

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.

North Country Regional Economic Development Council

Assessment of the 2013 Progress Report

Part One: Implementation of the Strategic Plan

A. Keep the pipeline flowing.

The North Country Regional Economic Development Council (NCREDC) has done an excellent job keeping the project pipeline flowing. In 2012, the NCREDC created a Pipeline Committee to focus on the collection of information about projects and initiatives vital to enhancing the region's economy, including ongoing information about projects and initiatives in their various stages of development.

In the 2013 progress report, the Pipeline Committee continued its work and elected to partner with the North Country Alliance (NCA) to identify 71 projects that were viable and ready for inclusion in the region's pipeline. The NCREDC will review these projects for Consolidated Funding Application (CFA) funding or priority project designation once their maturation level is reached.

The NCREDC reports that nearly all Round 2 projects are in the initiation phase, affirming that 28 of the 36 projects are underway. In addition, there are currently 71 new projects in the pipeline.

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

To develop a plan of action, the NCREDC developed an Innovation Hot Spot (IH) work group led by Clarkson University. The IH work group included a network of collaborators: HEARD, CITEC, county IDAs, the North Country Chamber of Commerce and interviews with technology entrepreneurs in the region – that worked collectively to develop the model and implementation plan for the Hot Spot.

The IH work group proposed a spoke and wheel model, whereby Clarkson University serves as the hub and satellite locations in Plattsburgh (SUNY and CCC), Watertown (JCC), Ogdensburg (OBPA), Massena, and Saranac Lake (NCCC/Trudeau) serve as the incubators and ancillary service centers. Leveraging the partnerships with the SUNY campuses will maximize the impact of the program throughout the North Country. The model enables the Innovation Hot Spot to provide in-house services to streamline the commercialization process and provide access to resources required for entrepreneurial success.

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 NCREDC acknowledges the diversity within the North Country and the need to implement strategies to support struggling communities. The NCREDC Opportunity Agenda is tailored to meet the needs of rural, disadvantaged communities. Given the prevalence of poverty and unemployment throughout the region, the Opportunity Agenda work group established a region-wide approach. Six barriers

experienced by all of the blighted communities throughout the region were identified: 1) high school dropout rates; 2) insufficient job skills; 3) lack of transportation; 4) limited affordable childcare options; 5) housing, weatherization and energy services; and 6) access to high speed broadband. Strategies were developed and some projects were identified; new performance metrics still need to be provided.

The Opportunity Agenda work group identified priority projects that would impact the region as a whole, working closely with community development agencies, housing organizations, social services groups, charities, and workforce development initiatives.

The NCREDC invested in existing CFA projects to address the Opportunity Agenda strategies. *The Jefferson-Lewis Machinist Training Program* will use workforce development programs to address the skills gap between available jobs and the skills of the unemployed population in North Country. *The Adirondack Teleworks project* allows individuals to access training online for advanced job skills in an area where in-person training is virtually nonexistent.

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

The NCREDC is focused on continuing its support of the creation and sustainability of workforce training programs. In addition to leveraging preexisting programs, the NCREDC is concentrated on implementing the Opportunity Agenda and the Innovation Hot Spot – both of which will provide needed training, education and opportunity to communities in need of that level of support. The progress report indicates that the provision of job training, apprenticeships and certificate programs, will enable the North Country to produce a strong workforce ready to work in key industries in the region.

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

The NCREDC continues to engage local governments in the process by meeting them where they are (i.e. – county planning board meetings) and encouraging them to attend and participate in NCREDC meetings. Interaction with municipalities has raised the NCREDC's awareness of local issues and given it an opportunity to pursue remedies on their behalf. To make it easier to update the municipalities, the NCREDC developed a database of contact information for every town, village, and county elected official throughout the region.

F. Advance regional Cleaner, Greener Communities sustainability plans.

The NCREDC accepted responsibility for implementing the Cleaner, Green Communities Sustainability Plan. A Sustainability Working Group developed strategies and performance metrics. Implementation actions were identified for six strategy areas, such as: *Working Landscapes* - Establish visitor information hubs with concierge-style services in tourist destinations that coordinate outdoor excursions with transportation for visitors. The Adirondack North Country Association (ANCA) was appointed to lead implementation on behalf of the NCREDC.

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

The NCREDC progress report includes two new key strategies relating to the Opportunity Agenda and the Innovation Hot Spot. In addition, the NCREDC sought to be more deliberate in its approach and support of key industries in the North Country. To assist existing businesses in the manufacturing industry, the NCREDC has supported funding to entice some companies to stay and expand within the region, such as International Paper in Ticonderoga to convert their facility's energy source to natural gas, which will reduce their operating costs and retain 640 jobs.

The NCREDC has pursued projects that bolster tourism through lodging and transportation. The region is proposing the development of two hotels in Saranac Lake. Lake Flower Lodging, a \$14.8M (\$2.2M State/\$12.6M) project will add 90 rooms, banquet accommodations, and dockage. Both hotel projects will help ensure Saranac Lake is a tourism destination year round. The NCREDC estimates the hotel will create 71 new jobs in both construction and hotel related employment. Similarly, Hotel Saranac's restoration and expansion, a \$12.7M (\$5M State/\$7.7M Private) project includes the renovation of 75 rooms; banquet and meeting facilities; parking; and the addition of retail space at the ground level of the hotel. The NCREDC anticipates that 65 construction and 45 full-time, hotel-related jobs will be created.

The NCREDC proposed terminal expansion at the Plattsburgh International Airport will increase the region's ability to accommodate tourists and the business community. This project will create 20 jobs and is estimated to cost \$54.6M (\$6.4M State/ \$48M other state, federal and private sources).

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

There was one weakness identified in the 2011 and 2012 assessment – the NCREDC failed to identify specific sources of private funding leveraged by state investments. The deficiency is still present.

