

2017 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 over 20 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.

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 veterans 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.

In 2015, the Regional Economic Cluster Program was launched to ensure continued focus on the importance of industry cluster growth in statewide economic development efforts through partnerships between business, academia, and venture capital. 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.

In 2016, all REDC's participated in the \$100 million Downtown Revitalization Initiative (DRI) which will invest \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps. Each Regional Council solicited interest in the program from communities in the region and considered how those communities met the criteria put forth from the State. The Council nominated one Downtown in each Region to receive the award.

In 2017, all REDC's once again participated in another round of the \$100 million Downtown Revitalization Initiative (DRI). In addition, the regions focused on closing the skills gap by working with industry leaders and education providers to develop workforce development strategies. The Councils also identified projects for the state's Life Science cluster and continued to implement their strategies through the project pipeline.

These actions were designed to encourage and accelerate implementation, performance, and collaboration within the regions. Priority projects that aligned with each region's plan were chosen by the Councils from the applications submitted to the Consolidated Funding Application portal. These projects were published in the regions' Progress Report, which are publically available online at www.regionalcouncils.ny.gov. Projects were scored by both the state agencies and the Regional Councils. The agencies scored their projects based on a technical evaluation in adherence with existing funding program guidelines and awarded a project up to 80%. The remaining 20% is awarded by the Regional Councils, and were based off the following endorsement standards:

Statewide Endorsement Standards

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

IMPLEMENTATION OF THE PLAN	DEGREE	POINTS
The proposal is identified as a priority project by the Regional Council.	Priority	20
The proposal is identified in the plan and has regional benefits.	Very Strong	15

The proposal advances the plan and has local benefits.	Strong	10
The proposal is consistent with the plan and has project level benefits.	Moderate	5
The proposal has limited relationship to the plan	Weak	0

Since the inception of the REDCs in 2011, members have been required to sign a Code of Conduct, Conflict of Interest documents, and have undergone training from legal counsel. Both documents are updated annually and new members are required to complete these documents upon appointment. Members with conflicts of interest must recuse themselves from reviewing or discussing identified projects.

2017 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 2017 for up to \$150 million in capital funds and \$75 million in Excelsior Tax Credits for projects identified by the Regional Councils in their regions.

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: supporting the Downtown Revitalization Plan and beginning to identify projects to implement it; implementing strategies through the project pipeline; closing the skills gap; identifying projects for the State's life science cluster; 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 2017 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) Support for the Downtown Revitalization Initiative.*
- 4) Identifying projects for the State's Life Science cluster*
- 5) Working with industry and education leaders to close the skills gap*

In 2017, the Regional Councils competed against each other to be designated as a "Top Performer".

The 2017 Strategic Implementation Assessment Team (SIAT) was led by Secretary of State Rosanna Rosado and included Office of General Services Commissioner RoAnn Destito, Department of Transportation Commissioner Matthew Driscoll, Environmental Facilities Corporation President and CEO Sabrina Ty, Department of Labor Commissioner Roberta Reardon, Homes and Community Renewal Commissioner Ruth Ann Visnaskus, Agriculture and Markets Commissioner Richard Ball, and Canals' Director Brian Stratton. The SIAT also included members appointed by the Legislature including Hon. Donna Lupardo, State Assembly District 123, Hon. Helene Weinstein, State Assembly District 41, Hon. James Seward, State Senate District 51 and Hon. Kenneth LaValle, State Senate District 1. The SIAT reviewed each region's Progress Report based on established criteria. In 2017, the SIAT traveled to each region and received a summary of the REDCs' 2017 activities and priorities, which included PowerPoint presentations, videos, and tours of project sites. 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 five 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 five regions with the Top Performer up to \$35 million in funding consisting of \$20 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 \$575 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 2017 REDC initiative was launched on April 24 and the CFA opened for applications on May 1 and closed on July 28. All details about CFA resources were made available online via the 2017 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 28, 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 October 2, the REDCs submitted their final 2017 progress reports to the State. After the SIAT presentations concluded in November, 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 Wednesday, December 13, 2017, the Governor announced that 1,041 projects totaling \$755.6 million had been awarded through Round Seven of the Regional Economic Development Council initiative. Top Performer awards were given to the Mid-Hudson, Capital Region, Mohawk Valley, Central New York and Long Island regions in adherence to the competition guidelines detailed above.

MEMORANDUM

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

From: Rossana Rosado, Secretary of State
Richard Ball, Commissioner, Department of Agriculture & Markets
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Roberta Reardon, Commissioner, Department of Labor
Brian Stratton, Director of Canals, NYS Canal Corporation
RuthAnne Visnauskas, Commissioner, Homes and Community Renewal
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblywoman Donna Lupardo, 123rd District
Senator James Seward, 51st District
Senator Kenneth LaValle, 1st District
Assemblywoman Helene Weinstein, 41st District

Subject: Review of Progress for the 2017 Regional Economic Development Council Initiative

Date: December 12, 2017

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council (REDC). In the past seven years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. For a second year, the REDC initiative has been enhanced by a \$100 million Downtown Revitalization Initiative.

