

2015 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.

In 2014, 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 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.

This year, the REDCs launched the Regional Economic Cluster Program to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

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

2015 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 2015 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. Round 5 of the REDC initiative also includes the creation of the Upstate Revitalization Initiative, in which 7 regions will compete for \$1.5B. This new initiative requires each council to develop regional investment plans that identify existing assets, highlight needs, and recommend areas of opportunity. Seven regions will be eligible to compete for a \$500 million revitalization awards: Mid-Hudson, Capital Region, Mohawk Valley, Central New York, North Country, Southern Tier and Finger Lakes. This initiative will help to transform local economies by providing three regions \$500 million over the next five years to support projects and strategies that create jobs, strengthen and diversify economies, and generate economic opportunity within the region.

As part of this year's competition, all the regional councils focused on initiatives that will drive implementation of their regional strategic plans, and to continue support for various State initiatives. Regional Council priorities include: development of strategies and projects that focus on the growth of regional economic clusters; advancement of plans and projects that strengthen the Global NY agenda; implementing additional strategies in their strategic plan; maintaining a pipeline of projects; training the workforce for today and tomorrow; and measuring the performance and progress of the strategic plan and CFA projects.

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 2015 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 regional industry clusters;*

In 2015, the Regional Councils competed against each other to be designated as a "Top Performer" and 7 upstate regions competed to be designated as one of the three "URI Best Plan Awardee".

The 2015 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Cesar Perales and included Tax and Finance Commissioner Jerry Boone, Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, NYS Upstate Revitalization Director Richard Tobe, Brookings Institution's Metropolitan Policy Program Senior Fellow Robert Puentes, National Urban League President Marc Morial, and the United States Department of Commerce Northeast Regional Director James Cox. Due to the unprecedented commitment of state funds to economic development in the 2015 State Budget, the SIAT was expanded to include four additional members that were appointed by the Legislature. Those members include Hon. James Seward, State Senate District 51; Hon. Kenneth LaValle, State Senate District 1; Hon. Donna Lupardo, State Assembly District 123; and Hon. Herman Farrell,

State Assembly District 71. The SIAT reviewed each region's Progress Report and Upstate Revitalization Plans based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2015 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 Howard Zemsky, President & CEO, Empire State Development Corporation of the six reports that most closely aligned with the criteria outlined in the guidebook. President Zemsky accepted the recommendations of the Committee and, pursuant to his statutory powers as head of the Urban Development Corporation, awarded three regions with the Best Plan Award of \$500 million and three regions with the top Progress Report up to \$45 million in funding consisting of \$30 million in capital grants and up to \$15 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 2015 REDC initiative was launched on April 29 and the CFA opened for applications on May 01 and closed on July 31. All details about CFA resources were made available online via the 2015 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 31, 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 September 21, the REDCs submitted their final 2015 progress reports to the State. Final URI reports were submitted on October, 5. After the SIAT presentations concluded in October, 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 10, 2015, the Governor announced that 1062 projects totaling \$999.7 million had been awarded through Round Five of the Regional Economic Development Council initiative. URI Best Plan Awards were given to Central New York, Finger Lakes and Southern Tier. Top Performer awards were given to the Mohawk Valley, Long Island, and Capital District regions in adherence to the competition guidelines detailed above.

MEMORANDUM

To: Howard Zemsky, President and CEO of the Empire State Development Corporation

From: Cesar Perales, Secretary of State
Jerry Boone, Commissioner, New York State Department of Taxation and Finance
James Cox, Northeast Regional Director at the United States Department of Commerce
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Marc Morial, President of the National Urban League
Robert Puentes, Senior Fellow and Director with the Brookings Institution
Richard Tobe, Director of Upstate Revitalization for New York State
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblyman Herman “Denny” Farrell, of the 71st District
Assemblywoman Donna Lupardo, of the 123rd District
Senator Kenneth LaValle, of the 1st District
Senator James Seward, of the 51st District

Subject: Review of Progress for the 2015 Regional Economic Development Council Initiative and Review of Plans for the Upstate Revitalization Competition

Date: December 9, 2015

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo’s Regional Economic Development Council (REDC) and Upstate Revitalization Initiatives (URI). In the past five years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. This year, after the success of the Buffalo Billion, Governor Cuomo launched the \$1.5 billion URI competition to transform the economy of upstate New York.

In 2011, each Regional Council was charged with developing a five-year Strategic Economic Development Plan that emphasized their 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 support each region’s vision of its economic future.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process. With this shift, the State has asked the REDCs to use their unique understanding of their regional economies to implement important State priorities. In year five (2015) of the REDC competition, Regional Councils were asked to address one major new State priority: the development of strategies and projects that focus on the growth of one regional economic cluster.

In 2015, in addition to updating their Strategic Economic Development Plans and focusing on a regional economic cluster, seven upstate regions also prepared a Revitalization Plan to explain how they would leverage \$500 million of state funding to stimulate public and private investment in the region. Each region was charged with engaging their community in drafting a data-driven plan that builds on evolving REDC strategies and looks comprehensively at the regional economy.

This October, the Regional Councils came to Albany to present their progress, and, where applicable, their URI proposals. Their oral presentations complemented the regional Progress Reports and Revitalization Plans submitted by the Regional Councils in September and early October. We listened to those presentations and have the responsibility of assessing the progress of the ten Regional Councils and the Revitalization plans submitted by the seven Regional Councils competing in the URI.

2015 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2015 REDC Guidebook. We focused on these four areas:

- 1) Development of strategies and projects for a Regional Economic Cluster Plan
- 2) Implementation of regional strategic economic development plans, including the following 2015 priorities:
 - Advancement of projects and activities to strengthen the region's Global NY plan
 - Updating plans to address new regional priorities, conditions, and emerging opportunities
 - Maintaining a project pipeline
 - Workforce training to fill regional workforce development needs
 - Identification and reporting on indicators measuring regional progress and tracking key regional issues
- 3) Updates on ongoing initiatives:

- Identification of projects to implement the region's Opportunity Agenda and train hard-to-place workers
- Selection of an existing business incubator for additional funding
- Implementation of Cleaner, Greener Communities Sustainability Plans
- Promotion of veterans participation in the workforce
- Support to NY Rising Community Reconstruction Plan projects
- Collaboration with universities on NYSUNY 2020 and CUNY 2020 plans
- Engaging local government officials in the REDC process

4) Progress and performance in encouraging economic growth:

- Impact on job creation and retention
- Business growth and leverage of private sector investment
- Advancement of past priority projects
- Public engagement

URI Competition

In the URI competition, our task was to evaluate the seven competing regions based on their readiness to create and maintain new jobs, attract and retain private sector investment, and contribute to the growth of wealth in the region. In addressing those goals, the regions were asked to identify their challenges and weaknesses and incorporate key concepts identified by the state, as well as any additional elements relevant to the region. We focused on these areas to guide our evaluation:

1) Progress:

- The region's foundations for economic growth
- The use of data to support identified challenges and opportunities and position the region for success

2) Planning:

- Connectivity of the plan across industries and geographical barriers
- Targeting of innovative sectors and community investment that would lead to transformative change
- Strategies and actions to attract investment and support growth
- Sustainability of investments
- Workforce development and hard-to-place workers

- Implementation strategies and organizational structure

3) Projects:

- Development of projects ready for immediate implementation
- Conceptual projects developing in the pipeline

4) Participation:

- Community outreach and business engagement
- Engagement of local government leaders
- Collaboration and regional support for the plan

5) Performance:

- Ability to increase private sector jobs and generate significant private sector investment
- Readiness to create a widespread increase of wealth in the region

Awards

The seven regions participating in the URI competed for three awards of up to \$500 million each, to be distributed over five years, in addition to \$30 million in agency funds through the Consolidated Funding Application. The URI regions consisted of the Capital Region, Central New York, the Finger Lakes, the Mid-Hudson, Mohawk Valley, the North Country, and the Southern Tier.

The Strategic Implementation Assessment Team has identified three regions that deserve the highest awards for the URI: **Central NY, the Finger Lakes, and the Southern Tier**. This was a challenging undertaking, as every region devoted substantial energy to the process and presented impressive plans for transformation.

However, the regions we are recommending presented particularly promising Revitalization Plans and should receive up to \$130 million this year.

The **Central New York Regional Economic Development Council (CNYREDC)** presented a tenacious plan for the revitalization of the region. The plan focused on investing in key growth drivers, building an economy inclusive of all residents, and developing enablers of prosperity. One major growth driver is designed to establish the region's global competitiveness in precision sensing technologies and data analytics, which will build on

the region's interregional collaborations on unmanned aircraft systems and the Internet of Things. To strengthen the region's agribusiness sector, the CNYREDC presented plans for coordinated efforts that will extend the shelf life and safety of food products grown in the state. The CNYREDC had a thoughtful approach to public engagement, evidenced by their launch and promotion of a "Big Idea Competition" that converted over 200 public submissions into project proposals and long-term priorities for the region. This spirit of robust public engagement and inclusiveness was also reflected in the region's tactical approach to building an economy that provides opportunities for workers of different backgrounds, training, and educational levels. The plan identified several prosperity enablers that are necessary to sustain the region's growth, including strengthening innovation and providing targeted entrepreneurship opportunities in diverse communities of veterans, women, and minorities. The plan also identified a number of community investment opportunities, and collaborative models for cultural and tourism assets that will contribute to the attractiveness of the region and help retain talented graduates from the region's academic institution.

