

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.

North Country 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 North Country Regional Economic Development Council (NCREDC) supported a project developed by a NY Rising Community to rehabilitate and expand the fire department in Ausable Forks.

Weakness

- There are no examples provided that demonstrate NCREDC support for actions or projects contained in NY Rising plans other than the fire department Consolidated Funding Application (CFA) project cited above.

b. Maintain a Project Pipeline

Strengths

- Use of the North Country Alliance and the NCREDC Pipeline Committee to identify projects at various stages of development creates tremendous opportunity to tap in to economic development agencies within the region's seven counties.
- NCREDC's project pipeline is strengthened by its priority project scoring criteria. The scoring criteria evaluates a potential priority project's submission based on its ability to advance the Council's vision, its readiness for implementation, the amount of funding leveraged to bring a project to fruition, and its economic impact through job creation and retention.

Weakness

- Reliance on the North Country Alliance as the primary conduit for identifying potential Consolidated Funding Applications (CFA) may be limiting the scope of CFA projects. Continuing to expand the source of project ideas – such as recent efforts to consider SUNY 2020, Innovation Hot Spot, and Start-Up NY – is encouraged.

c. Address Regional workforce development needs for key sectors

Strengths

- Used preexisting industries and professional expertise to create and expand employment opportunities for a range of age and skill levels, including the unemployed and underemployed.
- Integrated its Workforce Development Work Group into the region's Workforce Investment Boards (WIBs). Representation of the priority sectors in WIBs has created opportunities for business-led partnerships to address workforce needs in the region.

- The Workforce Development Work Group is coordinating with the Opportunity Agenda Work Group and newly developed Veterans Work Group to identify strategies in supporting their employment and training needs.
- Recognizes the significant role colleges play as avenues for workforce development and training and is participating in the Higher Education Research and Development (HEARD) consortium, consisting of the region's college and universities.

d. Refine the Regional Opportunity Agenda

Strengths

- Expanded the Opportunity Agenda Work Group to include local government economic developers to increase collaboration and gain new perspectives and strategies to combat poverty.
- Changes to the Opportunity Agenda highlight the importance of additional training opportunities in employability and advanced manufacturing skills, providing incentives for micro-business start-up and self-employment opportunities, incentivizing completion of high school and enrollment in higher education, and supporting low income population adversely affected by escalating costs of home heating and maintenance.
- Revised the Opportunity Agenda to address a weaknesses from its 2012 progress report, including lack of access to childcare, housing, and high school dropout rates. CFAs submitted for this round reflect these changes.

Weakness

- Despite the addition of new Opportunity Agenda strategies addressing a broader range of issues, implementing actions are focused on workforce development and on-the-job training.

e. Promote Veterans' participation in the workforce

Strengths

- Created a Veterans Work Group that is coordinating with the Workforce Development Work Group to develop strategies for the integration of veteran and workforce development services.
- Shared information about veteran incentive programs with the region's economic development agencies, businesses and local governments in an effort to increase access to resources.
- Council encouragement resulted in Veteran participation in a number of projects designed to address the areas of unemployment and poverty.

Weakness

- It is unclear how significant of a role the REDC had in the implementation of new strategies for supporting Veterans. Many of the strategies are focused on encouragement of pre-existing programs in the region, and centered on community outreach.

f. NYSUNY 2020 Challenge Grants

The Higher Education and Research Development (HEARD) work group continues to strengthen coordination with all regional SUNY campuses in support of the NCREDC's plan and strategies. NCREDC is supporting the SUNY Clean Energy Partnership Program, a wind energy research and training program housed out of SUNY Canton, SUNY Potsdam, and Clinton Community College.

g. Cleaner, Greener Communities Sustainability Plans

Strengths

- 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 CFA scoring criteria. NCREDC supports projects designed to foster commitment to energy efficiency in new building construction and renovations, as well as use of renewable energy in housing, new construction and community development projects.
- Working to address challenges faced by municipalities in the implementation of the region's sustainability measures, such as lack of staff, expertise, and financing.

h. Innovation Hot Spots

The 2013 Innovation Hot Spot, a hub and spoke approach led by Clarkson University, has made significant progress. They have been identifying offices for satellite locations, developing a management process for the startup companies involved, and working on marketing efforts.

i. Interregional Collaboration

Strengths

- Created the Adirondack Park Economic Development Strategy in collaboration with the Mohawk Valley and Capital Region. The strategy consists of an extensive analysis of the Adirondack Park economy, and outreach/forums in each of the regions.
- New strategies include building on the existing relationship between the North Country and Capital Region in engaging Canada for potential collaborations in the areas of international businesses, connections between nanotech and semiconductor industry sectors, and exploration of a joint business mission.
- Supports several proposed interregional projects, such as NUAIR - Northeast UAS Airspace Integration Research Alliance; a pilot project for an Adirondack Park-wide fuel delivery system; and the "Hut to Hut" tourism development project designed to link lodging and recreation across the North County, Mohawk Valley, and the Capital Region.