In 2012, the NCREDC submitted a streamlined plan that identified twelve key strategies for the region. Within each of those strategies, the NCREDC developed a roadmap outlining the regional needs, detailed timelines, and the actions required to achieve the stated goals. The progress report provided justification for the selection of priority projects and their linkages to both the eight vision points and the twelve key strategies. It also reflected the NCREDC's efforts to improve stakeholder engagement by soliciting their feedback in the initial planning stages, and highlighted the NCREDC's increased network of collaborators – no longer solely reliant on college and university partnerships, the region expanded its purview by including not-for-profit organizations and private entities into the process.

In the 2013 progress report, the NCREDC continues to adhere to its eight vision points, and adapted the key strategies to make them more holistic. In addition, two new strategic initiatives were included, for a total of fourteen key strategies. Each key strategy was presented in a comprehensive manner that provided an overview of the strategy, conveyed the advancements made within each strategy, and

offered a list of corresponding new priority projects. The progress report is complete in its presentation of the priority projects, the key strategies each addresses, and the visions in which each are aligned.

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

Each priority project leverages both state and private funds, and in some cases federal funding. When private funding is referenced, however, the NCREDC did not mention the source of that funding.

The NCREDC has developed a new network of collaborators in the public and private sectors. The introduction of the Opportunity Agenda and the Innovation Hot Spot necessitated the growth of these partnerships. For example, the NCREDC's Opportunity Agenda work group engaged over twenty organizations to assess the region's employment barriers and strategies to eliminate said barriers. This was the first time the NCREDC used local organizations in the plan development process.

Priority projects in manufacturing, small business growth, tourism, green energy, and public infrastructure have led to the leveraging of over \$200 million in other investments. The NCREDC had a number of priority projects previously funded that leveraged resources. Round 2 priority projects have realized a leverage rate of \$6.91 for every \$1.00 awarded, are retaining 710 jobs, and creating 510 new jobs throughout the region. Examples include:

- Manufacturing: \$5.5 million in investments for nine manufacturing projects, leveraging \$65 million in other investments.
- Small Business Growth: allocation of \$1.6 million since 2011, resulting in leveraging of investments worth \$6.1 million
- Broadband: \$12 million in allocation for broadband bridges has resulted in leveraging of investments worth over \$50 million

J. Engage the public and other stakeholders

In an effort to build upon new strategies, it is clear that the NCREDC is committed to incorporating a wide range of stakeholders in the process. Stakeholders engaged in the planning process included: community residents, non-profit organizations, higher education institutions, and local government officials.

The NCREDC instituted minor changes to engage stakeholders through direct and indirect outreach methods. The direct outreach methods included: hosting seven public forums in different counties; attending community organization and local chamber of commerce meetings; co-sponsoring events with regional colleges/universities; and engaging with public officials. The indirect outreach methods included: digital and print media outlets as well as local conferences. The NCREDC's interaction with stakeholders has yielded feedback on local needs and projects as well as commentary on existing projects and ways to improve the funding application procedure.

Part Two: Performance in encouraging economic growth through job creation and investment

Actual and estimated performance based on job creation, investment, and relevant performance metrics.

The NCREDC highlights a steady increase in job creation and retention in the areas of manufacturing, small business growth, and technological advancement. The NCREDC reports that nearly all CFA Round 2 projects were initiated. Of the 36 projects funded, 28 are either under contract or proceeding. The remaining eight are not far off from initiation as they are either in the proposal or contract review phase. In addition, these projects have created 510 new jobs and retained 710 jobs throughout the North Country. For example, the NCREDC invested \$1.35M in Round 2 to increase the number of value-added agricultural facilities, which will create 57 new jobs for the North Country.

The NCREDC identified 21 priority projects that appear ready to proceed.

The Defense work group made substantial progress on the Fort Drum housing strategies. The Fort Drum housing project was recently completed, adding 1,000 new multi-family units for soldiers and their families. NCREDC's investment of \$12.15M leveraged \$179.8M in private investment, a 10:1 match. The NCREDC's Green Energy work group made significant progress on advancing the use of renewable energy in the North Country. In addition, ReEnergy's Black River plant opened. This was a Round 2 priority project awarded \$30M in industrial revenue bonds. This biomass facility provides an alternative heating source to schools and other institutions in the North Country. The facility created 180 short-term jobs, 33 direct jobs, and 144 indirect jobs.

The Transportation work group also made great progress. Through the Bombardier Transportation project, 147 new jobs were created in 2012. Bombardier expanded to include a job-training program that will allow existing employees to gain career advancing skills.

The NCREDC continues to use an effective 3-tier system for performance measures, clearly articulating progress of the North Country's economy, providing state and partnering agency data, along with measures for all priority projects and CFA awards. The NCREDC measures its performance through a 3-tiered approach.

- Tier 1: progress of the region's economy
- Tier 2: progress inclusive of state and partnering agency data
- Tier 3: CFA and priority project awards

Part Three: Identification of transformative projects that support interregional collaboration

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

The North Country's geographic location makes interregional and international collaboration a natural fit and regular occurrence. The NCREDC continues to successfully engage with other regions in advancing strategies that benefit areas of education, transportation, and technology. These collaborators include: Capital Region, Mohawk Valley, Central New York, Hudson Valley, and Canada (Quebec and Ontario).

The NCREDC's progress report identified four strategies that were advanced due to these partnerships: Broadband, Higher Education, Rail, and the Canadian Connection. For example, major alliances were created between the Beacon Institute and Estuaries in the Hudson Valley region and North Country's Clarkson University. Together, they developed strategies for improved research and educational opportunities for water innovation that have been implemented.