The **Finger Lakes Regional Economic Development Council (FLREDC)** provided a convincing argument that the region is well poised to take advantage of the URI investment. The region focused on three key growth pillars that are essential to its future growth. The first is optics, photonics and imaging (OPI). Innovation in this longstanding regional cluster continues to grow, as seen by the recent award to the American Institute of Manufacturing Integrated Photonics from the Department of Defense. The second growth pillar is agriculture and food production, where the region plans to build a food ecosystem across the region that will maintain the region's status as the leading food producer in the state. The third growth pillar is next generation manufacturing and technology, where the region has taken a comprehensive approach to ensuring the vitality of the Eastman Business Park as well as the Western New York Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County. The FLREDC identified three enablers that are necessary to sustain and stimulate growth: pathways to prosperity, which created strong connections to the Rochester-Monroe Anti-Poverty Initiative (RMAPI); entrepreneurship and development; and higher education and research. Overall, the region is prepared to build on their strengths and take serious steps to address various workforce and community needs.

The **Southern Tier Regional Economic Development Council (STREDC)** presented a strong plan for the transformation of their region. The Revitalization Plan focused on growing the advanced economy through the development of the Greater Binghamton Innovation Ecosystem, strategic investments in advanced manufacturing, transformation of the food and agriculture industry, and promotion of the Southern

Tier's innovative culture. Each of these initiatives builds regional connectivity and ensures lasting bonds between the public sector, private sector, and educational institutions. Proposed innovation districts in Binghamton, Endicott, and Johnson City will benefit from local higher education institutions and innovation cultivators, such as the Southern Tier Startup Alliance, a state-designated Innovation Hot Spot. The STREDC clearly laid out underlying actions needed to support its growth, including the enhancement of regional supply chains of existing advanced manufacturers and the attraction and training of skilled STEM workers. To improve agricultural output, the region proposes leveraging its longstanding partnerships with Cornell University and Corning Inc. to test and eventually apply new agricultural and clean energy technologies. These technologies will extend growing seasons and expand controlled environment agriculture (CEA), bringing the region to the forefront of CEA. With the understanding that industry growth must be complemented by community development in order to attract talent, the STREDC prioritized investments that will improve community assets and attract young talent.

The Strategic Implementation Assessment Team has identified three regions that were Top Performers in the annual REDC competition: **the Capital Region, the Mohawk Valley, and Long Island**. The substantial progress that each region accomplished made this a difficult decision; however, the achievements of these regions merit the designation of Top Performer and awards of up to \$105 million.

The **Capital Region Regional Economic Development Council** (CREDC) continued its substantial commitment to the branding and development of the region as the Tech Valley. The CREDC focused its cluster plan on research, development, and commercialization. The region structured its approach to leverage pioneering academic institutions, a highly educated workforce, and competitive private sector partners. Past investments in research institutions have successfully built investments with interregional benefits and far-reaching impact. The CREDC refined its Global NY strategies and identified multiple projects that advance the Global NY agenda. The region presented metrics that illuminate challenges for employment among many minorities and reinforce the direction of the region's Opportunity Agenda. Significant efforts are being undertaken to increase access to employment in areas of distress, particularly through the Kindl Workforce Development Building in Schenectady and the Tech Valley Center of Gravity in Troy. The inclusiveness of the region's efforts are further supported by the enthusiastic backing of the CREDC by local governments, not-for-profits, educational institutions, and private partners.

The **Mohawk Valley Regional Economic Development Council (MVREDC)** excelled in its pursuit of high-impact STEM intensive industries. The region selected cybersecurity as its regional cluster, identified key public institutions and private businesses that are active in this industry, and described actions needed to maximize the potential for new relationships among these stakeholders. The progress report laid out a cradle-to-career action plan to fill the need for more STEM-trained workers in this growing field as well as the infrastructure improvements necessary to guarantee the region's competitive advantage. Detailed performance metrics were introduced that provided context for strategies and supports the direction of ongoing initiatives, including the region's Opportunity Agenda. The progress report aptly conveyed the renewed excitement in the region, especially with the realization of past ambitions and investments in the Marcy Nanocenter and Quad-C. Although the MV500 regional strategy team was created to help draft the URI plan, it also served to enhance the region's active engagement of the public and private sectors, government, and educational stakeholders.

The **Long Island Regional Economic Development Council (LIREDC)** maintained its focus on key initiatives, most strongly addressing its innovation and industry clusters, with a focus on supporting potential sites for biotech space, as well as supporting leading centers of bio-innovation, such as Cold Spring Harbor and Stony Brook. The LIREDC recognizes that top talent and an educated workforce will help move the biotech industry forward on Long Island, and has identified steps needed to increase the supply of trained employees and foster collaboration between higher education institutions and research companies. Through its Opportunity Agenda, the LIREDC continues to support a variety of initiatives to support the entry of hard-to-place workers into the Long Island economy, including the creation of affordable housing and extension of primary healthcare to high need communities. The region's project pipeline is robust, strengthened by redevelopment opportunities at the Nassau Hub, including a planned cancer treatment and research center.

Four regions should receive up to \$90 million to help attract and grow business in their regions: **the Mid-Hudson, New York City, the North Country, and Western NY.**

The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued to concentrate on its four core strategies for technology, mature Industries, natural resources, and infrastructure. This continuity contributes to the strong brand identity of the region, which was refined this year as a part of the URI and well integrated into the Progress Report. The selection of the food and beverage manufacturing supply chain as the MHREDC key industry cluster was based on an evaluation of existing regional strengths and an analysis of industry trend data. This cluster is a fast-growing industry in

the region and thematically aligned with the region's original 2011 plan. In workforce development, the MVREDC engaged local community colleges as part of the Hudson Valley Educational Consortium to host regional job fairs and create a network of information for potential entrepreneurs. Other implementation activities include the formation of an International Trade and Investment Advisory Committee under the region's Global NY agenda.

The **North Country Regional Economic Development Council (NCREDC)** focused on the transportation equipment and materials industry cluster, where the region has seen a dramatic rise in employment with higher than average regional wages. This cluster merges the manufacturing of transportation equipment with the need to develop and manufacture advanced materials that companies can use in next-generation transit systems. Significant implementation activities include the strengthening of the NCREDC's Opportunity Agenda with the development of new economic development strategies and the refinement of strategies under the Global NY agenda. Progress in prior investments has been encouraging, with projects around Fort Drum helping to prevent large-scale layoffs and the Wild Walk at the Wild Center in Tupper Lake breaking attendance records this summer. The NCREDC informed its approach to new investments through outreach activities that included events with local farmers and presentations at local government conferences.

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. This year it focused on materials processing and machinery manufacturing for its cluster industry action plan and identified detailed actions to support the cluster. Successful implementation of workforce initiatives and other actions in the region is bearing fruit through increased employment in advanced manufacturing and a rise in the young adult population by 5.4% over four years. The region's commitment to meeting the educational and workforce needs of area veterans – access to employment counselors, helping develop educational plans, and promoting veteran employment to potential employers – is evidenced in its support for expanding the coverage area of the Veterans One-Stop Center of Western New York.

The **New York City Regional Economic Development Council (NYCREDC)** turned its focus this year to the development of an industry cluster called "Smart Cities," which includes technology to help manage and deliver government services and public infrastructure. NYCREDC has already taken multiple steps to implement the Smart Cities cluster, such as securing a commitment of resources from NYC, and identifying future

infrastructure initiatives to promote and expedite. Multiple priority projects are proposed within the advanced manufacturing, biomedical, tourism, food processing, media, and IT industries. Workforce development continues to be a top priority for the NYCREDC. To address this gap, its strategy is to build extensive partnerships; to target funding that leads to gainful employment and the upward mobility of residents; and to build a workforce development system that is focused on demand-driven strategies. The expansion of successful employer-partnership workforce training models will help bridge pervasive skill gaps and address workforce readiness issues.

Conclusion

The Strategic Implementation Assessment Team was impressed by the dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We believe that the continuation of this bottom-up process, which included this year's Upstate Revitalization Initiative, is taking New York down a path of great success, driven by the informed perspective of REDC members, spurred on by the advancement of new ideas and products by business leaders and educational institutions, 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

2015 Progress Report Assessment

Section I. Planning

a. Quality of the Progress Report

Strengths

- Strategic Plan goals are consistently implemented throughout the report with descriptions of progress made and actions planned.
- Challenges are identified and present justification for state investment.

Weaknesses

- The report covers four years, providing limited information identifying progress in the past year.

b. Development of regional metrics to measure success

Strengths

- A three-tier system for performance measures describes progress at the regional level, within selected industries, and with regards to each funded project.
- Regional economic indicators provide data trends and objective measurement of the North Country. These data trends inform the future focus and vision of the Council.
- The report gave a detailed overview of progress in targeted investments and how these investments align with the NCREDC's vision. Project write-ups are expansive and include specific data relative to each vision point.

Weaknesses

- None noted.

c. Identification of regional workforce development needs for key sectors

Strengths

- Three new strategies are planned to train disadvantaged, and low- and moderate-income worker in alternative agriculture production.
- Improved strategies that focus training efforts on three strategic industrial sectors: Agriculture and Clean Energy; Tourism and Community Centers; and Advanced Manufacturing.
- Identified strategies to better integrate veterans into the workforce and develop methods to coordinate funding with the state, economic development agencies, businesses, and local governments.

Weaknesses

- Recognizing that a slowly declining labor force presents challenges for future economic growth, explanation on the region's ability to retain, attract and train young adults would be beneficial.

d. Readiness of the region

Strengths

- Continued development of collaborations, and successful implementation of strategies and programs.
- Logging and transportation have significant potential for job and wage growth, and the region has proposed priority projects in both clusters.