Weakness

- The NCREDC could expand economic partnership opportunities with additional regions by playing a stronger role in facilitating foreign investment and trade with Canada.

j. Implementation gaps

None identified.

k. New priorities and strategies

- Revised the region's vision statement to include regional priorities for global investment, healthcare, and attracting more private investment.
- Added new strategies related to global direct foreign investment and exports.
- Examples of projects that would help implement new strategies include:
 - The proposed North Country Revitalization Fund for demolition and cleanup of blighted properties, infrastructure, and redevelopment projects.

- The Bridge Loan Fund to support nonprofit applicants experiencing difficulty in the execution of their CFAs due to disbursement of state awarded funds.

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

a. Job Creation and Investment

Strengths

- A total of 1,176 jobs have been created, and 1,892 jobs retained since Round 1.
- NCREDC estimates that a total of 1044 indirect jobs in the areas of transportation manufacturing, paper manufacturing, renewable energy, tourism, and biotechnology have been created as a result of NCREDC's investment in priority projects.

Weakness

- Sources of private investment are not identified.

b. Status of past priority projects:

Strengths

- All but 4 of the 71 priority projects funded in CFA Rounds 1, 2, and 3 have been initiated. 69% are underway, 20% are complete, and 6% have been approved for contracts.
- The Bombardier plant expansion and skills training produced new manufacturing jobs and attracted new vendors.
- The Fort Drum housing project is near completion, with the creation of 1,100 new units.

c. Collaborate with Local Governments

Strengths

- Local governments have played a significant role in creating and maintaining a climate that supports workforce attraction and economic growth.
- All seven counties have been included in public meetings for four consecutive years.
- The Council's support for local government projects in Round 3 of the CFA led to funding for development of essential infrastructure throughout the North Country.

d. Performance Measures

Strengths

- The 3-tier system for performance measures clearly articulates the progress of the North Country's economy, providing state and partnering agency data along with measures for all priority projects and CFA awards. It provides a clear breakdown across several categories and considers all regional visions and corresponding strategies.
- Regional economic plan has yielded a direct investment of more than \$125 million in 234 projects and created nearly 4,000 jobs throughout the region.
- Data trends helped inform the Council's nomination of priority projects for Round IV.

Weakness

- Performance measures indicate that from 2010-13, the North Country experienced a 1% decline in business firms and 2% decline in jobs, which it attributes to slow recovery from the national recession. However, the region's unemployment rates changed by less than 1%.

Section III. Identification of Global Marketing and Export Strategies

a. Develop Global marketing and export strategies

Strengths

- Strategies are comprehensive and build upon the strengths and characteristics of the region.
- An effective approach to Canadian based Foreign Direct Investment (FDI) includes active outreach by the North Country Chamber of Commerce and the St. Lawrence and Jefferson County Industrial Development Agencies in support of Quebec and Ontario businesses interested in doing business in the U.S.
- A Global North Country Alliance was formed to develop strategies which will assist North Country companies with marketing and sales to foreign markets.
- Interregional strategies include coordination between the North Country EB-5 Regional Center in Plattsburgh and the new EB-5 Regional Center in the Capital region to generate jobs.

b. Global marketing and export projects

Strengths

- Priority projects align with the NCREDC's vision and strategies for the region's key industries, such as a partnership with local government to expand the Empire State Winter Games; expansion of North American Tapes' Watertown facility; and increasing capacity for cheese production at Agri-Mark.
- Innovative tools designed to explore opportunities for sharing and cooperation are proposed.
- A demonstration of proposed joint activity is to work with Canadian partners to maximize utilization of expertise through joint workshops/missions and one-on-one sessions with interested companies, along with coordinated outreach and marketing.