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
32016	North Country	Arts	Arts CHPG	Adirondack Regional Art Trail	Adirondack North Country Association	65	10	75	\$59,200.00	Awarded
32630	North Country	Arts	Arts CHPG	Adirondack Summer Playhouse	Adirondack Lakes Center for the Arts	57	15	72	\$74,000.00	Awarded
32555	North Country	Arts	Arts CHPG	Regional Arts and Interactive Learning Project	St Lawrence County Arts Council and North Country Childrens Museum	42	10	52	\$92,000.00	Awarded
29919	North Country	Arts	Arts CHPG	Fort Ticonderoga Center of Material Culture Studies	Fort Ticonderoga Association	19	10	29	\$0.00	Not-Awarded
31499	North Country	Arts	Arts DFPCP	Expanding film programming for the Adirondack region	Adirondack Film Society	59	10	69	\$70,000.00	Awarded
29063	North Country	Arts	Arts DFPCP	Plattsburgh Strand Theatre Digital Conversion	North Country Cultural Center for the Arts	54	10	64	\$78,000.00	Awarded
31484	North Country	Arts	Arts DFPCP	Digital Conversion Project	Indian Lake Theater	54	10	64	\$17,100.00	Awarded
29338	North Country	Arts	Arts DFPCP	Digital Projection Conversion	Appleby Foundation Inc.	37	10	47	\$70,000.00	Awarded
32512	North Country	Arts	Arts IWDP	Internship Funding	Pendragon Theatre	59	10	69	\$3,360.00	Awarded
30190	North Country	Canals	Canalway Grants	digitization	City of Plattsburgh	53	10	63	\$0.00	Not-Awarded
27954	North Country	DEC	DEC EPGP	Town of Willsboro Wastewater Treatment Upgrades Engineering Study	Town of Willsboro	45	10	55	\$ 18,750.00	Awarded
27719	North Country	DEC	DEC EPGP	Town of Moriah Wastewater Engineering Study	Town of Moriah	45	10	55	\$ 30,000.00	Awarded
31724	North Country	DEC	DEC EPGP	Village of Saranac Lake Sewer System Study	Village of Saranac Lake	41	10	51	\$ 30,000.00	Awarded
31393	North Country	DEC	DEC EPGP	Village of Lake Placid Main Street Sanitary Sewer Study	Village of Lake Placid	41	10	51	\$ 30,000.00	Awarded
28018	North Country	DEC	DEC EPGP	Village of Port Leyden Wastewater Engineering Study	Village of Port Leyden	38	10	48	\$ 30,000.00	Awarded
27196	North Country	DEC	DEC EPGP	Village of Keeseville Wastewater Engineering Study	Village of Keeseville	35	10	45	\$ 30,000.00	Awarded
32005	North Country	DEC	DEC EPGP	Village of Malone East Side Inflow and Infiltration Study	Village of Malone	33	10	43	\$ 30,000.00	Awarded
31626	North Country	DEC	DEC EPGP	Town of Peru Sewer Study	Town of Peru	33	10	43	\$ 30,000.00	Awarded
29578	North Country	DEC	DEC EPGP	Village of Gouverneur Pump Station Upgrade Study	Village of Gouverneur	38	5	43	\$ 30,000.00	Awarded
32564	North Country	DEC	DEC EPGP	Village of Adams WWTP Improvements	Village of Adams	29	10	39	\$0.00	Not-Awarded
29140	North Country	DEC	DEC EPGP	Wastewater Treatment Sustainability	Village of Speculator	29	10	39	\$0.00	Not-Awarded
32621	North Country	DEC	DEC EPGP	Town of Alexandria St Lawrence Park and Pt Vivian Sewage Collection Project	Town of Alexandria	27	10	37	\$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
32460	North Country	DEC	DEC EPGP	Town of Waddington Leishman Point Whitehouse Bay River Road Route 37 Sewer Study	Town of Waddington	27	10	37	\$0.00	Not-Awarded
31158	North Country	DEC	DEC EPGP	Otter Street Sewer Project	Town of Alexandria	27	10	37	\$0.00	Not-Awarded
27882	North Country	DEC	DEC EPGP	Town of Orleans Farrell Drive Collins Landing Sewer Project	Town of Orleans	27	10	37	\$0.00	Not-Awarded
31913	North Country	DEC	DEC EPGP	Anaerobic Digester Feasibility Study	Village of Heuvelton	25	10	35	\$0.00	Not-Awarded
31905	North Country	DEC	DEC EPGP	Ampersand Bay Resort Sanitary Sewer Collection System Study	Town of Harrietstown	29	5	34	\$0.00	Not-Awarded
27291	North Country	DEC	DEC EPGP	Wastewater and Collection Upgrade Study	Village of Deferiet	29	5	34	\$0.00	Not-Awarded
30909	North Country	DEC	DEC EPGP	Hounsfield Sewer Project	Town of Hounsfield	23	5	28	\$0.00	Not-Awarded
29477	North Country	DEC	DEC EPGP	Three Mile Bay Collection System Report	Town of Lyme	23	5	28	\$0.00	Not-Awarded
31715	North Country	DOL	DOL EET	Lean and Advanced Manufacturing Training	Ansen Corporation	68	5	73	\$20,000.00	Awarded
29229	North Country	DOL	DOL EET	Software and Operational Skills Training	Bombardier Mass Transit Corporation	49.9	20	69.9	\$40,922.00	Awarded
31332	North Country	DOL	DOL EET	Lean Training	Metalcraft Marine US, Inc.	43.16	10	53.16	\$0.00	Not-Awarded
31715	North Country	DOL	DOL NHT	Ansen Technical Training	Ansen Corporation	54	5	59	\$0.00	Not-Awarded
29532	North Country	DOL	DOL UWT	Machine Operation Training	Jefferson-Lewis WIB	52.12	15	67.12	\$36,000.00	Awarded
31865	North Country	DOL	DOL UWT	Careers in the Healthcare Industry	Northern Area Health Education Center, Inc.	48.03	10	58.03	\$0.00	Not-Awarded
26936	North Country	DOS	DOS CSBG	CSBG Discretionary Workforce Development	Lewis County Opportunities Inc	68.36	15	83.36	\$ 56,015.00	Awarded
31138	North Country	DOS	DOS CSBG	Workforce Connections	Community Action Planning Council	66.42	15	81.42	\$0.00	Not-Awarded
29301	North Country	DOS	DOS CSBG	ACAP Workforce Development	Adirondack Community Action Programs Inc	63.52	15	78.52	\$0.00	Not-Awarded
28448	North Country	DOS	DOS LGE	Canton and Potsdam Schools Merger Feasibility Study	Canton Central School District	63	15	78	\$ 25,000.00	Awarded
31196	North Country	DOS	DOS LGE	Consolidated Water Services Project	Town of Denmark	38.5	15	53.5	\$ 400,000.00	Awarded
30904	North Country	DOS	DOS LGE	C2 Joint Wastewater Project	Town of Champlain	40.7708	10	50.77	\$ 415,000.00	Awarded
29467	North Country	DOS	DOS LGE	C2 Joint Water Management Project	Town of Champlain	35.2708	10	45.27	\$0.00	Not-Awarded
30546	North Country	DOS	DOS LGE	Town of Santa Clara Community Center	Town of Santa Clara	30	10	40	\$0.00	Not-Awarded
31829	North Country	DOS	DOS LWRP	Oswegatchie River Blueway Trail	City of Ogdensburg	73.6	15	88.6	\$25,000.00	Awarded
25903	North Country	DOS	DOS LWRP	Clifton-Fine Tourism and Recreation Development	Town of Fine	72.8	15	87.8	\$67,500.00	Awarded
28950	North Country	DOS	DOS LWRP	Clinton and Franklin Counties Waterfront Revitalization Advancement	Clinton County	72.8	15	87.8	\$625,000.00	Awarded

