51.5	10	61.5	\$500,000.00	Awarded
38684	New York City	Parks	Parks HP D	AMNH NYSOPRHP Historic Property Program	American Museum of Natural History	37	10	47	\$0.00	Not-Awarded
41444	New York City	Parks	Parks HP D	Roof and Masonry Restoration	Bedford Central Presbyterian Church	36.5	10	46.5	\$0.00	Not-Awarded
39387	New York City	Parks	Parks HP D	Bethel Restoration 2014	Bethel Seventh Day Adventist Church	36.5	10	46.5	\$0.00	Not-Awarded
42956	New York City	Parks	Parks HP D	Restoration of Harry F Sinclair House	Ukrainian Institute of America Inc	28	10	38	\$0.00	Not-Awarded
40327	New York City	Parks	Parks HP D	Olmsted Beil Property Restoration Project	NYC Parks	0	10	10	\$0.00	Not-Awarded
41239	New York City	Parks	Parks PKS D	South Shore Natural Areas Restoration and Access	Natural Areas Conservancy	52.65	10	62.65	\$0.00	Not-Awarded
41429	New York City	Parks	Parks PKS D	Greenpoint Resiliency	Parks	51.63	10	61.63	\$0.00	Not-Awarded
38656	New York City	Parks	Parks PKS P	QueensWay	The Trust for Public Land	63.25	20	83.25	\$443,750.00	Awarded
41475	New York City	Parks	Parks PKS P	South Bronx Greenway Bruckner Boulevard Planning	New York City Department of Transportation	63.38	15	78.38	\$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 TIP	Technology Improvements Program
Arts	Arts WIP	Workforce Investment Program
Canals	Canals	Canalway Grant Program
DEC	DEC EPGP	Engineering Planning Grant Program
DOL	DOL EET	Existing Employee Training Program
DOL	DOL NHT	New Hire Training Program
DOL	DOL UWT	Unemployed Worker Training Program
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 EJP	Excelsior Jobs Program
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD HSSP	New York State Innovation Hot Spot Support Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGED	Community Development Block Grant - Economic Development
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBGPF	Community Development Block Grant - Public Facilities
HCR	HCR CDBGPI	Community Development Block Grant - Public Infrastructure
HCR	HCR CDBGSBA	Community Development Block Grant - Small Business Assistance
HCR	HCR NYMS	New York Main Street
HCR	HCR NYMSTA	New York Main Street Technical Assistance
NYSERDA	NYSERDA CGC2	Cleaner Greener Communities - Category 2: Planning & Technical Assistance
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities - Category 3: Sustainability Projects
Parks	Parks HAS D	Heritage Area Systems (Development)
Parks	Parks HAS P	Heritage Area Systems (Planning)
Parks	Parks HP A	Historic Property (Acquisition)
Parks	Parks HP D	Historic Property (Development)
Parks	Parks HP P	Historic Property (Planning)
Parks	Parks PKS A	Parks (Acquisition)
Parks	Parks PKS D	Parks (Development)
Parks	Parks PKS P	Parks (Planning)