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
39707	North Country	Arts	Arts CHPG	The Adirondack Experience	Adirondack Historical Association	60.67	15	75.67	\$76,000.00	Awarded
40671	North Country	Arts	Arts CHPG	Feasibility Study for Theater and Community Arts Center	Pendragon Theater	58.57	10	68.57	\$15,000.00	Awarded
41716	North Country	Arts	Arts CHPG	Tibetan Multimedia Performance and Arts Festival 2015	Mountain Lake PBS	50.67	15	65.67	\$76,000.00	Awarded
43051	North Country	Arts	Arts CHPG	Fellowship Program Implementation	Fort Ticonderoga Association	58.89	5	63.89	\$8,900.00	Awarded
39932	North Country	Arts	Arts CHPG	Adirondack Regional Art Trail: Phase 2	Adirondack North Country Association	48.33	15	63.33	\$60,000.00	Awarded
41356	North Country	Arts	Arts CHPG	Historic Great Camps SMA Interpretive Center2	Sagamore Institute of the Adirondacks	52	10	62	\$0.00	Not-Awarded
42177	North Country	Arts	Arts TIP	Back Office Technology	Indian Lake Theater	66.19	15	81.19	\$3,300.00	Awarded
42846	North Country	Arts	Arts WIP	New Artistic Director Position	Upper Jay Art Center	68.57	15	83.57	\$49,500.00	Awarded
40667	North Country	Arts	Arts WIP	New Public Programs Coordinator Position	Historic Saranac Lake	65.71	5	70.71	\$38,800.00	Awarded
40383	North Country	Arts	Arts WIP	New Curator Position	Thousand Islands Arts Center	61.43	5	66.43	\$49,500.00	Awarded
43092	North Country	Arts	Arts WIP	New Marketing Assistant Postion	Adirondack Shakespeare Company Ltd	41.9	15	56.9	\$37,100.00	Awarded
40720	North Country	Arts	Arts WIP	Janklow Fellowship	Adirondack Lakes Center for the Arts	49.58	5	54.58	\$0.00	Not-Awarded
39464	North Country	DEC	DEC EPGP	Improving the Crown Point Wastewater Treatment System	Town of Crown Point	76	10	86	\$19,520.00	Awarded
40894	North Country	DEC	DEC EPGP	New Effluent Disinfection System Report and Design	Village of Gouverneur	72	10	82	\$30,000.00	Awarded
40897	North Country	DEC	DEC EPGP	Sewer System Evaluation	Town of Chazy	46	10	56	\$30,000.00	Awarded
43091	North Country	DEC	DEC EPGP	Inlet Expansion and Shared Sludge Press Study	Town of Inlet	26	15	41	\$12,000.00	Awarded
42646	North Country	DEC	DEC EPGP	Wastewater Collection System Study	Town of Lyme	26	15	41	\$30,000.00	Awarded
39238	North Country	DEC	DEC EPGP	Engineering Planning Grant	Village of Speculator	30	10	40	\$30,000.00	Awarded
38948	North Country	DEC	DEC EPGP	Wastewater Treatment Planning Study	Village of Potsdam	30	10	40	\$30,000.00	Awarded
42623	North Country	DEC	DEC EPGP	Village of Adams Wastewater Treatment Plant Improvements	Village of Adams	26	10	36	\$30,000.00	Awarded
40079	North Country	DEC	DEC EPGP	Wastewater Upgrades Planning Study	Village of Deferiet	26	10	36	\$30,000.00	Awarded
39197	North Country	DEC	DEC EPGP	Village of Colton Wastewater Engineering Planning Grant 2014	Town of Colton	26	10	36	\$30,000.00	Awarded
40647	North Country	DEC	DEC EPGP	Town of Waddington	Town of Waddington	24	10	34	\$30,000.00	Awarded
39783	North Country	DEC	DEC EPGP	St Lawrence Shores	City of Ogdensburg	24	10	34	\$30,000.00	Awarded
42697	North Country	DEC	DEC EPGP	Hounsfield Sewer Project	Town of Hounsfield	16	15	31	\$30,000.00	Awarded
41918	North Country	DOL	DOL EET	Soldering and Manufacturing Training	Ansen Corporation	36.83	15	51.83	\$0.00	Not-Awarded
42325	North Country	DOL	DOL UWT	Production Technician Training	CITEC, Inc.	46.28	20	66.28	\$94,230.00	Awarded
41088	North Country	DOL	DOL UWT	Lean Manufacturing and Operations Training	Clinton Essex Warren Washington BOCES	43.3	20	63.3	\$100,000.00	Awarded