Weaknesses

- None noted.

Section II. Performance

a. Impact on job creation and retention

Strengths

- NCREDC reports that the 316 projects in the four CFA Rounds created 1,528 permanent jobs and retained 3,403 jobs. An estimated 1,256 construction/temporary jobs were created.
- Average annual wages increased by 4.6% from 2010 to 2013.
- Investment efforts around Fort Drum helped achieve a force reduction of only 28 soldiers, while other installations nationwide experienced massive layoffs.

Weaknesses

- While employment in key industries increased, general employment decreased 1.5%.
- It's not clear how many of the jobs listed were "actual" versus "projected."

b. Success in job training and engagement of hard-to-place workers

Strengths

- The Adirondack Foundation created the "Birth to 3 Alliance," recognizing that the most effective and efficient investment in education takes place during the first 1,000 days of a child's life.
- CITEC, the region's designated Manufacturing Extension Program, is utilizing 2014 CFA funding to train long-term unemployed adults at BOCES facilities in Malone, Canton, and Watertown.
- The Jefferson-Lewis BOCES Manufacturing Technology Training Program, a 2013 Priority Project, has become self-sustaining through sponsorships from employers who are hiring the program's graduates.
- The Jefferson-Lewis WDB and Jefferson County Community Action Planning collaborated on a federal grant to train, support, and employ 25 individuals who were at the 125% poverty level.

Weaknesses

- With the presence of hard-to-place workers throughout the entire North Country region, it would be beneficial to see further explanation on what additional efforts are being taken to bring workers back to the labor force and help grow the economy.

c. Business growth and leverage of private sector investments

Strengths

- For the four previous CFA rounds, the ratio of total project cost to ESD Capital Fund investment in Priority Projects was 6.9:1. The leverage ratio for Priority Projects in 2014 was 7.5:1
- For the four previous CFA rounds, the leverage ratio for all CFA projects was 5.3:1. The leverage ratio for all CFA projects in 2014 was 5.5:1.
- Between 2011 and 2013, employment increased in the following clusters: Warehousing and Storage industry (138%); the Electronics and Imaging (100%); the Transportation Equipment (43%), Plastics and Rubber Manufacturing (30%), Agricultural and Forestry (14%), and Hospitality and Tourism (7%).
- The region's transportation and warehouse industries grew from 189 firms in 2010 to 288 firms in 2014.
- The number of small business employers (firms with up to 10 employees) grew by 4% from 2011-2013.

Weaknesses

- None noted.

Section III. Progress

a. Advancement of the Region's 2014-15 Implementation Agenda

Strengths

- The region showed progress implementing last year's implementation agenda in the exporting, agriculture and tourism areas.
- The North Country experienced growth over the last 4 years in the number of trains (36%), loaded rail containers (63%), and train passengers (20%) entering the United States.
- The Transportation Equipment Cluster saw an 18% employment increase (2009-2013).

Weaknesses

- There appears to be little or no progress in last year's implementation agenda in the aerospace industry.
- Some progress has been made in the energy sector, but it is unclear what involvement NCREDC had in this growth.
- Little to no progress seems to have been made in the international sports area, with the exception of developing a revitalization plan proposal.

b. Advancement and completion of prior round Priority Projects

Strengths

- Over all four CFA rounds, 37 of the 44 Priority Projects (84%) are either completed or on schedule. Two projects were cancelled or funding was declined. For 2014, 4 of the 6 Priority Projects are on schedule.
- Of the 316 CFA projects from all four rounds, 258 (82%) are either completed or on schedule. Fourteen projects were cancelled or funding was declined. For 2014, 32 of 69 are on schedule.

- Because of support from NCREDC, ReEnergy’s biomass facility in Lyon’s Falls was granted continued participation in the NYS’ Renewable Portfolio Standard as a maintenance tier resource beyond 2014. This decision created 33 direct and 175 indirect jobs, protected 100 existing jobs, and created a \$20 million annual impact on the region’s economy.

Weaknesses

- None noted.

c. Ability to take the next steps in growing the regional economy

Strengths

- Clarkson University’s Shipley Center for Innovation plans to launch 50 start-ups, provide \$135,000 in grants to participating companies, and expand its geographic reach to include four new locations.
- The Québec and North Country chambers of commerce announced the creation of a web portal where companies from New York and Quebec can work together to find new customers and suppliers.
- Completed and proposed renovations of Plattsburgh International Airport will lead to increased use.

Weaknesses

- Growing a regional economy in a region made up of a large number of small economies, with no large metropolitan areas, is very challenging.
- Much of its tourism infrastructure needs updating and improvements to see continued growth in this sector

Section IV. Projects

a. Solicitation and development of projects for regional economic growth, including transformational projects with large scale targeted job growth

Strengths

- NCREDC selected Transportation Equipment and Advanced Materials as the key industry cluster, merging the manufacturing of transportation equipment with the need to develop and manufacture advanced materials that those companies can use in next-generation transit systems. Strategies focus on workforce improvement, seeking global markets, and integrating industry with higher education.
- NCREDC supported improvements in the Village of Tupper Lake water and sewer systems that help develop the Adirondack Club & Resort. The resort projects nearly 600 new employees and an annual payroll of \$9.7 million.
- Supported construction of an Advanced Manufacturing Institute at Clinton County Community College to grow transportation equipment and advanced materials skills needed by employers in the region.

Weaknesses

- Only a small number of Priority Projects appear to be transformational in their regional impacts; however, the URI plan has larger scale projects.

b. Identification of projects to advance State and regional priorities

Strengths

- Thirteen of the twenty-three projects are tied to state priorities, such as workforce training.
- Global NY projects proposed include renovation and expansion of the Ogdensburg International Airport terminal, and expansion of manufacturing capacity at a private labeling plant.
- Culvert improvements in the Ausable River watershed will increase resilience to climate change, a NY Rising objective, by reducing flood damage to local roads and private property.
- Eleven projects would address the region's opportunity agenda.

Weaknesses

- It was difficult to understand how the region's priority projects dovetailed with the state priorities.

c. Building and maintaining a project pipeline for future funding opportunities

Strengths

- Opened up project submissions to a variety of public and private sources, including SUNY 2020 Challenge Grants, Clarkson's Innovation Hot Spot, and the START-UP NY program.
- Various work groups conducted public outreach efforts and developed pipeline projects.

Weaknesses

- Three priority projects identify open-ended funds to finance future, undefined projects related to tourism, agriculture, and community revitalization. While this may allow the region to move more swiftly when projects are identified, it may not present a strong project pipeline.

Section V. Participation

a. Engagement of the community, public, and other stakeholders in the Regional Council process

Strengths

- Public forums were held in each of the seven counties. The public forums attracted large attendance, indicative of the public's interest and support of the plan and report.
- Outreach to local farmers was conducted to learn about their needs and opportunities for growth.
- "Big Ideas" meetings to brainstorm creative initiatives, assess current progress, and develop revitalization plan strategies were held, attracting more than 150 individuals in Plattsburgh, Watertown, and Potsdam.
- NCREDC has 15 active work groups to foster participation and "buy-in."
- NCREDC uses email to distribute updates about Council activities, news items, and surveys, and to gather important feedback on priority activities for the Council.

Weaknesses

- None noted.

b. Collaboration with local government to transform the regional business climate

Strengths

- NCREDC expanded their Opportunity Agenda Working Group to include local government economic developers, yielding new perspectives that have generated new priority initiatives.
- NCREDC presented at numerous local government conferences; economic development conferences; an energy conference; and the Common Ground Alliance.

Weaknesses

- None noted.

d. Regional unity and support of the Progress Report

Strengths

- None noted.

Weaknesses

- None noted.

North Country Regional Economic Development Council

2015 Revitalization Plan Assessment

Section I. Progress

Foundations for Growth

a. Regional performance clearly reported

Strengths

- The region provided information on its performance in the context of future strategies and past investments via the REDC.
- Manufacturing represents four of the top five leading exports for the region.
- Export value in travel & tourism grew by \$82 million (2009-2012). The tourism industry increased 12% (2009-2013).
- There has been an investment of \$18.8 million in 15 broadband extension projects, benefitting 12,391 households. This has been a big effort for the REDC over the past four years.

Weaknesses

- How the plan will leverage local wealth to drive the regional economy remains a challenge.
- Average annual wages increased by 4.6% (2010 – 2014) and showing how this was impacted by state investment would have been beneficial.

b. Identification of challenges and opportunities was supported by data

Strengths

- Presentation of challenges/opportunities for key sectors is consistent with the direction of the NCREDC over the past 4 years and is consistent with the research provided by the UBRI and the state.
- The selection of key economic clusters (advanced manufacturing, agricultural/clean energy and tourism and community centers) reflects a sensible identification of the best opportunities in the region.
- There is a region-wide cluster of transportation equipment companies (Nova Bus and Bombardier in Plattsburgh and New York Air Brake in Watertown) which extends to supplier firms in all seven North Country counties. Concentrated investment will provide benefits throughout the region.

Weaknesses

- None noted.

c. Positioning of region for success

Strengths

- With the Transportation Cluster at a critical mass, the North American Center of Excellence in Transportation will serve as vehicle to position the region for growth. A five-year plan will be developed for

workforce development, supply chain management services, technical assistance, development of Canadian connectivity and project finance assistance.

- The use of technology is proposed to expand the growing season in the region, positioning advanced energy systems to reduce dependence on fossil fuels.