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31709	North Country	DOS	DOS LWRP	Grasse River Corridor Blueway Trail Planning and Implementation	Town of Canton	72	15	87	\$85,000.00	Awarded
31588	North Country	DOS	DOS LWRP	Lake Champlain/Saranac River Waterfront Plan	Town of Plattsburgh	71.2	15	86.2	\$25,000.00	Awarded
28059	North Country	DOS	DOS LWRP	NYS Route 28N Corridor and Hudson River Waterfront Economic Revitalization Plan	Town of Newcomb	70.4	15	85.4	\$37,500.00	Awarded
26823	North Country	DOS	DOS LWRP	St. Lawrence River Watershed Plan Advancement	Franklin County	72.8	10	82.8	\$0.00	Not-Awarded
29766	North Country	DOS	DOS LWRP	Black River Trail Connection and Revitalization Project	City of Watertown	71.2	10	81.2	\$0.00	Not-Awarded
27469	North Country	DOS	DOS LWRP	Long Lake Waterfront Access Improvements	Town of Long Lake	70.4	10	80.4	\$0.00	Not-Awarded
27724	North Country	DOS	DOS LWRP	Champlain Valley Waterfront Improvements	Essex County	68.8	10	78.8	\$0.00	Not-Awarded
28064	North Country	DOS	DOS LWRP	Speculator Gateway and Pavilion Park	Town of Lake Pleasant	68.8	10	78.8	\$0.00	Not-Awarded
28375	North Country	DOS	DOS LWRP	Sackets Harbor Waterfront Improvement	Village of Sackets Harbor	67.2	10	77.2	\$0.00	Not-Awarded
31737	North Country	DOS	DOS LWRP	Catalytic Waterfront Redevelopment	City of Ogdensburg	69.6	5	74.6	\$0.00	Not-Awarded
29239	North Country	DOS	DOS LWRP		Village of Speculator	59.2	10	69.2	\$0.00	Not-Awarded
30190	North Country	DOS	DOS LWRP	City of Plattsburgh Saranac River Trail Phase II	City of Plattsburgh	55.2	10	65.2	\$0.00	Not-Awarded
30244	North Country	DOS	DOS LWRP	Lake Champlain Bridge Heritage Area Improvements	Town of Crown Point	52	10	62	\$0.00	Not-Awarded
26983	North Country	EFC	EFC GIGP	Stream Daylighting	Town of Ticonderoga	63	10	73	\$539,103.00	Awarded
28064	North Country	EFC	EFC GIGP	Speculator Gateway and Pavilion Park	The Chazen Companies	36	10	46	\$0.00	Not-Awarded
27084	North Country	ESD	ESD EJP	Technology Commercialization Center and Biorefindery Scaleup	Applied Biorefinery Sciences LLC	61	15	76	\$256,960.00	Awarded
27677	North Country	ESD	ESD Grants	SterRx	Asept Pak, Inc.	70	20	90	\$794,580.00	Awarded
31776	North Country	ESD	ESD Grants	Plattsburgh International Airport Terminal Expansion and FIS Facility	County of Clinton	68	20	88	\$4,500,000.00	Awarded
29506	North Country	ESD	ESD Grants	Building Expansion	Bionique Testing Laboratories, Inc.	67	20	87	\$650,000.00	Awarded
30924	North Country	ESD	ESD Grants	Seagle Music Colony Centennial and Campus Improvement	Seagle Music Colony, Inc.	67	20	87	\$100,000.00	Awarded