39570	North Country	DOS	DOS CSBG	ACAP Workforce Development	Adirondack Community Action Programs Inc	57	20	77	\$0.00	Not-Awarded
41904	North Country	DOS	DOS CSBG	Workforce Connections	Community Action Planning Council of Jefferson County Inc	55.5	20	75.5	\$0.00	Not-Awarded
39010	North Country	DOS	DOS LGE	Hamilton County Fuel Consolidation, Phase III	Hamilton County	56.47	15	71.47	\$797,028.00	Awarded
39073	North Country	DOS	DOS LGE	North Country Regional Shared Geographic Information System Project	Development Authority of the North Country	45.47	15	60.47	\$0.00	Not-Awarded
38692	North Country	DOS	DOS LGE	Shared Services Garage	Town of Long Lake	42	15	57	\$0.00	Not-Awarded
39071	North Country	DOS	DOS LGE	Clifton-Fine Water System Improvement Project	Town of Clifton	51.33	5	56.33	\$0.00	Not-Awarded
40122	North Country	DOS	DOS LGE	Town of Moriah Shared Services Study	Town of Moriah	41.8	10	51.8	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
40176	North Country	DOS	DOS LGE	Champlain Joint Water Project	Town of Champlain	36.18	15	51.18	\$0.00	Not-Awarded
41270	North Country	DOS	DOS LWRP	Waterfront Revitalization Strategy Implementation 2014	Town of Fine	73.6	15	88.6	\$75,000.00	Awarded
40732	North Country	DOS	DOS LWRP	Raquette River Blueway Corridor Waterfront Revitalization Initiative	Village of Potsdam	73.6	15	88.6	\$501,665.00	Awarded
39752	North Country	DOS	DOS LWRP	Adirondack Community-based Trails and Lodging System (ACTLS)	Hamilton County	68.4	20	88.4	\$220,000.00	Awarded
39039	North Country	DOS	DOS LWRP	Champlain Valley Waterfront Improvements	Essex County	72.8	15	87.8	\$290,923.00	Awarded
40490	North Country	DOS	DOS LWRP	Fort La Presentation Visitors Center Feasibility Study	City of Ogdensburg	72	15	87	\$12,500.00	Awarded
40038	North Country	DOS	DOS LWRP	Public Dock Expansion Design	Village of Cape Vincent	72	15	87	\$25,000.00	Awarded
42290	North Country	DOS	DOS LWRP	Market Square Park Rehabilitation	Village of Sackets Harbor	70.4	15	85.4	\$25,000.00	Awarded
39216	North Country	DOS	DOS LWRP	Downtown and Waterfront Revitalization to Leverage Growth in the Tourism Economy of Clinton and Franklin Counties	Clinton County	73.6	10	83.6	\$495,000.00	Awarded
42043	North Country	DOS	DOS LWRP	Mountain View and Indian Lake Dredging Feasibility Study	Town of Bellmont	68.8	10	78.8	\$0.00	Not-Awarded
40762	North Country	DOS	DOS LWRP	Grasse River Waterfront Revitalization Projects	Town of Canton	60.4	15	75.4	\$0.00	Not-Awarded
39783	North Country	DOS	DOS LWRP	St. Lawrence Shores Water and Wastewater Infrastructure	City of Ogdensburg	64	10	74	\$0.00	Not-Awarded
39535	North Country	DOS	DOS LWRP	Reconstruction of the 18th Century French Sawmill	Town of Ticonderoga	63.2	10	73.2	\$0.00	Not-Awarded
40748	North Country	DOS	DOS LWRP	Sea Wall Renovation Project	City of Ogdensburg	41.2	10	51.2	\$0.00	Not-Awarded
42324	North Country	EFC	EFC GIGP	Green Stormwater Improvements	Lewis County	28	10	38	\$640,000.00	Awarded
42290	North Country	EFC	EFC GIGP	Main Street Rehabilitation Project	Village of Sackets Harbor	21	15	36	\$0.00	Not-Awarded
42503	North Country	ESD	ESD EJP	Production Expansion	North American Tapes LLC	62	20	82	\$150,000.00	Awarded
42861	North Country	ESD	ESD EJP	Facility Upgrade	TriTown Packing Inc.	60	20	80	\$160,000.00	Awarded
41363	North Country	ESD	ESD EJP	Business Expansion	TAP Industries	60	20	80	\$100,000.00	Awarded
43277	North Country	ESD	ESD EJP	Construction of Wood Pellet Manufacturing Facility	Greenwood Woodbusters	61	15	76	\$150,000.00	Awarded