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. The Strategic Economic Development Plans continue today with annual updates to address emerging state and regional challenges and opportunities. Each region has a unique set of strategies to achieve greater economic prosperity. Each Regional Council was also asked to develop strategies and identify projects related to key regional industry clusters; the State life sciences cluster; downtown revitalization; workforce development and shrinking the skills gap through collaboration with industry and educational institutions; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; promote veterans' participation in the workforce; regional Hot Spots; and local government engagement. In many of the regions, strategies developed in response to the Upstate Revitalization Initiative continue to be embraced; and in Western NY REDC strategies are complemented by the Buffalo Billion Plan.

The REDC program shifted the state's economic development approach from top-down mandates to a community-driven planning process involving state government, businesses, and academia to stimulate regional economic development and create jobs. With this shift, the State asked the REDCs to use their unique understanding of their regional economies to implement important State priorities.

In 2017, the Downtown Revitalization Initiative again supported a community planning process where each community develops the key ingredients needed for successful downtown revitalization. Each Regional Council solicited interest in the program and chose from among the many applicants the community it considered most ripe for development into vibrant communities where tomorrow's workforce will want to live, work and raise families. The \$100 million Downtown Revitalization Initiative (DRI) is investing \$10 million in one community in each region to develop a vision, articulate a plan, and identify projects and other implementation steps.

In October and November, we had the privilege and responsibility of assessing the progress of the Regional Councils, through their written annual reports, oral presentations, and regional site visits. The Regional Councils presented their progress, talked about plans to implement their economic development strategies, and reported on the status of the DRI plans. We are impressed and encouraged by the continuing results of the collaborative strategic plan implementation process.

2017 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2017 REDC Guidebook. We focused on the following areas:

- Support for downtown revitalization
- Workforce development and identification of strategies to shrink the skills gap
- Implementation of regional strategic economic development plans and strategies through the project pipeline
- Continued advancement of state priorities and identification of projects that implement related strategies, including:
 - The Regional Economic Cluster Plans
 - The State Life Sciences Cluster
 - The regional Opportunity Agenda
 - Regional hot spots
 - Veterans' participation in the workforce
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

Awards

All ten regions competed for up to \$150 million in capital funds and \$75 million in Excelsior Tax Credits for projects identified by the Regional Councils as priorities in their regions. In addition, each region was awarded \$10 million to plan and implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$575 million in other state agency funds.

The Strategic Implementation Assessment Team has identified five regions that merit the designation as Top Performers and awards of up to \$20 million each in ESD Capital Grants. As it is every year, it was a difficult challenge to evaluate the variety of approaches to very different challenges and opportunities, and the progress which was made by the regions in implementing their strategic plans. However, after careful consideration we selected as Top Performers the following regions: **Capital Region, Central New York, Long Island, Mid-Hudson, and Mohawk Valley.**

- The **Capital Region Regional Economic Development Council (CRREDC)** continues support for past strategies, and introduces a new strategy focused on *Gaming/Software*; where colleges and universities contribute to an ecosystem that supports development of games that may also serve therapeutic purposes by countering cognitive decline or adding a gaming component to respiratory therapy. The region's *Talent* strategy seeks a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions. Many of the projects supported for funding by the CRREDC address workforce development, including the proposed Global Foundries Manufacturing Tech Education Center that will be built in partnership with SUNY Albany, Clarkson University, and the Northeast Advanced Technology Education Center. The spirit of collaboration can also be found in the region's support for its priority cluster, research and development to commercialization, known as its *Lift-Off* strategy. For example, healthcare providers, health maintenance organizations, and insurance carriers will develop a shared database to assist with population health data analytics. Royalties, primarily associated with the region's intellectual property, were responsible for \$500 million in exports in 2016. Investments that promote smart growth and drive job creation in urban areas are part of the region's *Metro* strategy that addresses concentrated urban poverty in support of the Opportunity Agenda. DRI investment in the Hudson Bridge District will drive the continued success of existing private and public ventures; emphasize job growth and the attractiveness of the area; and set the stage for economic and civic expansion in Hudson.
- The **Central New York Regional Economic Development Council (CNYREDC)** continued to follow regional strategies from its winning Upstate Revitalization Initiative plan. The CNYREDC developed a Talent Task Force that included private, public, and nonprofit representatives to identify jobs in demand and establish strategies to address demand. The life sciences cluster is a significant portion of the region's economy, and several new initiatives would address biological threats, medical device innovation, and personalized medicine. The Unmanned Aerial Systems training corridor between Griffiss International Airport and Syracuse is advancing in a cluster category that blends life sciences and advanced manufacturing technology into a Data to Decisions (D2D) cluster. The D2D target cluster saw average wages increase 14 percent since 2010. The agriculture and agribusiness cluster also turned around, and is on the fifth year of growth in establishments (25 percent) with many more projects supported for funding this year. Investing in key growth drivers includes support for projects like a commercial food processing, packaging, and distribution center in Cayuga County. Like the state's Opportunity Agenda, CNYREDC is supporting projects to develop enablers of prosperity, such as conversion of underutilized properties in three distressed neighborhoods of Syracuse, or supporting veteran training and services. The City of Cortland,