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31553	North Country	ESD	ESD Grants	Development Authority of the North Country Value Added Agriculture Program	Development Authority of the North Country	65	20	85	\$1,000,000.00	Awarded
29507	North Country	ESD	ESD Grants	Tug Hill Vineyards Wine Production Expansion	Susan E. Maring	65	15	80	\$40,000.00	Awarded
31191	North Country	ESD	ESD Grants	Ansen Expansion Project	Ansen Corporation	69	10	79	\$100,000.00	Awarded
27135	North Country	ESD	ESD Grants	Port of Ogdensburg Agribusiness Capacity Building	Ogdensburg Bridge and Port Authority	59	20	79	\$225,000.00	Awarded
29111	North Country	ESD	ESD Grants	Inn on Schroon Lake	Inn on Schroon Lake LLC	59	20	79	\$750,000.00	Awarded
30367	North Country	ESD	ESD Grants	Lake Flower Lodging	Lake Flower Hotel, LLC	58	20	78	\$2,000,000.00	Awarded
32225	North Country	ESD	ESD Grants	Hotel Saranac Saranac Lake	Roedel Companies, LLC	58	20	78	\$5,000,000.00	Awarded
28134	North Country	ESD	ESD Grants	Wild Walk Phase 2	Natural History Museum of the Adirondacks	57	20	77	\$250,000.00	Awarded
27084	North Country	ESD	ESD Grants	Biorefinery Scaleup	Applied Biorefinery Sciences, LLC	61	15	76	\$625,000.00	Awarded
30954	North Country	ESD	ESD Grants	Mercy Health Center Redevelopment	COR Arsenal Street Company, LLC	55	20	75	\$2,110,000.00	Awarded
27130	North Country	ESD	ESD Grants	Lincoln Building Revitalization	Doolittle & Hall, LLC	57	15	72	\$250,000.00	Awarded
31010	North Country	ESD	ESD Grants	EMP Implementation	Adirondack Historical Association	52	20	72	\$1,400,000.00	Awarded
27892	North Country	ESD	ESD Grants	Chazy Lake Next Generation Broadband	Slic Network Solutions, Inc	56	15	71	\$0.00	Not-Awarded
27899	North Country	ESD	ESD Grants	Essex and Washington County Next Generation Broadband	Slic Network Solutions, Inc	56	15	71	\$0.00	Not-Awarded
27904	North Country	ESD	ESD Grants	Minerva Next Generation Broadband	Slic Network Solutions, Inc	56	15	71	\$0.00	Not-Awarded
29643	North Country	ESD	ESD Grants	Colton and Parishville Next Generation Broadband	Slic Network Solutions, Inc	56	15	71	\$0.00	Not-Awarded
29415	North Country	ESD	ESD Grants	North Country Mental Health Services	Claxton-Hepburn Medical Center	60	10	70	\$0.00	Not-Awarded
27889	North Country	ESD	ESD Grants	Bellmont South Next Generation Broadband	Slic Network Solutions, Inc	55	15	70	\$0.00	Not-Awarded
27896	North Country	ESD	ESD Grants	Bangor North Next Generation Broadband	Slic Network Solutions	55	15	70	\$0.00	Not-Awarded
27901	North Country	ESD	ESD Grants	Newcomb Next Generation Broadband	Slic Network Solutions, Inc	55	15	70	\$0.00	Not-Awarded
27905	North Country	ESD	ESD Grants	Black Lake Next Generation Broadband	Slic Network Solutions, Inc	55	15	70	\$0.00	Not-Awarded
30521	North Country	ESD	ESD Grants	Homestead Heritage Cheese LLC	Homestead Heritage Cheese, LLC	59	10	69	\$0.00	Not-Awarded
29467	North Country	ESD	ESD Grants	C2 Joint Water Project	Town of Champlain	58	10	68	\$0.00	Not-Awarded
32555	North Country	ESD	ESD Grants	Regional Arts and Interactive Learning Project	St. Lawrence Country Arts Council / North Country Children's Museum	56	10	66	\$0.00	Not-Awarded
31829	North Country	ESD	ESD Grants	Oswegatchie River Blueway Trail	City of Ogdensburg	51	15	66	\$0.00	Not-Awarded
31988	North Country	ESD	ESD Grants	AG Energy	AG Energy, LP	50	15	65	\$0.00	Not-Awarded