39463	North Country	ESD	ESD EJP	Small Volume Parenterals	SterRx LLC	42	15	57	\$0.00	Not-Awarded
39016	North Country	ESD	ESD Grants	Cheese Manufacturing Facility Modernization	Agri-Mark, Inc.	66	20	86	\$2,000,000.00	Awarded
40001	North Country	ESD	ESD Grants	Building Renovation for Regional Arts and Interactive Learning Revitalization	Omni Development Corporation, Inc.	64	20	84	\$1,185,000.00	Awarded
42503	North Country	ESD	ESD Grants	Machinery Purchase for Business Expansion	North American Tapes LLC	62	20	82	\$45,000.00	Awarded
41150	North Country	ESD	ESD Grants	Cyber Security Unit	TwinState/Voice.Data.Video.Inc.	62	20	82	\$120,000.00	Awarded
41487	North Country	ESD	ESD Grants	CarthageWest Carthage Joint Wastewater Treatment Facility Improvement Project	Village of Carthage	61	20	81	\$1,650,000.00	Awarded
39536	North Country	ESD	ESD Grants	North Country Regional Revitalization Fund	Development Authority of the North Country	60	20	80	\$5,000,000.00	Awarded
41667	North Country	ESD	ESD Grants	Replacement Health Center for Champlain	Hudson Headwaters Health Network	59	20	79	\$0.00	Not-Awarded
41659	North Country	ESD	ESD Grants	Grand Slam Safety Equipment Acquisition	Grand Slam Safety LLC	58	20	78	\$0.00	Not-Awarded
42861	North Country	ESD	ESD Grants	Facility Upgrade and Expansion	TriTown Packing, Inc.	57	20	77	\$0.00	Not-Awarded
41363	North Country	ESD	ESD Grants	Facility Renovation and Expansion	TAP Industries	57	20	77	\$0.00	Not-Awarded
42786	North Country	ESD	ESD Grants	Robotic Farming for Local Food Production	Agbotic Inc	56	20	76	\$0.00	Not-Awarded
43277	North Country	ESD	ESD Grants	Wood Pellet Boiler Manufacturing Project	Greenwood Woodbusters	58	15	73	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42120	North Country	ESD	ESD Grants	Hamilton County Tourism Infrastructure Assistance Program	Hamilton County Industrial Development Agency	51	20	71	\$0.00	Not-Awarded
42026	North Country	ESD	ESD Grants	Exit 47 Bradley Street Commerce Park	Bradley Street LLC	55	15	70	\$0.00	Not-Awarded
41342	North Country	ESD	ESD Grants	Flanagan Hotel Colocation Project	Hotel Flanagan, Inc.	50	20	70	\$0.00	Not-Awarded
38616	North Country	ESD	ESD Grants	Planting Hope Project	Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc.	50	20	70	\$0.00	Not-Awarded
39034	North Country	ESD	ESD Grants	Revitalize Elizabethtown	Essex County Community Resources	53	15	68	\$0.00	Not-Awarded
43058	North Country	ESD	ESD Grants	Gateway Experience Center Concept Design	Fort Ticonderoga Association	52	15	67	\$0.00	Not-Awarded
42460	North Country	ESD	ESD Grants	Massena Commerce Park Infrastructure	Town of Massena	51	15	66	\$0.00	Not-Awarded
42437	North Country	ESD	ESD Grants	Plattsburgh Regional Airport Business Park - Building 2774	Clinton County	51	15	66	\$0.00	Not-Awarded
40176	North Country	ESD	ESD Grants	C2 Joint Water Project	Town of Champlain	51	15	66	\$0.00	Not-Awarded
40872	North Country	ESD	ESD Grants	Plattsburgh City Beach Feasibility Study	City of Plattsburgh	50	15	65	\$0.00	Not-Awarded
39316	North Country	ESD	ESD Grants	Chazy Lake Area Broadband	Slic Network Solutions Inc	50	15	65	\$0.00	Not-Awarded
39291	North Country	ESD	ESD Grants	Bangor Broadband	Slic Network Solutions Inc	50	15	65	\$0.00	Not-Awarded
41154	North Country	ESD	ESD Grants	North Country Food Coop Renovations	North Country Cooperative Corporation	52	10	62	\$0.00	Not-Awarded