a magnet for tourism, was selected as the DRI community. Cortland envisions new space for community activities and additional housing to accommodate an expanding residential and tourism population.

- The **Long Island Regional Economic Development Council (LIREDC)** is focusing workforce development efforts on preparing students for the jobs in key biotech sectors like pharmaceuticals and high-demand STEM fields like engineering. It is backing a proposal by the Center for Science, Teaching, and Learning, a not-for-profit based in Rockville Center, to create nine community STEM centers in high need communities. Support for STEM and biotech projects at many regional institutions continues to strengthen the region's framework for its identified regional economic cluster, biotechnology, which overlaps with the State focus on life sciences. For example, LIREDC is recommending projects such as the Computational Genomics Center at Feinstein Institute for Medical Research; expansion of the chemistry laboratory at Hofstra; a structural biology shared screening facility at Cold Spring Harbor Laboratory; expansion of a life science and technology lab at Adelphi University; and a research and technology innovation bioengineering laboratory at New York Institute of Technology. Creating diverse, transit-linked neighborhoods where people can live, work and play remains a priority as downtowns are crucial to economic vitality. Walkable, exciting places with affordable apartments appeal to Millennials and will help retain baby-boomers. The LIREDC continues its support for Wyandanch Rising and downtown projects in the Village of Hempstead and Riverhead. The region's 2017 DRI community of Hicksville, a transit-rich and diverse community, will plan how to capitalize on improvements to the Long Island Rail Road and provide safer space for downtown pedestrians.
- The **Mid-Hudson Regional Economic Development Council (MHREDC)** continued its momentum, refining its economic development strategies to best leverage the region's key assets: its proximity to New York City; highly educated workforce; diverse urban centers; and scenic beauty. The region's strategies of WORK and PLAY are supported by its focus on priority projects in the cluster representing the food and beverage manufacturing supply chain, such as the proposed food exchange in Kingston that will be a food hall, food manufacturing facility, and grocery with an emphasis on locally sourced food. The State Life Sciences cluster fits neatly into the region's emphasis on biomedical and healthcare, shown by its continued support for core institutions; willingness to partner with other regions to create a research corridor; and support for biotechnology business incubator at NY Medical College. Stakeholders in the region are working together to identify ways to close the skills gaps identified. Commitment to downtown revitalization, part of its LIVE strategy, is evident in MHREDC funding recommendations, including support for a project in its round one DRI community of Middletown. Chosen by the MHREDC as the DRI community, additional investments in the Kingston Stockade Business District will continue the area's economic revitalization and create new opportunities for the surrounding neighborhoods, towns and counties.
- The **Mohawk Valley Regional Economic Development Council (MVREDC)** identified placemaking and tourism as an important component to creating a strong and desirable

workforce. This was complemented by workforce development in high-paying, in-demand STEM sectors, with a mechatronics/robotics BOCES program sponsored by manufacturers and the Otsego County Chamber of Commerce as an example. The MVREDC continued to advance the cyber and internet technology cluster, leveraging both the Marcy Nanocenter and the region's designation as an FAA Test Site to create a strong concentration of cyber and unmanned aerial systems (UAS) research and development companies. The MVREDC is continuing its strategy of supporting agribusiness, and the craft food and beverage industry is growing through small and mid-sized breweries, farms and other producers. Rome, the DRI community, has been making targeted investments to provide an ecosystem necessary to attract and retain young professionals and their families, and will further that transformation with DRI funding. The region continues to open doors for refugees, with support for the One World Welcome & Opportunity Center for the Mohawk Valley Resource Center for Refugees. The Center will work to support community engagement, workforce development for refugees, and ultimately develop inclusiveness in the region. A proposed re-purposing of the Herkimer County nursing home will target a challenged population, people with chronic addiction issues seeking recovery, by providing a space for rehabilitation and life skills training.