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27717	North Country	ESD	ESD Grants	Elizabethtown Sewer Project	Town of Elizabethtown	46	15	61	\$0.00	Not-Awarded
30512	North Country	ESD	ESD Grants	wastewater pilot facility	Village of Potsdam	45	15	60	\$0.00	Not-Awarded
29433	North Country	ESD	ESD Grants	Sewer District No 2 Improvements	Town of Champion	49	10	59	\$0.00	Not-Awarded
30904	North Country	ESD	ESD Grants	C2 Wastewater Upgrades	Town of Champlain	49	10	59	\$0.00	Not-Awarded
27907	North Country	ESD	ESD Grants	Malone College Town Communiversity	North Country Community College	44	15	59	\$0.00	Not-Awarded
28038	North Country	ESD	ESD Grants	Lake Champlain Regional Microenterprise Program	Essex County Industrial Development Agency	43	15	58	\$0.00	Not-Awarded
30293	North Country	ESD	ESD Grants	North Country Farms CFA Application	North Country Farms LLC	42	15	57	\$0.00	Not-Awarded
32044	North Country	ESD	ESD Grants	Madison Barracks Health Club Restoration	Lawler Realty LLC	45	10	55	\$0.00	Not-Awarded
30828	North Country	ESD	ESD Grants	Wound Care Center	Alice Hyde Medical Center	47	5	52	\$0.00	Not-Awarded
29239	North Country	ESD	ESD Grants	Bathhouse Replacement Project	Village of Speculator	41	10	51	\$0.00	Not-Awarded
29553	North Country	ESD	ESD Grants	Grange Copacker Cooperative	Grange Co-packer, LLC	40	10	50	\$0.00	Not-Awarded
28807	North Country	ESD	ESD Grants	InterLakes Dental Clinic to the Indigent Renovation and Redesign	Moses Ludington Hospital (MLH) of Inter-Lakes Health	35	15	50	\$0.00	Not-Awarded
32268	North Country	ESD	ESD Grants	Room Renovation	The Cottage Corp.	39	10	49	\$0.00	Not-Awarded
32349	North Country	ESD	ESD Grants	2013 HBA Prescott Programs	Homeward Bound USA, Inc.	39	10	49	\$0.00	Not-Awarded
30742	North Country	ESD	ESD Grants	Agribusiness Development Kitchen at the VIC	Paul Smith's College of Arts and Sciences	38	10	48	\$0.00	Not-Awarded
28181	North Country	ESD	ESD Grants	Cleyn Tinker ReUse	County of Franklin Industrial Development Agency	33	15	48	\$0.00	Not-Awarded
31752	North Country	ESD	ESD Grants	Neighbors Rental Rehab Initiative	Neighbors Of Watertown, Inc.	42	5	47	\$0.00	Not-Awarded
32024	North Country	ESD	ESD Grants	River Hospital Capital Improvement	River Hospital, Inc.	36	10	46	\$0.00	Not-Awarded
31737	North Country	ESD	ESD Grants	Catalytic Waterfront Redevelopment	City of Ogdensburg	38	5	43	\$0.00	Not-Awarded
26726	North Country	ESD	ESD Grants	Highway Garage	Town of St. Armand	24	15	39	\$0.00	Not-Awarded
27839	North Country	ESD	ESD Grants	ACWA Wine Trail Signage	Lake Champlain Grape Growers Association	17	15	32	\$0.00	Not-Awarded
31727	North Country	ESD	ESD Grants	sustainable grow house	George W. & Dacie Clements Agricultural Research Institute, Inc.	16	10	26	\$0.00	Not-Awarded
31628	North Country	ESD	ESD HSSP	North Country Innovation Hot Spot	Shiple Center for Innovation	73	20	93	\$250,000.00	Awarded
31988	North Country	ESD	ESD IDBC	AG Energy	AG Energy	70	15	85	\$11,200,000.00	Awarded
30275	North Country	ESD	ESD MNY	North Country Regional Tourism CFA	Ogdensburg Bridge and Port Authority	77	20	97	\$1,086,750.00	Awarded
31568	North Country	ESD	ESD MNY	Adirondack North Country Product Branding	Adirondack North Country Associartion	54	20	74	\$100,000.00	Awarded
30924	North Country	ESD	ESD MNY	Seagle Music Colony Centennial and Campus Improvement	Seagle Music Colony	51	20	71	\$18,100.00	Awarded

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29111	North Country	ESD	ESD MNY	Inn on Schroon Lake	Inn on Schroon Lake	46	20	66	\$14,095.00	Awarded
30367	North Country	ESD	ESD MNY	Lake Flower Lodging	Lake Flower Lodging LLC	41	20	61	\$0.00	Not-Awarded
31829	North Country	ESD	ESD MNY	Oswegatchie River Blueway Trail	City of Ogdensburg	39	15	54	\$0.00	Not-Awarded
30812	North Country	ESD	ESD MNY	Scenic Byways Marketing	Adirondack North Country Association	40	10	50	\$0.00	Not-Awarded
29531	North Country	ESD	ESD MNY	Gateway Experience Center	Fort Ticonderoga Association	30	10	40	\$0.00	Not-Awarded
31851	North Country	ESD	ESD MNY	DVR	double vision racing	27	10	37	\$0.00	Not-Awarded
31737	North Country	ESD	ESD MNY	Catalytic Waterfront Redevelopment	City of Ogdensburg	30	5	35	\$0.00	Not-Awarded
29863	North Country	ESD	ESD MNY	Scaroon Manor Amphitheater Revitalization	Adirondack Shakespeare Company Ltd	25	5	30	\$0.00	Not-Awarded
28809	North Country	ESD	ESD MNY	Look Stop Stay and Learn in Franklin County	Franklin County Tourism	18	5	23	\$0.00	Not-Awarded
28237	North Country	ESD	ESD OA	Workforce Training and Outreach	Indian Lake Chamber of Commerce	70	20	90	\$100,000.00	Awarded
31789	North Country	ESD	ESD OA	Jefferson Lewis Machinist Training Program	Jefferson Lewis BOCES	60	20	80	\$0.00	Not-Awarded
29167	North Country	ESD	ESD OA	1000 Islands Harbor Hotel	Jefferson County Department of Employment and Training	58	10	68	\$0.00	Not-Awarded
30828	North Country	ESD	ESD OA	Wound Care Center	Alice Hyde Medical Center	47	5	52	\$0.00	Not-Awarded
28180	North Country	ESD	ESD OA	Franklin County MicroEnterprise Fund	Franklin County Local Development Corporation	42	10	52	\$0.00	Not-Awarded
30742	North Country	ESD	ESD OA	Agribusiness Development Kitchen at the VIC	Paul Smiths College	38	10	48	\$0.00	Not-Awarded
31727	North Country	ESD	ESD OA	sustainable grow house	Clements Agricultural Research Institute Inc	16	10	26	\$0.00	Not-Awarded
32381	North Country	ESD	ESD SPFS	Ticonderoga Biomass Project	North Country Community College	52	15	67	\$55,000.00	Awarded
31829	North Country	ESD	ESD SPFS	Oswegatchie River Blueway Trail	City of Ogdensburg	51	15	66	\$25,000.00	Awarded
28375	North Country	ESD	ESD SPFS	Sackets Harbor Waterfront	Village of Sackets Harbor	51	10	61	\$20,000.00	Awarded
32020	North Country	ESD	ESD SPFS	Reverse Site Selection Analysis	St Lawrence County Industrial Development Agency	38	10	48	\$0.00	Not-Awarded
31737	North Country	ESD	ESD SPFS	Catalytic Waterfront Redevelopment	City of Ogdensburg	38	5	43	\$0.00	Not-Awarded
27598	North Country	HCR	HCR CDBGPF	Gouverneur Community Center	Town of Gouverneur	48	15	63	\$400,000.00	Awarded
30364	North Country	HCR	HCR CDBGPF	Lake Flower Apartments	Town of Harrietstown	51	10	61	\$0.00	Not-Awarded
27640	North Country	HCR	HCR CDBGPF	Tconderoga Street Rd Water Main Project	Town of Ticonderoga	42	15	57	\$0.00	Not-Awarded
29451	North Country	HCR	HCR CDBGPI	Gouverneur Water System Improvements	Village of Gouverneur	38	15	53	\$0.00	Not-Awarded
30060	North Country	HCR	HCR CDBGPI	Mountain Springs Road Water Facilities Replacement Project	Town of Moriah	32	10	42	\$0.00	Not-Awarded