39051	North Country	ESD	ESD Grants	Ogdensburg International Airport Expansion	Ogdensburg Bridge and Port Authority	51	10	61	\$0.00	Not-Awarded
40857	North Country	ESD	ESD Grants	City of Plattsburgh Durkee Street Phase II Feasibility Study	City of Plattsburgh	50	10	60	\$0.00	Not-Awarded
40117	North Country	ESD	ESD Grants	Shared Sewer Improvements Project	Town of Champlain	45	15	60	\$0.00	Not-Awarded
39305	North Country	ESD	ESD Grants	Town of Clinton Broadband	Slic Network Solutions Inc	50	10	60	\$0.00	Not-Awarded
39301	North Country	ESD	ESD Grants	Essex and Washington Counties Broadband	Slic Network Solutions Inc	50	10	60	\$0.00	Not-Awarded
39231	North Country	ESD	ESD Grants	Town of Colton Broadband	Slic Network Solutions Inc	50	10	60	\$0.00	Not-Awarded
39463	North Country	ESD	ESD Grants	Small Volume Parenterals	SterRx LLC	42	15	57	\$0.00	Not-Awarded
39783	North Country	ESD	ESD Grants	St Lawrence Shores	City of Ogdensburg	45	10	55	\$0.00	Not-Awarded
41357	North Country	ESD	ESD Grants	Capital Equipment to Expand Season	Oak Mountain LLC	38	15	53	\$0.00	Not-Awarded
40748	North Country	ESD	ESD Grants	Sea Wall Renovation Project	City of Ogdensburg	42	10	52	\$0.00	Not-Awarded
43550	North Country	ESD	ESD Grants	Ray Brook Wood Pellet District Heating Project	NYS Department of Environmental Conservation	36	15	51	\$0.00	Not-Awarded
39472	North Country	ESD	ESD Grants	Bonnie Castle Raceway and Resort	River Isles, LLC	36	15	51	\$0.00	Not-Awarded
39097	North Country	ESD	ESD Grants	Bottle Redemption Business Expansion	Citizen Advocates, Inc.	35	15	50	\$0.00	Not-Awarded
38663	North Country	ESD	ESD Grants	Seagle Music Colony Centennial development	Seagle Music Colony, Inc.	35	15	50	\$0.00	Not-Awarded
38630	North Country	ESD	ESD Grants	Construction of Inn	Inn on Schroon Lake LLC	35	15	50	\$0.00	Not-Awarded
42245	North Country	ESD	ESD Grants	Swan Bay	Fourth Coast Inc	34	15	49	\$0.00	Not-Awarded
42391	North Country	ESD	ESD Grants	Route 11 Natural Gas Extension	Town of Gouverneur	33	15	48	\$0.00	Not-Awarded
40015	North Country	ESD	ESD Grants	Sewer District No 2 Collection Improvements and Expansion	Town of Champion	43	5	48	\$0.00	Not-Awarded
40164	North Country	ESD	ESD Grants	Mace Chasm Neighborhood Farm Projects	Essex County	32	15	47	\$0.00	Not-Awarded
42920	North Country	ESD	ESD Grants	Crossroads Redevelopment Project	Tupper Lake Crossroads LLC	31	15	46	\$0.00	Not-Awarded
40931	North Country	ESD	ESD Grants	Speculator and Indian Lake Business Expansion	The Lemon Tree	35	10	45	\$0.00	Not-Awarded
43458	North Country	ESD	ESD Grants	Construction and Waterfront Development Project	Lake Flower Lodging LLC	29	15	44	\$0.00	Not-Awarded
39821	North Country	ESD	ESD Grants	Mountain View and Terrace Building Renovation	The Cottage Corp.	26	15	41	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
42297	North Country	ESD	ESD Grants	Copenhagen Health Center	Lewis County General Hospital	30	10	40	\$0.00	Not-Awarded
40912	North Country	ESD	ESD MNY	Delivering the Next Generation of Adirondack Visitors	The Wild Center	73	15	88	\$372,000.00	Awarded
41367	North Country	ESD	ESD MNY	Adirondack Journeys	Mountain Lake PBS	68.5	15	83.5	\$138,015.00	Awarded
42633	North Country	ESD	ESD MNY	2014 Lakes to Locks Passage Geotourism Marketing Initiative	Lakes to Locks Passage, Inc.	63	15	78	\$153,000.00	Awarded
43069	North Country	ESD	ESD MNY	Water Transportation Recreation System	Fort Ticonderoga Association	58	15	73	\$70,554.00	Awarded
42014	North Country	ESD	ESD MNY	Empire State Winter Games Go Global	LPEC Quality Destination, Inc.	50.5	20	70.5	\$275,000.00	Awarded