Five regions should receive awards of up to \$10 million each in ESD Capital Grants to help attract and grow business in their regions. The following regions are designated as Regional Awardees: **Finger Lakes, New York City, North Country, Southern Tier, and Western New York.**

- The **Finger Lakes Regional Economic Development Council's** (FLREDC) momentum is being fueled by a region united around a plan to grow jobs, increase regional wealth, drive private sector investment, and reduce poverty. The FLREDC requires that all projects identify a link to workforce development, including projects supporting the Opportunity Agenda and veterans. For example, Foodlink links together agriculture, food processing, the Opportunity Agenda, and the DRI in Batavia, to foster a creative class of workers who will spur continued job growth. The region may use its Upstate Revitalization Initiative (URI) award to create a "Workforce Development Fund" to address job skills that would specifically support the clusters of optics, photonics and imaging (OPI); agriculture and food processing; and next generation manufacturing. Monroe Community College (MCC) led an analysis of the "middle skills gap," which investigates the set of workers who have more than a high school degree, but do not have a four-year degree. By effectively understanding these areas, the region has successfully created jobs in tooling and machining and optics technicians. It has made significant progress in achieving many of its original overarching goals, including expanding the Eastman Business Park; leveraging the region's colleges and universities for direct employment and preparing workers for the new economy; and expanding and linking agricultural producers and food producers and exporters. The agriculture and food processing cluster has had significant growth since 2010, with total wages increasing by 40 percent, average wages by 17 percent, and the number of jobs by 20 percent (nearly 2,000 jobs).
- The **New York City Regional Economic Development Council** (NYCREDC) continues to focus on its "Opportunity Zones," 15 areas of New York City which have been historically distressed but are primed for investment and growth. It concentrates investment in these areas to ensure an inclusive approach to community revitalization and job creation. The South Bronx

is one of the opportunity areas, and includes the Bronx Civic Center, which was selected as the DRI community. The region is hoping to extend the already booming economic activity to lower-income residents of the community. Employment in New York City is at an all-time high, and competition for jobs is fierce, especially for jobs requiring less formal education. At the same time, high current and future demand exists for skilled applicants in the financial, technology, life sciences and healthcare sectors. The region is taking a sector-based approach to engaging businesses, educational institutions, and nonprofits to help direct state funding to job training and educational programs in high growth sectors. For example, the nonprofit Per Scholas in the South Bronx is partnering with the Fortune 500 company Cognizant to provide no-cost technology skills training and career development resources to create a talent pool for the company. NYREDC now counts the life sciences sector as its regional economic cluster, and has a plan for advancing the cluster that involved other New York regions. The NY Genome Center research consortium will leverage investments in basic research and incubator facilities in a sector primed for growth.

- The **North Country Regional Economic Development Council** (NCREDC) introduced a new strategy this year to attract international sporting events to stimulate private investment and job growth and spark the refurbishment of sports and hospitality facilities. A new Lodging Task Force is creating a model for lodging development that can be replicated to drive sustainable private sector investment. Several projects recommended for funding would improve tourism accommodations. Not only is tourism an important industry for the North Country, it also serves to provide entry level employment and training in soft skills, a need identified most frequently by employers in a regional skills-gap survey. This fall, Clinton Community College offered classes through a new Institute for Advanced Manufacturing, which provides flexible funding to support manufacturing in the transportation equipment and aerospace sector. NCREDC considers TE&A its key industry cluster. Average wages in that sector are nearly 66 percent higher than the total average for the region, and employment has grown by 67% since 2016, with more jobs to come as Norsk Titanium continues its expansion. Employment increased by double digits in the information technology sector (35 percent) and back office sector (24 percent). The region's Opportunity Agenda to support employment of hard-to-place workers is focused this year on projects in St. Lawrence County. Located in Jefferson County, the City of Watertown was selected as the DRI community for 2017. It will use DRI funds to strengthen its position as the primary hub of commerce and culture for Jefferson and neighboring counties.
- The **Southern Tier Regional Economic Development Council** (STREDC) has been consistent in its support for its regional strategies: Build the Greater Binghamton Innovation Ecosystem; Invest in the Advanced Manufacturing Industry; Transform the Food and Agriculture Industry; and Promote the Southern Tier's Innovative Culture. State funds are being used to support mixed-use and mixed-income developments in the region's three "iDistricts" to attract and retain college graduates and skilled workers. A recommended priority project will continue development of the Health Sciences Campus in Johnson City which will house the SUNY Binghamton School of Pharmacy and Pharmaceutical Sciences. Support for downtown revitalization extends beyond those core cities in include places like Watkins Glen,

the region's DRI community. The region has been highly effective at supporting projects that either create or retain new jobs, such as using URI funds to support a major expansion of Alstom for train manufacturing which will create nearly 200 jobs and retain an existing workforce of 1,000. Several projects support growth in the food and agriculture industry, such as industrial hemp, and the number of food processing firms increased from 2016 to 2017. There is extensive cooperation between the public, non-profit, and private sectors to address hard-to-place workers. For example, the Broome County Calice Advanced Manufacturing Center links together social services, academia, industry, and workforce development systems to provide relevant workforce training and upskilling to both traditional and hard-to-place workers.