Weaknesses

- Designation as an Olympic Winter site is highly competitive process, and a demonstration of how resources expended in this pursuit will enhance sports training and tourism in the absence of an Olympic Game was lacking.
- There is an absence of quality lodging infrastructure in the plan that could support proposed new development.

Investment in the Region

d. Connectivity will lead to transformative change

Strengths

- The Global Supply Chain Program at SUNY Plattsburgh, the planned Advanced Manufacturing Institute at Clinton Community College and the North American Center of Excellence in Transportation Equipment will provide services throughout the region.
- Stakeholders from all counties in the region will serve on the Adirondack/Thousand Island Sports Commission board to link communities and identify synergies.
- The plan proposes combining the resources and expertise of Trudeau Institute in Saranac Lake and Clarkson University in Potsdam to develop and commercialize biotech solutions to prevent or treat diseases in all parts of the world.

Weaknesses

- A clear demonstration of how connectivity will be increased and lead to transformative change was not present.

e. Targeting of innovative sectors

Strengths

- The revitalization plan focuses on three primary sectors (Transportation Equipment, Materials, and Biotech), consistent with the progress report.
- Initiatives in the Agriculture and Clean Energy sector include agricultural robotics and renewable energy systems for greenhouses, using new clean energy technology at home for local benefit as well as global export.
- Five criteria were used to identify the clusters with the best potential to transform the region: 1) a strong presence in the region as measured by location quotients, 2) product demand from outside the region, 3) capitalization of unique assets of the region, 4) capacity to leverage Canadian partners and 5) a foundation based on existing strengths in agriculture, tourism and centers of manufacturing.

Weaknesses

- Although manufacturing remains a major part of the economy in the North Country, there still exists a national manufacturing decline which may impact the region. Other emerging innovative sectors could have been identified to help balance this decline.

f. Unique regional strengths will overcome barriers to growth

Strengths

- The region will build on existing clusters of manufacturers in transportation equipment, materials and biotechnology, and focus on a few large companies to help stabilize employment. The plan is to develop a sustainable supply chain system for existing companies and to attract other large equipment companies.
- Existing college and university infrastructure devoted to high technology are well positioned to assist revitalization projects that depend on advanced technologies.

Weaknesses

- Transit within certain parts of the region can be challenging; extensive travel is required to conduct business and this could have been addressed more directly in the plan.

g. Choice of areas for physical and community investment

Strengths

- For the manufacturing sector, Plattsburgh and Watertown are the focus, where major transportation equipment manufacturers exist. All seven counties contain suppliers, spreading benefits region-wide.
- For the agriculture and clean energy sector, Ogdensburg, Lewis, Jefferson, St. Lawrence, Lowville, Chateaugay, Massena, and Clinton Counties are the focus. In particular, improvements are proposed for Confluent Energies in Ogdensburg. Confluent has existing renewable energy generation, is accessible to a workforce that includes a number of hard-to-place workers, and has available housing.

Weaknesses

- The region's existing community centers could attract residents and visitors, but there appears to be a lack of resources planned for rejuvenating target communities.
- It is not clear how areas targeted for investment to draw the Olympics would fare if an Olympic bid were not successful.

Section II. Planning

Strategies and Actions

a. Strategies to attract investment

Strengths

- Regional transportation equipment, additive materials and biotech in the advanced manufacturing sector clusters all possess either high location quotients and/or high wage generation quotients.

- The region proposes to capitalize on its existing venue infrastructure to modernize and maintain facilities for continued use by international sport athletes.

Weaknesses

- Although there is a considerable demand for funding to rejuvenate existing communities and attract visitors, the proposed projects did not have a significant focus on main street revitalization.

b. Identification of actions required to support growth

Strengths

- The revitalization plan describes specific key strategies for each key sector and the proposed actions to be taken to implement the strategies.
- Pursuit of a future Olympic Winter Game (OWG) will require a plan for infrastructure improvements; investment of \$1.75 million into maintenance and improvements to existing Olympic facilities; and analysis and a plan for expanded Olympic facilities.

Weaknesses

- There was no discussion of the need to improve highways or transportation, which implies physical investments will be concentrated in areas that are currently served with adequate road and rail. An explanation of how this could be tied to private sector investment would have been beneficial.

c. Use of other state initiatives

Strengths

- There are plans to expand the geographic reach of the Hot Spot/Business Incubator Program to include four new locations in 2015-2016. A Hot Spot program administrator was hired to manage the program and two additional interns now assist companies in marketing and project feasibility analysis.
- A proposed signature project, Laurentian Aerospace, will seek veterans with specialized skills in aviation.
- The revitalization plan is proposing to advance state agriculture goals.

Weaknesses

- The revitalization plan focused on the past use of state initiatives, as opposed to how those initiatives could be used to advance future initiatives in the plan.

d. Sustainability of investments

Strengths

- The NCREDC proposes to establish centers of excellence as sustaining institutions to continue the flow of innovation for the key sectors.

Weaknesses

- The region does not identify specific short and long-term impacts of the plan or describe how the economy would become self-sustaining.

e. Workforce development

Strengths

- The plan builds on collaborative efforts with colleges to provide training opportunities for employees, which will enable employers to maintain and upgrade the skills of the existing workforce as new products and processes are developed.
- Educational programs will be run by NCREDC's existing Educational Partners across the North Country.

Weaknesses

- A survey found that 68% of recent graduates from Adirondack region colleges want to stay in the region to work, but 87% of them indicated they need more good-paying job opportunities. This statistic merited more focus in workforce development for college students in particular.

f. Hard-to-place workers

Strengths

- The proposed Confluent Energies project is anticipated to create 700 full-time jobs of varying skill, knowledge, training or abilities in 5 years, including individuals with mental or physical disabilities.

Weaknesses

- Many initial projects would develop entry-level skills of hard-to-place workers, which would not necessarily translate into higher-level jobs in those industries (tourism and agriculture). A greater focus on training/workforce development would be beneficial.

Plan Implementation

g. Organizational structure identified

Strengths

- An organizational chart is provided defining roles and responsibilities of each organization for implementing the revitalization plan. The NCREDC, in cooperation with the Governor's Office and Empire State Development, will provide governance, ensure that overarching strategies are realized and determine how funding will be allocated.
- The Adirondack North Country Association (ANCA) will provide fiscal oversight, coordinate the efforts of the Implementation Councils, and provide progress reports to New York and the NCREDC.

Weaknesses

- While the plan indicates that progress must be monitored, the plan does not provide timeframes for the execution of strategies and initiatives.

h. Implementation plan and desired outcomes

Strengths

- Numerous implementation actions for each of the advanced manufacturing component sectors have been provided in the plan. Four implementation councils will be created: advanced manufacturing and innovation, agricultural and clean energy, tourism and community centers and infrastructure. Each will have ownership, governance and legal structure to advance accelerators in each of these four sectors.
- Approximately 70% of the total year one investment is in the manufacturing sector, which offers the greatest opportunity for job creation that will stabilize the economy and lay the foundation for growth in other sectors.

Weaknesses

- None noted.

i. Performance metrics tailored to goals

Strengths

- The NCREDC will continue to utilize three tiers of performance measures to monitor the overall economic performance of the region, the three target sectors and the status of the projects (including leveraged investment, job impacts and wage growth).

Weaknesses

- The performance metrics for Advanced Manufacturing and Innovation were not tailored to the vision for the key sector.

Section III. Projects

a. Projects for immediate implementation appear ready

Strengths

- Five of seven of the advanced manufacturing component sector “other year one projects” involve the purchase of equipment or expansion of existing business facilities, indicative of quick start up potential.

Weaknesses

- Projects targeted for Year One implementation lack exhaustive information to definitively judge the readiness of the projects.
- The relatively small workforce in the region could lead to labor bottlenecks and/or shortages in the face of multiple short-term project start-ups.

b. Conceptual projects have next steps identified

Strengths

- Conceptual advanced manufacturing projects, such as Northstar Technology Center, Teltrak Plastics and Benson Mines, are all taking advantage of established business infrastructure.

Weaknesses

- A narrative on the strategy to develop future advanced manufacturing projects is lacking.

c. Project pipeline

Strengths

- A general focus by the NCREDC on existing regional strengths – advanced manufacturing industry clusters, expansion of milk production capacity for international markets, and maple syrup production with millions of dollars in annual revenue will make possible the discovery and construction of a project pipeline.

Weaknesses

- High-quality food producers in the North Country do not have a competitive identity tied to the value proposition of the region.
- The private sector employment in region is just over 100,000. These jobs are found in 9,500 establishments in the region. A strategy on how to ensure the formation of an extensive and viable project pipeline in future years could be beneficial.
- The refurbishment of the Olympic venues and advancing the development of a Global Sports Center of Excellence could produce spin-off projects and accompanying employment opportunities, but if an Olympic bid is not successful, the future of such projects is uncertain.

Section IV. Participation

a. Community outreach

Strengths

- NCREDC actively solicited wide-ranging input from all corners of the region; public forums were held in each of the seven counties; three “Big Ideas” sessions were held in Plattsburgh, Potsdam and Watertown and New York City.
- The NCREDC utilized its website and email distribution list (with approximately 2,000 contacts) to provide weekly blog updates of the NCREDC activity and project news.
- The Tourism and Community Centers Work Group held at least one meeting in each of the region’s seven counties. The Agriculture and Clean Energy Group included farmers and Cornell Cooperative Extension Staff, who presented at stakeholder meetings around the region.

Weaknesses

- None noted.

b. Business engagement

Strengths

- The region established or built on collaborations with regional organizations (North Country Chamber, the Development Authority of the North Country, Clarkson’s CAMP and Innovation Hotspot system, etc.).