41357	North Country	ESD	ESD MNY	Expanding Tourism Season	Oak Mountain	55	15	70	\$9,400.00	Awarded
42019	North Country	ESD	ESD MNY	Cycle Adirondacks 2	Wildlife Conservation Society	54	15	69	\$0.00	Not-Awarded
42245	North Country	ESD	ESD MNY	Swan Bay	Fourth Coast Inc	52	15	67	\$0.00	Not-Awarded
42139	North Country	ESD	ESD MNY	Adirondack Museum Marketing Updates	Adirondack Museum	52	15	67	\$0.00	Not-Awarded
38663	North Country	ESD	ESD MNY	Seagle Music Colony Centennial Development	Seagle Music Colony	46	15	61	\$0.00	Not-Awarded
40891	North Country	ESD	ESD MNY	North Country Product Branding Phase 2	Adirondack North Country Association	39	20	59	\$0.00	Not-Awarded
41683	North Country	ESD	ESD MNY	Tourism Investment Marketing	Development Authority of the North Country	42	15	57	\$0.00	Not-Awarded
41963	North Country	ESD	ESD MNY	Great Lakes Seaway Wine Trail	Seaway Trail Inc	41.5	15	56.5	\$0.00	Not-Awarded
39153	North Country	ESD	ESD MNY	Lake Ontario Vineyard Estate	Lake Ontario Vineyard Estate	41.5	15	56.5	\$0.00	Not-Awarded
40055	North Country	ESD	ESD MNY	North Country Military Trail	Adirondack North Country Association	37	15	52	\$0.00	Not-Awarded
43092	North Country	ESD	ESD MNY	Scaroon Manor Amphitheater Revitalization	Adirondack Shakespeare Company Ltd	36.5	15	51.5	\$0.00	Not-Awarded
40001	North Country	ESD	ESD MNY	Regional Arts and Interactive Learning (RAIL) Revitalization Project	Sequence Development	22	20	42	\$0.00	Not-Awarded
40872	North Country	ESD	ESD SPFS	Plattsburgh City Beach Feasibility Study	City of Plattsburgh	50	15	65	\$70,000.00	Awarded
40857	North Country	ESD	ESD SPFS	City of Plattsburgh Durkee Street Phase II feasibility study	City of Plattsburgh	50	10	60	\$30,000.00	Awarded
38948	North Country	HCR	HCR CDBGCP	Village of Potsdam Wastewater Engineering Report	Village of Potsdam	40	10	50	\$0.00	Not-Awarded
39168	North Country	HCR	HCR CDBGED	Clinton County Assistance to SpencerARL New York, Inc.	Clinton County	47	20	67	\$435,000.00	Awarded
39329	North Country	HCR	HCR CDBGPF	Town of Harrietstown Lake Flower Apartments ADA Compliance	Town of Harrietstown	56	10	66	\$400,000.00	Awarded
40775	North Country	HCR	HCR CDBGPF	Town of Jay- AuSable Fire House Improvements	Town of Jay	40	20	60	\$400,000.00	Awarded
39033	North Country	HCR	HCR CDBGPI	Town of Moriah Improvements to Water District #2	Town of Moriah	47	15	62	\$600,000.00	Awarded
41487	North Country	HCR	HCR CDBGPI	Joint Village of Carthage-West Carthage Waste Water Treatment	Village of Carthage	36	20	56	\$900,000.00	Awarded
39029	North Country	HCR	HCR CDBGPI	Town of Ticonderoga Improvements Street Road Water District	Town of Ticonderoga	44	10	54	\$600,000.00	Awarded
39041	North Country	HCR	HCR CDBGPI	Town of St Armand Improvements to Bloomingdale Sewer District	Town of St. Armand	40	10	50	\$600,000.00	Awarded
42564	North Country	HCR	HCR CDBGPI	Town of Beekmantown Country Sky Mobile Home Park Water Project	Town of Beekmantown	43	5	48	\$461,300.00	Awarded
40084	North Country	HCR	HCR CDBGPI	Village of Gouverneur Water Improvement Project	Village of Gouverneur	42	5	47	\$600,000.00	Awarded
42599	North Country	HCR	HCR NYMS	Thousand Islands Inn Revitalization Project	Clayton Local Development Corporation	63	15	78	\$225,000.00	Awarded
41748	North Country	HCR	HCR NYMS	Westport Main Street Program 2014	Housing Assistance Program of Essex County Inc	53	15	68	\$0.00	Not-Awarded