- The **Western NY Regional Economic Development Council** (WNYREDC) continues its focus on creating job opportunities and building the quality of life that will attract young adults to settle in the region. It is using the smart growth strategy of placemaking to focus investment near existing infrastructure and connecting people with jobs. Nearly all recommended priority projects relate to downtown revitalization, and several projects would help implement the region's first DRI Plan in Jamestown. Support for projects in Olean, the 2017 DRI community, would add to the assets being leveraged in its downtown. Many projects support workforce development, such as phase II of the Gerald Place Community Center to provide space for community needs and training related to health care research and education. WNYREDC demonstrated understanding of the labor market and how to provide training for the middle skills market. WNYREDC works with many different colleges and trade skill schools, such as the Buffalo Center for Art and Technology, the Finishing Trade Institute of Western and Central New York, and the Southern Tier Business Center at Alfred University. The region's key economic cluster is the materials and machinery advanced manufacturing cluster. This year, Alfred University dedicated the Center for High-Temperature Materials Characterization, which is helping to increase the development and analysis of materials crucial to renewable energy systems; and Jamestown Community College opened and expanded Manufacturing Technology Institute.

Conclusion

The Strategic Implementation Assessment Team was impressed by the continued dedication of Regional Council members, work group volunteers, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the continuation of this bottom-up process 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.

While we may only recommend five regions as top performers, we believe all the regions are winners and extend our thanks and our congratulations to all Region Council members for the outstanding work they are doing to strengthen New York's economy.

North Country REDC

2017 Annual Report Assessment

I. Performance

a. Impact on job creation and retention

Strengths

- From 2011 – 2016 all CFA projects retained 4,241 jobs and created 2,294 jobs. In 2016, CFA projects retained 404 jobs and created 545 jobs.
- From July 2016 - July 2017, private sector jobs rose by 1400 (1.2 percent).
- From 2011 - 2016, employment in key regional priority sectors grew; Transportation Equipment up 67 percent with an average wage in the sector of more than \$65,000 annually; Information Technology was up 35 percent; and Back Office was up 24 percent.
- The region's unemployment rate for 2016 was 6 percent, compared to the state rate of 4.8 percent. The region's rate represents decrease of 3.6 percentage points from 2010.
- The annual wage for the region grew by 11 percent over the past 6 years.

Weaknesses

- It is difficult to ascertain how the region between 2015 and 2016 because data for most measures is covers a six-year span.

b. Business growth and leverage of private sector investments

Strengths

- Since launch, \$199.5 Million has been granted to the region through all CFA awards, which has led to \$932 Million in private investment (4.7 to 1 leverage).

Weaknesses

- Fort Drum has deactivated its 3rd Brigade resulting in a 16 percent overall payroll decrease. It is unclear how the region intends to address that loss.
- While visitor spending in the region grew by 7 percent from 2011 – 2015, this compared to 17 percent statewide.

II. Projects

a. Solicitation and development of projects that advance the regional economic cluster

Regional Cluster

- The regional cluster for Economic Development focuses on Transportation Equipment and Aerospace (TE&A).

Strengths

- The NCREDC supported the application from MetalCraft Marine for funding to upgrade equipment to produce boats in Cape Vincent, returning a previously outsourced activity to the area.

Weaknesses

- Working to build-out Norsk Titanium, and accommodate businesses attracted to the region because of Norsk Titanium, left a gap in CFA projects that support the regional TE&A cluster.

b. Identification of projects to advance State and regional priorities

Strengths

- The NCREDC held a series of stakeholder meetings to identify potential priority projects and to ensure those applicants had the capacity to submit strong applications. As a result, 15 applicants submitted to the CFA this year and another 6 plan to apply in the next round.
- The NCREDC supported one project in the Life Sciences cluster, Bionique Testing Laboratories, which specializes in mycoplasma testing of cell lines, vaccines, and other medical products.
- The report identified several projects to advance tourism in 2017-2018 including, an ice skating rink; winery expansion; plans for an observatory and astro science center; and hosting the International Children's Games.
- Advanced manufacturing is supported by the NCREDC. For example, General Composites will invest in equipment modernization technology, known as Hybrid Molding, to become one of the few composite companies in the US utilizing the technology.

Weaknesses

- There appears to be a lack of Priority Projects addressing regional energy strategies.
- The NCREDC supports several priority projects it lists as advancing the opportunity agenda, although no connection between the projects and the Opportunity Agenda is apparent.

c. Advancement of projects to meet workforce development needs

Strengths

- Several priority projects are listed as having a Workforce Development Component, including the previously mentioned Institute for Advanced Manufacturing.
- Several CFA projects which would use other agency funding were supported by the NCREDC. For example, Jefferson Community College's North Country Retail Training program.