Weaknesses

- None noted.

c. Engagement of local government leaders

Strengths

- There is representation of government officials on each of the revitalization plan work groups.

Weaknesses

- The plan indicates that the NCREDC has collaborated with “government officials”, however, no specific information is given as to the nature of those collaborations and their impact on the plan.

d. Collaboration and regional support

Strengths

- The region provides strong representation of regional organizations in the development of the revitalization plan, proposed implementation of the plan, and planned monitoring of its progress.

Weaknesses

- None noted.

Section V. Performance

a. Significant increase in private sector jobs projected

Strengths

- The NCREDC revitalization plan reports that it will infuse \$1,102,679,146 into the region, directly creating 2,344 jobs, retaining 1,148 jobs, with an estimated 2,122 construction jobs, for a total estimate of 3,492 jobs.

Weaknesses

- An increase in private sector interest in the North Country was not fully identified.

b. Increase of regional wealth likely

Strengths

- By the end of the five-year period, total annual state and local tax revenue is predicted to rise by \$167,964,675, which will exceed the public investment of \$133,801,885.

Weaknesses

- None noted.

c. Private sector investment expected to meet 5:1 ratio

Strengths

- A 7.7:1 ratio of private to public investment is estimated in the revitalization plan.

Weaknesses

- Projects specifically targeted at enhancing an Olympic bid have a very low ratio. For example, development of an action plan has a ratio of 0.33:1, and the assessment and modernization of existing Olympic venues would have a ratio of 1.1:1.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
53832	North Country	Arts	Arts CHPG I	Adirondack Experience	Adirondack Museum	69	15	84	\$63,000.00	Awarded
57573	North Country	Arts	Arts CHPG I	Nature Art in Museums Project: Seeing the Forest AND the Trees	The Wild Center Natural History Museum of the Adirondacks	32	15	47	\$0.00	Not-Awarded
53720	North Country	Arts	Arts CHPG I	A Guide to the Architecture of the Adirondacks	Adirondack Architectural Heritage (AARCH)	31	15	46	\$0.00	Not-Awarded
53509	North Country	Arts	Arts CHPG I	Artillery Collection ReInterpretation	The Fort Ticonderoga Association	31	15	46	\$0.00	Not-Awarded
56574	North Country	Arts	Arts CHPG P	French-American Arts and Culture Plan	Traditional Arts in Upstate New York	66	15	81	\$48,906.00	Awarded
54923	North Country	Arts	Arts CHPG P	Interpretive Center and Visitor Accessibility Project	Sagamore Institute of the Adirondacks	57	15	72	\$48,450.00	Awarded
52286	North Country	Arts	Arts CHPG P	Professional Art Educator Development Program	BluSeed Studios	61	10	71	\$47,000.00	Awarded
56794	North Country	Arts	Arts CHPG P	Feasibility Study for New Theatre	Seagle Music Colony	54	15	69	\$46,000.00	Awarded
54263	North Country	Arts	Arts CHPG P	Willow Island Art Park Planning	Grasse River Heritage	39	10	49	\$0.00	Not-Awarded
53608	North Country	Arts	Arts CHPG P	Clayton Cultural Mapping Planning Project	Antique Boat Museum	30	15	45	\$0.00	Not-Awarded
54785	North Country	Arts	Arts CHPG P	Stimulating Upstate Economies through Cultural Heritage	Lakes to Locks Passage	27	15	42	\$0.00	Not-Awarded
52154	North Country	Arts	Arts CHPG P	Traveling Porch Planning	Historic Saranac Lake	31	10	41	\$0.00	Not-Awarded
57886	North Country	Arts	Arts CHPG P	Northern New York Highway Map Arts Guide	Adirondack North Country Association	7	15	22	\$0.00	Not-Awarded
56603	North Country	Arts	Arts WIP	Expanded Marketing Capacity	Pendragon Theatre	67	10	77	\$49,500.00	Awarded
56370	North Country	Arts	Arts WIP	Expanded Operational Capacity	Indian Lake Theater	65	5	70	\$23,400.00	Awarded
54131	North Country	Arts	Arts WIP	Expanded Programmatic Capacity	Akwesasne Cultural Center	54	15	69	\$49,500.00	Awarded
55522	North Country	Arts	Arts WIP	Expanded Programmatic Capacity	St. Lawrence County Arts Council	58	10	68	\$18,000.00	Awarded
56424	North Country	Arts	Arts WIP	Expanded Organizational Capacity	Adirondack Center for Writing	62	0	62	\$44,550.00	Awarded
52808	North Country	Arts	Arts WIP	Expanded Development Capacity	The Strand Center for the Arts	53	5	58	\$49,500.00	Awarded
55364	North Country	DEC	DEC EPG	Town of Willsboro Engineering Study	Town of Willsboro	80	15	95	\$19,800.00	Awarded
56088	North Country	DEC	DEC EPG	Town of Moriah Engineering Study	Town of Moriah	76	15	91	\$24,000.00	Awarded
56576	North Country	DEC	DEC EPG	Wastewater InflowInfiltration	Town of AuSable	76	10	86	\$0.00	Not-Awarded
57228	North Country	DEC	DEC EPG	Indian River lakes Sewer	Fourth Coast	42	15	57	\$0.00	Not-Awarded
53798	North Country	DEC	DEC EPG	Ogdensburg WWTF and Collection System Improvements - CFA	City of Ogdensburg	42	15	57	\$0.00	Not-Awarded
55674	North Country	DEC	DEC EPG	Village of Saranac Lake WWTP Evaluation	AES Northeast PLLC	34	15	49	\$0.00	Not-Awarded
56100	North Country	DEC	DEC EPG	Protecting the Boquet	Essex County	30	15	45	\$0.00	Not-Awarded
50383	North Country	DEC	DEC EPG	Town of Chesterfield Engineering Study	Town of Chesterfield	38	5	43	\$0.00	Not-Awarded
55058	North Country	DEC	DEC EPG	Public Wastewater Feasibility Study	Town of Mooers	31	10	41	\$0.00	Not-Awarded
52546	North Country	DEC	DEC EPG	I I Study Collection system evaluation	Village of Dannemora	30	10	40	\$0.00	Not-Awarded
52633	North Country	DEC	DEC EPG	Wastewater Treatment and Collection Improvement Study	Village of Evans Mills	30	10	40	\$0.00	Not-Awarded
51898	North Country	DEC	DEC EPG	WWTP Evaluation	Town of Peru	29	10	39	\$0.00	Not-Awarded
56851	North Country	DEC	DEC EPG	Potsdam WWTP Upgrade and Sanitary Sewer Extension - CFA	Town of Potsdam	23	10	33	\$0.00	Not-Awarded
51003	North Country	DEC	DEC EPG	Town of Inlet Sewer District No. 3 Engineering Study	Town of Inlet	27	5	32	\$0.00	Not-Awarded
52937	North Country	DEC	DEC WQIP NSAC	Town of Beekmantown Salt Storage Facility	Town of Beekmantown	41	15	56	\$500,000.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
52936	North Country	DEC	DEC WQIP NSAC	Town of Champlain Salt Storage Facility	Town of Champlain	41	15	56	\$500,000.00	Awarded
52411	North Country	DEC	DEC WQIP NSAC	Franklin County Road Ditch Stabilization	Franklin County Soil and Water Conservation District	43	10	53	\$60,000.00	Awarded
52547	North Country	DEC	DEC WQIP NSAC	Salt Storage Facility	Village of Dannemora	21	15	36	\$0.00	Not-Awarded
50912	North Country	DEC	DEC WQIP WTI	Wastewater Treatment Plant Restoration Pollution Prevention Project	Town of Willsboro	61	10	71	\$0.00	Not-Awarded
56903	North Country	DEC	DEC WQIP WTI	Wastewater Treatment Facilities Improvements	Village of Alexandria Bay	31	15	46	\$0.00	Not-Awarded
52513	North Country	DEC	DEC WQIP WTI	Infrastructure Improvements Village of Lowville	Village of Lowville	21	20	41	\$0.00	Not-Awarded
51804	North Country	DEC	DEC WQIP WTI	Wastewater Treatment and Collection Facilities Improvements	Village of Port Leyden	21	10	31	\$0.00	Not-Awarded
55187	North Country	DEC	DEC WQIP WTI	Wastewater Treatment Facility Upgrades	Village of Deferiet	16	15	31	\$0.00	Not-Awarded
57199	North Country	DOL	DOL EET	Information Technology Training	Champlain Valley Physicians Hospital Medical Center	51.38	10	61.38	\$0.00	Not-Awarded
52515	North Country	DOL	DOL SPTP	Advanced Manufacturing Training	Clinton Community College	40.57	15	55.57	\$0.00	Not-Awarded
52515	North Country	DOL	DOL UWT	Advanced Manufacturing Training	Clinton Community College	45.89	15	60.89	\$0.00	Not-Awarded
50948	North Country	DOS	DOS LGE	Clifton-Fine Water Improvement Project	Town of Clifton	62.4	15	77.4	\$400,000.00	Awarded
51845	North Country	DOS	DOS LGE	Southern Lewis County Regional Water Program	Lewis County	56	15	71	\$299,022.00	Awarded
52803	North Country	DOS	DOS LGE	Southern Jefferson County Regional Water System	Town of Lorraine	45.07	10	55.07	\$0.00	Not-Awarded
51563	North Country	DOS	DOS LGE	Records Management and Processing Project	Town of Canton	32.53	15	47.53	\$0.00	Not-Awarded
53151	North Country	DOS	DOS LGE	Municipal Bridge Construction	Jefferson County	33.07	10	43.07	\$0.00	Not-Awarded
50409	North Country	DOS	DOS LWRP	Leveraging the Tourism Economy Along Central Adirondack Blueways	Village of Tupper Lake	76	20	96	\$920,000.00	Awarded
51562	North Country	DOS	DOS LWRP	Land Use Waterfront Planning	Town of Canton	72.8	15	87.8	\$47,500.00	Awarded
55606	North Country	DOS	DOS LWRP	Historic District Infrastructure Improvements	Village of Clayton	72	15	87	\$500,000.00	Awarded
51284	North Country	DOS	DOS LWRP	Clifton-Fine Waterfront Revitalization	Town of Fine	68.8	15	83.8	\$68,900.00	Awarded
53953	North Country	DOS	DOS LWRP	Downtown Streetscape Improvements	Town of Alexandria	72.8	10	82.8	\$618,000.00	Awarded
53151	North Country	DOS	DOS LWRP	Dexter Bridge over the Black River Design	Jefferson County	72	10	82	\$120,384.00	Awarded
52410	North Country	DOS	DOS LWRP	Mountain View and Indian Lakes Community Restoration Plan	Town of Bellmont	70.4	10	80.4	\$70,000.00	Awarded
52406	North Country	DOS	DOS LWRP	St Lawrence River Watershed Revitalization Plan	Franklin County	67.6	10	77.6	\$225,000.00	Awarded
53325	North Country	DOS	DOS LWRP	Downtown Revitalization Feasibility Study	City of Plattsburgh	59.2	10	69.2	\$0.00	Not-Awarded
53227	North Country	DOS	DOS LWRP	Sports and Activity Complex Feasibility Study	City of Plattsburgh	58.4	10	68.4	\$0.00	Not-Awarded
54372	North Country	DOS	DOS LWRP	ACTLS Advance	Hamilton County	42.4	10	52.4	\$0.00	Not-Awarded
55827	North Country	EFC	EFC GIGP	Green Main Street Retrofit	Village of Lake Placid	43	15	58	\$1,850,000.00	Awarded
53787	North Country	EFC	EFC GIGP	Green Site Improvements	Jefferson Community College	24	10	34	\$0.00	Not-Awarded