39201	North Country	HCR	HCR NYMS	Indian Lake NYMS 2014	Central Adirondack Partnership for the 21st Century	53	15	68	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Title	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/Not-Awarded
40263	North Country	HCR	HCR NYMS	Saranac Lake NYMS 2014	Saranac Lake Local Development Corporation	52	15	67	\$0.00	Not-Awarded
41421	North Country	HCR	HCR NYMS	Gouverneur Commercial Revitalization Program	Gouverneur Area Development Corporation	47	15	62	\$0.00	Not-Awarded
40252	North Country	HCR	HCR NYMS	Malone Main Street Program 2014	Village of Malone	47	15	62	\$0.00	Not-Awarded
43075	North Country	HCR	HCR NYMS	V. Canton NYMS 2014	Village of Canton	35	15	50	\$0.00	Not-Awarded
42181	North Country	NYSERDA	NYSERDA CGC2	Jefferson-Lewis Alternative Energy Cooperative	Fourth Coast Inc	51	10	61	\$150,000.00	Awarded
42502	North Country	NYSERDA	NYSERDA CGC3	North Country Cleaner, Greener Communities One-Stop Shop	Adirondack North Country Association	59.76	20	79.76	\$1,044,390.00	Awarded
38776	North Country	NYSERDA	NYSERDA CGC3	Village of Tupper Lake Community Biomass District Heating	The Village of Tupper Lake New York	38.71	15	53.71	\$0.00	Not-Awarded
39524	North Country	NYSERDA	NYSERDA CGC3	Jefferson County Distributed Energy Resources	Entecco LLC	30.43	15	45.43	\$0.00	Not-Awarded
42290	North Country	Parks	Parks HAS D	Pickering Beach Museum Park	Village of Sackets Harbor	38	15	53	\$25,000.00	Awarded
39320	North Country	Parks	Parks HP D	The Westport Community Center Renovation Project	Town of Westport	53	15	68	\$500,000.00	Awarded
39078	North Country	Parks	Parks HP D	Moriah Iron Center	Essex County Community Resources	46	15	61	\$0.00	Not-Awarded
43066	North Country	Parks	Parks HP D	Pavilion Stabilization	Fort Ticonderoga Association	45.5	15	60.5	\$0.00	Not-Awarded
40596	North Country	Parks	Parks HP D	Wanakena Footbridge Reconstruction	Town of Fine	50	10	60	\$0.00	Not-Awarded
39234	North Country	Parks	Parks HP D	Historic Strand Theatre Restoration	Strand Center for the Arts	40.5	15	55.5	\$0.00	Not-Awarded
41356	North Country	Parks	Parks HP D	Historic Great Camps SMA Interpretive Center2	Sagamore Institute of the Adirondacks	32.5	10	42.5	\$0.00	Not-Awarded
43515	North Country	Parks	Parks HP D	Adsit Cabin Renovation	Town of Willsboro	31.5	10	41.5	\$0.00	Not-Awarded
40643	North Country	Parks	Parks HP D	T Alex Bay	Fourth Coast Inc	27.5	10	37.5	\$0.00	Not-Awarded
39031	North Country	Parks	Parks PKS D	Schroon Lake Park Enhancement	Essex County Community Resources	59.5	10	69.5	\$192,500.00	Awarded
40596	North Country	Parks	Parks PKS D	Wanakena Footbridge Reconstruction	Town of Fine	57.5	10	67.5	\$125,000.00	Awarded
41358	North Country	Parks	Parks PKS D	Trail Preservation and Erosion Mitigation at PokeOMoonshine	Adirondack Architectural Heritage (AARCH)	47.75	15	62.75	\$0.00	Not-Awarded
40749	North Country	Parks	Parks PKS D	Lewis County Fairgrounds Natural Amphitheater	Lewis County Agricultural Society	51.75	10	61.75	\$0.00	Not-Awarded
39927	North Country	Parks	Parks PKS D	East End Park Pavilion	Cape Vincent Joint TownVillage Development Committee	46.5	10	56.5	\$0.00	Not-Awarded
41122	North Country	Parks	Parks PKS D	Adirondack Community Recreational Connections	Barkeater Trails Alliance	40.09	15	55.09	\$0.00	Not-Awarded
42372	North Country	Parks	Parks PKS D	Boyd Pond ADA Access Project	Indian River Lakes Conservancy Inc	44.25	10	54.25	\$0.00	Not-Awarded
40694	North Country	Parks	Parks PKS D	LaFontaine Recreational Park Project	Village of Dannemora	41.91	5	46.91	\$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)