Weaknesses

- The report information on how many of those projects would support workforce development beyond providing entry-level jobs for the listed projects.

d. Identification of projects in the region that would revitalize downtowns

Strengths

- Three proposed priority projects are listed as having a downtown revitalization component. For example, Chicota Inc. will restore a derelict building in downtown Saranac Lake to create a "food experience" business and event space.
- The NCREDC recommended several projects with downtown components that would be funded through non-ESD programs, such as adaptive reuse of a firehouse in Indian Lake; Main Street water main reconstruction in Lewis, theater renovation in Massena, and ah historic church acquisition for a cultural center in Sackets Harbor.

Weaknesses

- No new projects were identified for funding to help implement the Plattsburgh DRI plan.

III. Progress

a. Implementation of strategies in the 5-year regional strategic economic development plan and plan updates

Strengths

- Starting in the fall of 2017, Clinton Community College is offering classes through a new Institute for Advanced Manufacturing. The \$12.7 Million project provides flexible funding to support manufacturing in the TE&A sector.
- The on-schedule, near-completion of the Plattsburgh Airport expansion clearly implements a strategy outlined in the 5-year plan.
- As of September 2017, Norsk Titanium had hired 40 people and was already operating three production lines in temporary quarters while it constructs its new facility in Plattsburgh. It will create 400 local jobs over the next 5 years.
- In 2015 the NCREDC launched a revolving loan fund to support hospitality and tourism, a key strategy in its 5-year plan. This year they loaned nearly \$200,000 to businesses which leveraged almost another \$2 Million in private matching funds to support upgrades and rehabilitation to three hotels in Lake Placid and Wilmington.

Weaknesses

- None noted.

b. Execution of strategies that address emerging state and regional challenges and opportunities

Strengths

- The Opportunity Agenda is being advanced through seven projects funded in 2016, with five promoting participation by veterans in the workforce.
- 82 percent of 2016 Opportunity Agenda projects targeted to St Lawrence County, which has one of the highest unemployment rates in the state.
- A partnership between Franklin County, NYSDOT, and the Association of Senior Citizens in Franklin County is providing workers with daily round-trip transportation to Plattsburgh-area manufacturers.
- The North Country Innovation Hot Spot formed a partnership with the Saratoga Economic Development Corporation to form “SPARK Saratoga” – a 22,000 square foot training and incubator space which will also house new start-ups in the region.

Weaknesses

- None noted

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

Strengths

- The NCREDC completed a survey of the educational institutions and private industry to identify skill-gaps in the region. They identified several challenges and corresponding strategies, including the need for a STEM curriculum for pre-school through high school students. The most

common observations from all employers focused on the need for professional skills (formally known as soft skills) for entry-level applicants.

- Two regional conferences were held focused on developing strategies to address middle-level skills gap.
- Production Unlimited, moved into a larger facility and installed a new substrate printer funded by a 2016 CFA award. Among JRC employees are persons who are developmentally disabled and disabled veterans.

Weaknesses

- There was little information provided about current workforce projects underway, and little clarity about how the REDC is fostering those efforts.

d. Advancement and completion of prior round Priority Projects

Strengths

- 81 percent of all priority projects (62 of 77) are completed or on schedule.
- 86 percent of all CFA projects (411 of 481) are complete or on schedule.
- The overall rate of all CFA projects that have been cancelled or declined is low, and is at 12 percent for Priority Projects.
- The report includes progress related to the Transformational Tourism Community Loan Fund, the North Country Value-Added Agriculture Loan Fund, and the North Country Regional Revitalization Fund.

Weakness

- None noted.

IV. Planning

a. Quality of the Annual Report

Strengths

- The report is very thoughtful in most areas both in terms of looking back at past progress and looking forward at future priorities.
- The data and quantitative measures for progress that have been presented are clear and make it easy to gauge performance in most areas.

Weaknesses

- None noted.

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

Strengths

- The NCREDC has identified a new strategy to strengthen its global sports brand by attracting international sporting events that will stimulate private investment and job growth, and promote refurbishment of sports and hospitality facilities.
- The NAMTrans (North American Center of Excellence for Transportation Equipment) received USDA funding to hire staff to focus on workforce development.

Weaknesses

- None noted.

c. Coordination with institutions of higher learning to address regional workforce development needs

Strengths

- As mentioned earlier, the Institute for Advanced Manufacturing, a partnership with Clinton Community College, is a great example of success in this area.
- Several initiatives that include partnerships with local colleges and universities have been formed, such as a partnership to create curriculum around Life Sciences, and a partnership with Cornell University to create an Agricultural Academy in St Lawrence County.