53036	North Country	EFC	EFC GIGP	Saving the Saranac Green Infrastructure Demonstration	Village of Saranac Lake	28	5	33	\$0.00	Not-Awarded
51964	North Country	EFC	EFC GIGP	Museum Campus Green Infrastructure Enhancements	Adirondack Historical Association	19	10	29	\$0.00	Not-Awarded
53783	North Country	EFC	EFC GIGP	Village Center Green Infrastructure	Village of Lowville	17	10	27	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
55144	North Country	EFC	EFC GIGP	Southwick Beach State Park Beach Green Parking Retrofit	New York State Office of Parks Recreation and Historic Preservation	16	10	26	\$0.00	Not-Awarded
53905	North Country	ESD	ESD BISP	Wholesale Artisan Business Incubator	Adirondack North Country Association (ANCA)	56.75	15	71.75	\$0.00	Not-Awarded
57417	North Country	ESD	ESD EJP	New Manufacturing Facility	Seaway Timber Harvesting Inc.	62	20	82	\$1,500,000.00	Awarded
57360	North Country	ESD	ESD EJP	Business Expansion	CMM Industries, Inc.	65	15	80	\$500,000.00	Awarded
57069	North Country	ESD	ESD EJP	Robotic Farming	Agbotic, Inc.	51	20	71	\$925,000.00	Awarded
39870	North Country	ESD	ESD EJP	Business Expansion	Purine Pharma LLC	50	15	65	\$250,000.00	Awarded
52364	North Country	ESD	ESD EJP	Research Development Facility	CQuest Partners LLC	53	10	63	\$229,000.00	Awarded
55913	North Country	ESD	ESD Grants	New Building D	Watertown Industrial Center Local Development Corporation (WICLDC)	72	20	92	\$400,000.00	Awarded
55204	North Country	ESD	ESD Grants	Private Label and Export Development	Belcam Inc	67	20	87	\$130,000.00	Awarded
54450	North Country	ESD	ESD Grants	North Country Transformational Community Tourism Revolving Loan Fund Phase II	Development Authority of the North Country (DANC)	67	20	87	\$3,000,000.00	Awarded
57417	North Country	ESD	ESD Grants	New Manufacturing Facility	Seaway Timber Harvesting	62	20	82	\$2,000,000.00	Awarded
55476	North Country	ESD	ESD Grants	Kiln Replacement Dust Collection System Upgrade	Hoosier Magnetics	59	20	79	\$220,000.00	Awarded
54793	North Country	ESD	ESD Grants	Potable Water Supply Distribution Improvements	Village of Tupper Lake	55	20	75	\$1,000,000.00	Awarded
51455	North Country	ESD	ESD Grants	Brewery Expansion	Ausable Brewing Company	60	15	75	\$60,000.00	Awarded
55606	North Country	ESD	ESD Grants	Historic District Utility Line Improvements	Village of Clayton	58	15	73	\$1,000,000.00	Awarded
50423	North Country	ESD	ESD Grants	Ogdensburg Airport Terminal Expansion	Ogdensburg Bridge and Port Authority	52	20	72	\$500,000.00	Awarded
57069	North Country	ESD	ESD Grants	North Country Value Added Covered Agriculture	Agbotic Inc	51	20	71	\$1,000,000.00	Awarded
57353	North Country	ESD	ESD Grants	Manufacturing the Next Generation of Electric Motors and Generators	LC Drives	50	20	70	\$300,000.00	Awarded
57097	North Country	ESD	ESD Grants	Plattsburgh International Airport EAS Hanger Renovations	Clinton County	55	15	70	\$90,000.00	Awarded
56896	North Country	ESD	ESD Grants	Schroon Lake Hotel Construction	Schroon Revitalization Group LLC	50	20	70	\$700,000.00	Awarded
56727	North Country	ESD	ESD Grants	Plattsburgh Airport Building 2774 Rehabilitation	Clinton County	55	15	70	\$100,000.00	Awarded
54678	North Country	ESD	ESD Grants	Lake Pleasant Lodge Expansion	Speculator Development LLC	50	20	70	\$2,500,000.00	Awarded
53500	North Country	ESD	ESD Grants	Adirondack Health Medical Fitness Center	Adirondack Health	50	20	70	\$2,000,000.00	Awarded
55689	North Country	ESD	ESD Grants	Rail Spur Bridge Renovation	Benson Mines Inc	54	15	69	\$0.00	Not-Awarded
56797	North Country	ESD	ESD Grants	North Country Redevelopment Fund Phase II	Development Authority of the North Country (DANC)	48	20	68	\$0.00	Not-Awarded
56705	North Country	ESD	ESD Grants	Adirondack Community-Based Trails Lodging System (ACTLS)	Hamilton County	47	20	67	\$0.00	Not-Awarded
57279	North Country	ESD	ESD Grants	Lewis County Incubator Building	Lewis County Industrial Development Agency (IDA)	50	15	65	\$0.00	Not-Awarded
58040	North Country	ESD	ESD Grants	Soybean Processing Plant	St. Lawrence Soyway	49	15	64	\$0.00	Not-Awarded
55347	North Country	ESD	ESD Grants	Cross Town Canal Rehabilitation	Village of Potsdam	49	15	64	\$0.00	Not-Awarded
53410	North Country	ESD	ESD Grants	Pavilion Design Study	The Fort Ticonderoga Association	49	15	64	\$0.00	Not-Awarded
51446	North Country	ESD	ESD Grants	Adirondack Medical Center Expansion	Adirondack Health	49	15	64	\$0.00	Not-Awarded
57238	North Country	ESD	ESD Grants	Meat Processing Facility	NY Meat Processing, LLC	48	15	63	\$0.00	Not-Awarded
56714	North Country	ESD	ESD Grants	North Country Value Added Agriculture Program Phase II	Development Authority of the North Country (DANC)	43	20	63	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
57680	North Country	ESD	ESD Grants	Oval Craft Brewery Expansion	Oval Craft Brewing	50	10	60	\$0.00	Not-Awarded
50370	North Country	ESD	ESD Grants	Inn on Schroon Lake	Inn on Schroon Lake LLC	45	15	60	\$0.00	Not-Awarded
53164	North Country	ESD	ESD Grants	Planting Hope: Greenhouse Construction	Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc. (JCEO)	39	20	59	\$0.00	Not-Awarded
52276	North Country	ESD	ESD Grants	Downtown Campus Revitalization Project	Clarkson University	49	10	59	\$0.00	Not-Awarded
54827	North Country	ESD	ESD Grants	Clayton Small Lodging Improvement Program	Clayton Local Development Corporation (CLDC)	43	15	58	\$0.00	Not-Awarded
54291	North Country	ESD	ESD Grants	Enterprise Business Center	Paul Smith's College of the Adirondacks	41	15	56	\$0.00	Not-Awarded
51065	North Country	ESD	ESD Grants	Adirondack Wildlife Interpretive Center	Adirondack Wildlife, Inc.	40	15	55	\$0.00	Not-Awarded
55742	North Country	ESD	ESD Grants	Tupper Lake Crossroads Hotel	Tupper Lake Crossroads LLC	38	15	53	\$0.00	Not-Awarded
56220	North Country	ESD	ESD Grants	Valco Building Renovation	Citizen Advocates, Inc.	32	20	52	\$0.00	Not-Awarded
53601	North Country	ESD	ESD Grants	Essex Community Food Hub	The Hub on the Hill	37	15	52	\$0.00	Not-Awarded
56431	North Country	ESD	ESD Grants	Sustainable Olympic Venues Global Center of Sports Excellence Olympic Winter Games Bid	Adirondack/1000 Islands Sports Events Commission	31	20	51	\$0.00	Not-Awarded
55611	North Country	ESD	ESD Grants	Tree Water	Tree H2O LLC	36	15	51	\$0.00	Not-Awarded
51212	North Country	ESD	ESD Grants	Mountain Lake Academy Classroom Rebuild	Mountain Lake Academy	35	15	50	\$0.00	Not-Awarded
51132	North Country	ESD	ESD Grants	Regional Arts Interactive Learning Information Communication Technologies Hub	Omni Housing Development LLC	30	20	50	\$0.00	Not-Awarded
53751	North Country	ESD	ESD Grants	Saranac Bridge Upgrades	City of Plattsburgh	30	15	45	\$0.00	Not-Awarded
53151	North Country	ESD	ESD Grants	Dexter Bridge Rehabilitation	Jefferson County	34	10	44	\$0.00	Not-Awarded
53340	North Country	ESD	ESD Grants	Schine Theater Restoration	Massena Arts and Theatre Association Inc	28	15	43	\$0.00	Not-Awarded
57177	North Country	ESD	ESD Grants	Interactive Exhibitions Construction Phase II	Adirondack Museum	26	15	41	\$0.00	Not-Awarded
56264	North Country	ESD	ESD Grants	Building Purchase	Diamond Comic Distributors Inc	30	10	40	\$0.00	Not-Awarded
56234	North Country	ESD	ESD Grants	Sterile Compounding Facility Upgrades	SterRx LLC	24	15	39	\$0.00	Not-Awarded
52263	North Country	ESD	ESD Grants	Sludge Disposal Process Modifications Phase I	City of Watertown	25	10	35	\$0.00	Not-Awarded
56162	North Country	ESD	ESD Grants	Historic Train Depot and Historical Society Museum Facility Renovation and Improvement	Lake Placid-North Elba Historical Society (LP-NEHS)	18	10	28	\$0.00	Not-Awarded
50785	North Country	ESD	ESD Grants	Veterans Retreat Education Center	Homeward Bound Adirondacks	9	5	14	\$0.00	Not-Awarded
53893	North Country	ESD	ESD MNY	Tourism Attraction Theater Equipment Project	The Wild Center	65	15	80	\$153,100.00	Awarded
57095	North Country	ESD	ESD MNY	Passageport to New York's Revolutionary War Marketing Plan	Lakes to Locks Passage, Inc.	64	15	79	\$123,000.00	Awarded
57122	North Country	ESD	ESD MNY	Ski New York Marketing Program	Ski Areas of New York, Inc.	64	15	79	\$264,000.00	Awarded
51317	North Country	ESD	ESD MNY	New Markets for The Wild Center and The North Country	The Wild Center	61.33	15	76.33	\$130,625.00	Awarded
56778	North Country	ESD	ESD MNY	North Country Adventures	Plattsburgh North Country Chamber of Commerce	61.33	15	76.33	\$50,001.00	Awarded
55546	North Country	ESD	ESD MNY	New York Border Welcome Center Marketing Enhancements	1000 Islands International Tourism Council	60	10	70	\$0.00	Not-Awarded
56583	North Country	ESD	ESD MNY	Fort Ticonderoga Brand Strategy Implementation	The Fort Ticonderoga Association	54.33	15	69.33	\$0.00	Not-Awarded
57218	North Country	ESD	ESD MNY	North Country Inbound Air Service Marketing	1000 Islands International Tourism Council	54	15	69	\$0.00	Not-Awarded
53340	North Country	ESD	ESD MNY	Massena Downtown Theatre Restoration	Massena Arts and Theatre Association, Inc.	53	15	68	\$0.00	Not-Awarded
53775	North Country	ESD	ESD MNY	Golf Heritage in the North Country	Mountain Lake PBS	52.33	15	67.33	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
56509	North Country	ESD	ESD MNY	Lake Ontario Vineyard Estate	Lake Ontario Vineyard Estate, Inc.	49.67	15	64.67	\$0.00	Not-Awarded
56431	North Country	ESD	ESD MNY	Sustainable Olympic Venues Global Center of Sports Excellence Olympic Winter Games Bid	Adirondack/1000 Islands Sports Events Commission	42.67	20	62.67	\$0.00	Not-Awarded
57886	North Country	ESD	ESD MNY	Northern New York Highway Map Arts Guide	Adirondack North Country Association	45.33	15	60.33	\$0.00	Not-Awarded
56562	North Country	ESD	ESD MNY	2017 International Hut-to-Hut Trails Conference	Hamilton County	45	15	60	\$0.00	Not-Awarded