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27660	North Country	HCR	HCR NYMS	Village of Potsdam NYMS	Village of Potsdam	56	10	66	\$200,000.00	Awarded
28942	North Country	HCR	HCR NYMS	Port Henry New York Main Street	Village of Port Henry	49	15	64	\$131,311.00	Awarded
28092	North Country	HCR	HCR NYMS	Rouses Point Main Street	Village of Rouses Point	47	15	62	\$0.00	Not-Awarded
30010	North Country	HCR	HCR NYMS	Lincoln Building Revitalization NYMS	Neighbors of Watertown, Inc.	46	5	51	\$0.00	Not-Awarded
28306	North Country	HCR	HCR NYMS	Village of Saranac Lake Downtown Buildings Restoration	Village of Saranac Lake	34	15	49	\$0.00	Not-Awarded
27387	North Country	HCR	HCR NYMS	Gouverneur Revitalization NYMS	Gouverneur Area Development Corp	39	10	49	\$0.00	Not-Awarded
30513	North Country	HCR	HCR NYMS	Carthage Main Street Program	Village of Carthage	31	10	41	\$0.00	Not-Awarded
32211	North Country	HCR	HCR NYMS	CLDC Main Street 2013	Clayton Local Development Corporation	24	15	39	\$0.00	Not-Awarded
27440	North Country	HCR	HCR NYMS	Indian Lake Main Street	Central Adirondack Partnership for the 21st Century	19	10	29	\$0.00	Not-Awarded
29495	North Country	HCR	HCR NYMS	Village of Canton NY Main Street	Village of Canton	12	10	22	\$0.00	Not-Awarded
29664	North Country	HCR	HCR RARP	High Falls Apartments Renovation	Snow Belt Housing Company, Inc.	52	5	57	\$51,750.00	Awarded
27723	North Country	HCR	HCR RARP	Tahawus Lodge Center Revitalization	Appleby Foundation, Inc.	37	15	52	\$0.00	Not-Awarded
27387	North Country	HCR	HCR RARP	Gouverneur Revitalization RARP	Gouverneur Area Development Corp	39	10	49	\$0.00	Not-Awarded
27606	North Country	HCR	HCR RARP	Aubrey Court Apartments	Cape Vincent Housing Corporation	37	10	47	\$0.00	Not-Awarded
28477	North Country	HCR	HCR RARP	Poole Memorial Drainage Project	Frontier Housing Corporation	36	10	46	\$0.00	Not-Awarded
27907	North Country	HCR	HCR RARP	Malone College Town Community	North Country Community College	19	15	34	\$0.00	Not-Awarded
31283	North Country	HCR	HCR RARP	Regional Arts and Interactive Learning Project	St Lawrence County Housing Council	25	5	30	\$0.00	Not-Awarded
30010	North Country	HCR	HCR UI	Lincoln Building Revitalization UI	Neighbors of Watertown, Inc.	56	5	61	\$150,000.00	Awarded
31964	North Country	NYSERDA	NYSERDA CGC2	Town of Minerva Comprehensive Plan	Essex County Office of Community Resources	51.71	10	61.71	\$50,625.00	Awarded
32404	North Country	NYSERDA	NYSERDA CGC3	Removing Barriers To Institutional Wood Pellet Heating	Bioenergy Project Partners LLC	58.56	20	78.56	\$1,394,173.00	Awarded
31777	North Country	NYSERDA	NYSERDA CGC3	North Country Multicounty Implementation	Essex County Community Resources	55.78	20	75.78	\$1,939,668.00	Awarded
30954	North Country	NYSERDA	NYSERDA CGC3	Mixed Use Development In Watertown	COR Arsenal Street Company LLC	50.56	20	70.56	\$0.00	Not-Awarded
31972	North Country	NYSERDA	NYSERDA CGC3	Regional Composting In North Country	Development Authority of the North Country	47.11	15	62.11	\$0.00	Not-Awarded
32310	North Country	NYSERDA	NYSERDA CGC3	Upgrade To Wwtp In Watertown	City of Watertown	45.33	15	60.33	\$0.00	Not-Awarded
31737	North Country	NYSERDA	NYSERDA CGC3	Mixed Use Development In Ogdensburg	City of Ogdensburg	50.33	5	55.33	\$0.00	Not-Awarded
31930	North Country	NYSERDA	NYSERDA CGC3	Water Main Upgrades In St. Lawrence County	Village of Heuvelton	34.44	15	49.44	\$0.00	Not-Awarded
27573	North Country	Parks	Parks HPA D	Stabilization and Restoration of the General Walter Martin Mansion	Lewis County Historical Society	47.5	15	62.5	\$165,000.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
27122	North Country	Parks	Parks HPA D	Moriah Town Office Building Improvements	Town of Moriah	38.5	15	53.5	\$0.00	Not-Awarded
29500	North Country	Parks	Parks HPA D	Officers Barracks	Fort Ticonderoga Association	41.5	10	51.5	\$0.00	Not-Awarded
31550	North Country	Parks	Parks HPA D	FRAM Rehabilitation Completion	Frederic Remington Art Museum	28	15	43	\$0.00	Not-Awarded