Weaknesses

- There is little mention of programs or projects that will include academic institutions in 2017—2018.

d. Collaboration with local governments in advancing opportunities for improved efficiency

Strengths

- The report mentions a series of stakeholder meetings which were attended by local government representatives. This effort helped identify the Global Sports Destination Priority.

Weaknesses

- None noted.

e. Development of regional metrics to monitor performance

Strengths

- The NCREDC tracks the Fort Drum military and civilian payroll and contracts with surrounding businesses.
- The volume of truck and train traffic entering at the US is tracked (both are up), as is the number of train passengers and personal vehicle passengers (both down).

Weaknesses

- None noted.

V. Participation

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

Strengths

- The region's 18 work groups and committees were wide-ranging and inclusive, with approximately 150 people from all seven counties participating.
- The NCREDC continues to be the only region using a blog, and it also maintains a Facebook page with a 24 percent increase in followers over 2016.
- The NCREDC has conducted regular public outreach, including public forums in each county and pipeline outreach meetings in each county, as well as CFA workshops.

Weaknesses

- None noted.

b. Regional unity and support of the Annual Report

Strengths

- None noted.

Weaknesses

- None noted.

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
73997	North Country	Ag & Markets	Ag & Mkts GCAP	North Country Grown and Certified Agricultural Producers Program	Development Authority of the North Country	77.33	20	97.33	\$500,000	Awarded	Jim Wright, Michele Ledoux, Kylie Peck
73296	North Country	Ag & Markets	Ag & Mkts GCAP	NNY Grown and Certified	Adirondack North Country Association	58.00	15	73.00	\$0	Not-Awarded	Dan Wilt, Cathy Dove, Cali Brooks, Kate Fish, Bill Farber, Michele Ledoux
73914	North Country	Arts	Arts ACFIP	Adirondack Historical Association HVAC Upgrade for Life in the Adirondacks Building	Adirondack Historical Association	70.00	20	90.00	\$500,000	Awarded	Cathy Dove
74664	North Country	Arts	Arts ACFIP	Fort Ticonderoga Association Pavilion Restoration	The Fort Ticonderoga Association	70.00	20	90.00	\$2,445,000	Awarded	Donna Wadsworth
71913	North Country	Arts	Arts ACFIP	Theatre Building Renovation	Lake Placid Association of Music Drama Art	62.00	15	77.00	\$0	Not-Awarded	Cali Brooks, Jim McKenna
75931	North Country	Arts	Arts ACFIP	Architectural planning, acquisition, and renovation of historic building for new theater home	Pendragon, Inc	29.00	20	49.00	\$0	Not-Awarded	Cali Brooks, Barbara Rice
73977	North Country	Arts	Arts ACIP	NCPR North Country at Work	St. Lawrence University/North Country Public Radio	61.00	20	81.00	\$70,100	Awarded	Cali Brooks
75244	North Country	Arts	Arts WIP	Administrative Workforce Expansion	BluSeed Studios	54.00	20	74.00	\$35,500	Awarded	
74965	North Country	Arts	Arts WIP	NYSICA	Adirondack Lakes Center for the Arts	60.00	5	65.00	\$0	Not-Awarded	
74637	North Country	Arts	Arts WIP	Assistant Director Position	North Country Children's Museum	49.00	10	59.00	\$0	Not-Awarded	
75634	North Country	Arts	Arts WRP	Workforce Training and Development Expansion	The Wild Center	63.00	20	83.00	\$60,000	Awarded	Jim McKenna
76300	North Country	DEC	DEC CSC C	Emergency Feasibility Study / Engineering Analysis for the Salmon River Malone NY	Town of Malone	35.25	15	50.25	\$17,000	Awarded	
71410	North Country	DEC	DEC CSC I	Construction of Firehouse/Regional Security Center	Town of Indian Lake	27.50	20	47.50	\$639,000	Awarded	
75198	North Country	DEC	DEC EPG	Engineering Planning Grant Wastewater Disinfection	Village of Brownville	75.00	10	85.00	\$24,000	Awarded	
74681	North Country	DEC	DEC EPG	Infiltration and Inflow Study	Village of Tupper Lake	75.00	10	85.00	\$100,000	Awarded	Jim Wright
72701	North Country	DEC	DEC EPG	Wastewater Disinfection Study	Village of Philadelphia	75.00	10	85.00	\$30,000	Awarded	
75415	North Country	DEC	DEC EPG	Wastewater Treatment Plant Engineering Planning Grant Disinfection	Village of Chateaugay	75.00	10	85.00	\$30,000	Awarded	
74539	North Country	DEC	DEC EPG	Western Trunk Surcharging	City of Watertown	75.00	10	85.00	\$60,000	Awarded	Joe Butler
73518	North Country	DEC	DEC EPG	Inflow and Infiltration Study	Village of Carthage	47.00	15	62.00	\$30,000	Awarded	Jim Wright