51455	North Country	ESD	ESD MNY	Brewery Expansion	Ausable Brewing Company	39.33	15	54.33	\$0.00	Not-Awarded
48165	North Country	ESD	ESD MNY	The Adirondack Center for Loon Conservation	Biodiversity Research Institute	38	15	53	\$0.00	Not-Awarded
57691	North Country	ESD	ESD MNY	Empire 200 Relay Race Tourism Event	Double Vision Racing, LLC	37	15	52	\$0.00	Not-Awarded
57749	North Country	ESD	ESD MNY	Pirates Park Tourism Attraction	Alan Fraccola	37	15	52	\$0.00	Not-Awarded
53788	North Country	ESD	ESD MNY	The Ale Trail- A Craft Brew Tasting Adventure Along the Great Lakes Seaway Trail	Great Lakes Seaway Trail, Inc.	39.67	10	49.67	\$0.00	Not-Awarded
53151	North Country	ESD	ESD MNY	Dexter Bridge over the Black River	Jefferson County	38.33	10	48.33	\$0.00	Not-Awarded
52233	North Country	ESD	ESD MNY	St Lawrence International Film Festival	St. Lawrence International Film Festival, Inc.	22.67	5	27.67	\$0.00	Not-Awarded
55041	North Country	ESD	ESD SPFS	Rail Spur Feasibility Study	Franklin County Industrial Development Agency (IDA)	62	15	77	\$10,000.00	Awarded
55185	North Country	ESD	ESD SPFS	Airport Park	Jefferson County Industrial Development Agency (IDA)	62	10	72	\$50,000.00	Awarded
55622	North Country	ESD	ESD SPFS	Water Inflow Infiltration Site Study	Village of Carthage	55	15	70	\$20,000.00	Awarded
53286	North Country	ESD	ESD SPFS	Former Clinton County Airport Infrastructure Feasibility Study	Town of Plattsburgh	52	10	62	\$20,000.00	Awarded
56781	North Country	ESD	ESD SPFS	Lewis County Recreational Center Feasibility Study	Lewis County	46	15	61	\$0.00	Not-Awarded
53227	North Country	ESD	ESD SPFS	City of Plattsburgh Sports and Activity Complex Feasibility Study	City of Plattsburgh	46	10	56	\$0.00	Not-Awarded
57512	North Country	ESD	ESD SPFS	Sludge Disposal Process Modification Phase 2A	City of Watertown	38	15	53	\$0.00	Not-Awarded
56431	North Country	ESD	ESD SPFS	Sustainable Olympic Venues Global Center of Sports Excellence Olympic Winter Games Bid	Adirondack/1000 Islands Sports Events Commission	31	20	51	\$0.00	Not-Awarded
56310	North Country	ESD	ESD SPFS	Great Chazy River Revitalization	Town of Champlain	38	10	48	\$0.00	Not-Awarded
53325	North Country	ESD	ESD SPFS	Downtown Revitalization Feasibility Study	City of Plattsburgh	38	10	48	\$0.00	Not-Awarded
57958	North Country	ESD	ESD SPFS	Strategic Planning Study for Akwesasne Tourism Development	Saint Regis Mohawk Tribe	27	15	42	\$0.00	Not-Awarded
53201	North Country	HCR	HCR CDBGCP	Town of AuSable Redevelop Keeseville Civic Center Project	Town of Ausable	77.11	10	87.11	\$49,000.00	Awarded
52133	North Country	HCR	HCR CDBGCP	Town of Leyden Drinking Water Study	Town of Leyden	45.02	10	55.02	\$0.00	Not-Awarded
53581	North Country	HCR	HCR CDBGME	Town of Tupper Lake Microenterprise Program	Town of Tupper Lake	54	15	69	\$200,000.00	Awarded
50938	North Country	HCR	HCR CDBGME	Town of Plattsburgh Microenterprise Program	Town of Plattsburgh	57	10	67	\$200,000.00	Awarded
51687	North Country	HCR	HCR CDBGPF	Essex County Nutrition Center Improvements	Essex County	57.32	15	72.32	\$400,000.00	Awarded
51145	North Country	HCR	HCR CDBGPF	High Falls Senior Apartments Improvements	Village of Lyons Falls	50.19	15	65.19	\$226,526.00	Awarded
55347	North Country	HCR	HCR CDBGPI	Village of Potsdam Cross-Town Canal Storm water Improvements	Village of Potsdam	44.19	15	59.19	\$507,500.00	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51213	North Country	HCR	HCR CDBGPI	Village of Port Henry Rice Lane Water/Sewer Reconstruction	Village of Port Henry	44.35	10	54.35	\$600,000.00	Awarded
51174	North Country	HCR	HCR CDBGPI	Town of Crown Point Water System Improvements	Town of Crown Point	38.83	15	53.83	\$600,000.00	Awarded
51804	North Country	HCR	HCR CDBGPI	The Village of Port Leyden Wastewater Treatment and Collection Upgrade project	Village of Port Leyden	43.39	10	53.39	\$600,000.00	Awarded
52280	North Country	HCR	HCR NYMS	Village of Canton Main Street	Village of Canton	64	10	74	\$300,000.00	Awarded
53225	North Country	HCR	HCR NYMS	North Country Food Co-Op NYMS Project	City of Plattsburgh	58	10	68	\$216,867.00	Awarded
54707	North Country	HCR	HCR NYMS	Saranac Lake Downtown Revitalization	Saranac Lake Local Development Corporation	53	15	68	\$300,000.00	Awarded
53885	North Country	HCR	HCR NYMS	Ticonderoga Main Street Program 2015	PRIDE of Ticonderoga Inc	58	10	68	\$300,000.00	Awarded
54877	North Country	HCR	HCR NYMS	Carthage Main Street	Village of Carthage	52	15	67	\$107,500.00	Awarded
53209	North Country	HCR	HCR NYMS	Indian Lake Main Street	Central Adirondack Partnership for the 21st Century, Inc.	57	10	67	\$200,000.00	Awarded
53202	North Country	HCR	HCR NYMS	Long Lake Main Street	Central Adirondack Partnership CAP21	55	10	65	\$0.00	Not-Awarded
56626	North Country	HCR	HCR NYMS	2015 Westport Main Street Program	Housing Assistance Program of Essex County, Inc.	49	15	64	\$0.00	Not-Awarded
51380	North Country	HCR	HCR NYMS	Downtown Lowville Main Street Program	Snow Belt Housing Company Inc	45	15	60	\$0.00	Not-Awarded
52872	North Country	HCR	HCR NYMS	Tupper Lake Main Street Program	Village of Tupper Lake	50	10	60	\$0.00	Not-Awarded
55952	North Country	HCR	HCR NYMS	Madrid Main Street Revitalization Program	North Country Housing Council	39	15	54	\$0.00	Not-Awarded
51682	North Country	HCR	HCR NYMS	NYS Main Street Business Triangle	City of Ogdensburg	35	15	50	\$0.00	Not-Awarded
52666	North Country	HCR	HCR NYMS	Safford Lane Renovation Stabilization	Neighbors of Watertown Inc	35	10	45	\$0.00	Not-Awarded
56534	North Country	HCR	HCR NYMS-TA	Downtown Saranac Lake Relocation Analysis	Pendragon Theatre	56	10	66	\$20,000.00	Awarded
55719	North Country	HCR	HCR NYMS-TA	Dock Street Reuse Study	Carthage Industrial Development Corporation	60	5	65	\$9,000.00	Awarded
53356	North Country	NYSERDA	NYSERDA CGC3	Cleaner Greener Category 3 Community Partnership	Capital District Regional Planning Commission	77.7	5	82.7	\$750,000.00	Awarded
54038	North Country	NYSERDA	NYSERDA CGC3	PPESCO	Adirondack North Country Association	59.63	20	79.63	\$750,000.00	Awarded
51651	North Country	NYSERDA	NYSERDA CGC3	Construction of the CommunityWide Biomass Fired District Heating System in the Village of Tupper Lake NY	The Village of Tupper Lake New York	40.68	20	60.68	\$0.00	Not-Awarded
54923	North Country	Parks	OPRHP HP D	Interpretive Center and Visitor Accessibility Project	Sagamore Institute of the Adirondacks	35	15	50	\$0.00	Not-Awarded
55136	North Country	Parks	OPRHP HP D	General Walter Martin Mansion	Lewis County Historical Society	38	10	48	\$0.00	Not-Awarded
51387	North Country	Parks	OPRHP HP D	Restoration and Revitalization	The Strand Center for the Arts	31.5	15	46.5	\$0.00	Not-Awarded
51794	North Country	Parks	OPRHP HP D	Clayton Opera House Roof Replacement Project	Town of Clayton	20	15	35	\$0.00	Not-Awarded
51604	North Country	Parks	OPRHP HP D	Wellesley Hotel Renovation	Thousand Island Park Foundation	18	15	33	\$0.00	Not-Awarded
51477	North Country	Parks	OPRHP HP D/P	Champlain Valley Historic Hub	Essex County Community Resources	38.5	15	53.5	\$0.00	Not-Awarded
56162	North Country	Parks	OPRHP HP D/P	Historic Train Depot and Historical Society Museum Facility Renovation and Improvement	Lake PlacidNorth Elba Historical Society	20.75	10	30.75	\$0.00	Not-Awarded
53751	North Country	Parks	OPRHP PKS D	City of Plattsburgh Saranac Street Bridge Project	City of Plattsburgh	50.75	15	65.75	\$500,000.00	Awarded
54923	North Country	Parks	OPRHP PKS D	Interpretive Center and Visitor Accessibility Project	Sagamore Institute of the Adirondacks	40.25	15	55.25	\$203,500.00	Awarded
52108	North Country	Parks	OPRHP PKS D	Trail Preservation and Erosion Mitigation for PokeOMoonshine Mt.	Adirondack Architectural Heritage (AARCH)	32.75	15	47.75	\$0.00	Not-Awarded
53444	North Country	Parks	OPRHP PKS D	Five Towns One Goal	Essex County	30.84	15	45.84	\$0.00	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded/ Not-Awarded
51391	North Country	Parks	OPRHP PKS D	Bringing Back our World Class Horseshow Grounds	Town of North Elba	30.5	15	45.5	\$0.00	Not-Awarded
55974	North Country	Parks	OPRHP PKS D	LaFontaine Recreational Park Project	Village of Dannemora	31.42	10	41.42	\$0.00	Not-Awarded
55801	North Country	Parks	OPRHP PKS D/P	Redwood Hill ADA Accessible Trail	Indian River Lakes Conservancy, Inc.	52.25	10	62.25	\$134,000.00	Awarded
55062	North Country	Parks	OPRHP PKS D/P	Massena Waterfront Park	Village of Massena	40	15	55	\$123,000.00	Awarded
53476	North Country	Parks	OPRHP PKS D/P	Keeseville Riverside Park	Adirondack Architectural Heritage (AARCH)	45	10	55	\$0.00	Not-Awarded
53035	North Country	Parks	OPRHP PKS D/P	Lake Flower Trail	Village of Saranac Lake	40.56	10	50.56	\$0.00	Not-Awarded
57877	North Country	Parks	OPRHP PKS D/P	Deferiet Playground Renovation	Village of Deferiet	24.63	10	34.63	\$0.00	Not-Awarded
51801	North Country	Parks	OPRHP PKS P	Millers Park	County of Lewis	32.69	10	42.69	\$0.00	Not-Awarded
56687	North Country	Parks	OPRHP RTP	DRAG 2015 Snow Groomer	D.R.A.G. of Speculator, Inc.	45.5	15	60.5	\$120,000.00	Awarded
50987	North Country	Parks	OPRHP RTP	Barnes Corners Groomer Acquisition	Barnes Corners Sno-Pals, Inc.	45	15	60	\$200,000.00	Awarded
51447	North Country	Parks	OPRHP RTP	Indian Lake Snowmobile Trail Maintenance	Central Adirondack Partnership	43	15	58	\$0.00	Not-Awarded
53543	North Country	Parks	OPRHP RTP	Maple City Trail Improvement Project	City of Ogdensburg	36	15	51	\$0.00	Not-Awarded
55050	North Country	Parks	OPRHP RTP	Northern Tier Recreation Trail	Clinton County	38.5	10	48.5	\$0.00	Not-Awarded
54924	North Country	Parks	OPRHP RTP	Martinsburg Hike and Bike Trails	Town of Martinsburg	37	10	47	\$0.00	Not-Awarded