31524	North Country	Parks	Parks HPA D	Alex Bay Chamber	Town of Alexandria	29	10	39	\$0.00	Not-Awarded
28064	North Country	Parks	Parks PA A	Speculator Gateway and Pavilion Park	Town of Lake Pleasant	42.5	10	52.5	\$0.00	Not-Awarded
27993	North Country	Parks	Parks PA D	Grove Rd Park Improvement Project	Town of Jay	56.13	15	71.13	\$54,460.00	Awarded
26684	North Country	Parks	Parks PA D	Trail Connecting Heyworth/Mason Park to Sullivan Park	Town of Peru	52.17	15	67.17	\$58,000.00	Awarded
28061	North Country	Parks	Parks PA D	Fort La Presentation Interpretive Trail	Fort La Presentation Association	50.67	15	65.67	\$352,650.00	Awarded
28025	North Country	Parks	Parks PA D	Dewey Mountain	Dewey Mountain Friends	50.34	15	65.34	\$0.00	Not-Awarded
27312	North Country	Parks	Parks PA D	Lewis County Fairgrounds Natural Amphitheater	Lewis County Agricultural Society	49.5	15	64.5	\$0.00	Not-Awarded
28058	North Country	Parks	Parks PA D	NYS 28N Corridor Enhancements	Town of Newcomb	47.63	15	62.63	\$0.00	Not-Awarded
29766	North Country	Parks	Parks PA D	Black River Trail Connection and Revitalization Project	City of Watertown	52	10	62	\$0.00	Not-Awarded
27670	North Country	Parks	Parks PA D	Sandstoner RV Park	Village of Potsdam	45	15	60	\$0.00	Not-Awarded
32277	North Country	Parks	Parks PA D	Clayton Riverwalk Park Renovations	Village of Clayton	44.25	15	59.25	\$0.00	Not-Awarded
27430	North Country	Parks	Parks PA D	East End Park Pavilion	Village of Cape Vincent NY	44	15	59	\$0.00	Not-Awarded
32198	North Country	Parks	Parks PA D	Mids Park Bandshell Project	Lake Placid Village Inc	42.75	15	57.75	\$0.00	Not-Awarded
28153	North Country	Parks	Parks PA D	LaFontaine Recreational Park Project	Village of Dannemora	42.25	15	57.25	\$0.00	Not-Awarded
31105	North Country	Parks	Parks PA D	Schroon Lake Park	Town of Schroon	44.5	10	54.5	\$0.00	Not-Awarded
31737	North Country	Parks	Parks PA D	Catalytic Waterfront Redevelopment	City of Ogdensburg	43	5	48	\$0.00	Not-Awarded
29863	North Country	Parks	Parks PA P	Scaroon Manor Amphitheater Revitalization	Adirondack Shakespeare Company Ltd	42.25	5	47.25	\$0.00	Not-Awarded
28283	North Country	Parks	Parks RTP D	WFRA 2013 Equipment	Winona Forest Recreation Association, Inc.	48.5	20	68.5	\$143,560.00	Awarded
27724	North Country	Parks	Parks RTP D	Champlain Valley Waterfront Improvements	Essex County Community Resources	50.5	10	60.5	\$0.00	Not-Awarded
31737	North Country	Parks	Parks RTP D	Catalytic Waterfront Redevelopment	City of Ogdensburg	42	5	47	\$0.00	Not-Awarded
30654	North Country	Parks	Parks RTP M	Purchase of Trail Grooming Maintenance Equipment	Central Adirondack Partnership for the 21st Century	49.5	10	59.5	\$59,000.00	Awarded
27972	North Country	Parks	Parks RTP M	Valley's Trail Groomer Purchase 2013	Valley Snow Travelers of Lewis County, Inc.	45	10	55	\$151,600.00	Awarded
27592	North Country	Parks	Parks RTP M	DRAG Trail Groomer Purchase	D.R.A.G. of Speculator, Inc.	45.5	5	50.5	\$80,000.00	Awarded
27363	North Country	Parks	Parks RTP M	Groomer Grant	Turin Ridge Riders, Inc	36	5	41	\$159,840.00	Awarded
28184	North Country	Parks	Parks RTP M	Groomer Grant	Pleasant Rider Snowmobilers, Inc.	33	5	38	\$56,600.00	Awarded

Application Number	Regions	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Agency Recommended Funding	Awarded/Not-Awarded
28375	North Country	Parks	Parks RTP NM	Sackets Harbor Waterfront	Village of Sackets Harbor	43	10	53	\$0.00	Not-Awarded
26684	North Country	Parks	Parks RTP NMD	Connecting Town Parks	Town of Peru	45.5	15	60.5	\$200,000.00	Awarded
30190	North Country	Parks	Parks RTP NMD	digitization	City of Plattsburgh	46	10	56	\$0.00	Not-Awarded
28153	North Country	Parks	Parks RTP NMD	LaFontaine Recreational Park Project	Village of Dannemora	33.5	15	48.5	\$0.00	Not-Awarded
29008	North Country	Parks	Parks RTP NMD	Northern Tier Recreational Trail	Clinton County	35	10	45	\$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