2015 Program Legend

Agency	Abbreviation	Program Name
Arts	Arts CHPG I	Arts, Culture, Heritage New Initiatives - Implementation
Arts	Arts CHPG P	Arts, Culture, Heritage New Initiatives - Planning
Arts	Arts WIP	Workforce Investment
Canals	Canals	Canalway Grant Program
DEC	DEC EPG	Engineering Planning Grant
DEC	DEC WQIP AHR	Water Quality Improvement Project - Aquatic Habitat Restoration
DEC	DEC WQIP MS4	Water Quality Improvement Project - Municipal Separate Storm Sewer Systems
DEC	DEC WQIP NSAC	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
DEC	DEC WQIP WTI	Water Quality Improvement Program - Wastewater Treatment Improvement
DEC	DEC WQIP WTID	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DOL	DOL EET	Existing Employee Training
DOL	DOL NHT	New Hire Training
DOL	DOL SPTP	Special Populations Training
DOL	DOL UWT	Unemployed Worker Training
DOS	DOS LGE	Local Government Efficiency Program
DOS	DOS LGE P	Local Government Efficiency Program - Planning
DOS	DOS LWRP	Local Waterfront Revitalization Program
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD BISP	Business Incubator Support Program
ESD	ESD EJP	Excelsior Jobs Program
ESD	ESD Grants	Empire State Development Grant 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 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 NYMS	New York Main Street
HCR	HCR NYMS-TA	New York Main Street Technical Assistance
NYSERDA	NYSERDA CGC3	Cleaner Greener Communities
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP D/P	Historic Property (Development & Planning)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS A/D	Parks (Acquisition & Development)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS D/A	Parks (Development & Acquisition)
OPRHP	OPRHP PKS D/P	Parks (Development & Planning)
OPRHP	OPRHP PKS P	Parks (Planning)
OPRHP	OPRHP RTP D	Recreational Trails Program