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75106	North Country	DEC	DEC EPG	Inflow and Infiltration Engineering Study Report	Village of Saranac Lake	47.00	10	57.00	\$100,000	Awarded	
72205	North Country	DEC	DEC EPG	Wastewater Treatment Plant Upgrade	Town of Peru	37.00	20	57.00	\$30,000	Awarded	
76392	North Country	DEC	DEC EPG	Village of Champlain Inflow Infiltration Mitigation Study	Village of Champlain	37.00	15	52.00	\$30,000	Awarded	
72351	North Country	DEC	DEC EPG	Decentralized Wastewater Treatment to Protect Lake Champlain	Town of Willsboro	41.00	10	51.00	\$30,000	Awarded	
72791	North Country	DEC	DEC EPG	Wastewater Disinfection Study	Town of Lisbon	32.00	15	47.00	\$30,000	Awarded	
75402	North Country	DEC	DEC EPG	Lyon Mountain Wastewater Treatment Plant Engineering Planning Grant	Town of Dannemora	32.00	10	42.00	\$0	Not-Awarded	
76096	North Country	DEC	DEC EPG	Sewer Evaluation	Town of Pamelaia	32.00	10	42.00	\$0	Not-Awarded	
76687	North Country	DEC	DEC EPG	Town of Inlet Wastewater Treatment System Fiber Upgrade	Town of Inlet	32.00	10	42.00	\$0	Not-Awarded	
74670	North Country	DEC	DEC EPG	Wastewater Treatment Plant Evaluation	Town of Brasher Falls	32.00	10	42.00	\$0	Not-Awarded	
72485	North Country	DEC	DEC EPG	Sewer District No. 3 Feasibility Study	Town of Champion	26.00	15	41.00	\$0	Not-Awarded	
73386	North Country	DEC	DEC WQIP AHR	Town of Franklin Culvert Project	Franklin County Soil and Water Conservation District	56.00	10	66.00	\$0	Not-Awarded	
76668	North Country	DEC	DEC WQIP AHR	Fish Passage Culvert Replacement Project	Essex County	46.00	10	56.00	\$0	Not-Awarded	Randy Preston
72927	North Country	DEC	DEC WQIP NPS	Lake Champlain Watershed Roadside Erosion Plan Implementation Phase 2	Franklin County Soil and Water Conservation District	53.00	15	68.00	\$316,598	Awarded	
76987	North Country	DEC	DEC WQIP NPS	Essex County Green Infrastructures	Essex County Soil and Water Conservation District	56.00	10	66.00	\$59,000	Awarded	Randy Preston
72334	North Country	DEC	DEC WQIP NPS	Catch Basin Maintenance Project	Essex County	41.00	15	56.00	\$296,650	Awarded	Randy Preston
74089	North Country	DEC	DEC WQIP NPS	Schroon River Stream Stabilization	Essex County Soil and Water Conservation District	36.00	10	46.00	\$0	Not-Awarded	Randy Preston
73171	North Country	DEC	DEC WQIP Salt	Salt Shed	Town of Newcomb	76.00	15	91.00	\$359,643	Awarded	
74370	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Village of Massena	74.00	15	89.00	\$225,000	Awarded	
75751	North Country	DEC	DEC WQIP Salt	Salt and Sand Storage Facility	Town of Lyme	72.00	15	87.00	\$262,500	Awarded	
73235	North Country	DEC	DEC WQIP Salt	Salt Shed	Town of Keene	64.00	15	79.00	\$695,856	Awarded	
74300	North Country	DEC	DEC WQIP Salt	Salt Storage Project	Town of Lewis	64.00	15	79.00	\$491,250	Awarded	
74328	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Essex County	62.00	15	77.00	\$744,134	Awarded	Randy Preston

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
73576	North Country	DEC	DEC WQIP Salt	Highway Department Salt Storage Facility at Russell Outpost	St Lawrence County	62.00	15	77.00	\$0	Not-Awarded	Kevin Acres
75536	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Croghan	62.00	15	77.00	\$0	Not-Awarded	Mike Tabolt
74690	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Theresa	60.00	15	75.00	\$0	Not-Awarded	
71970	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Dannemora	54.00	15	69.00	\$0	Not-Awarded	
71663	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Saranac	52.00	15	67.00	\$0	Not-Awarded	
72792	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Champion	50.00	15	65.00	\$0	Not-Awarded	
77197	North Country	DEC	DEC WQIP Salt	Salt Storage Project	Town of Westville	48.00	15	63.00	\$0	Not-Awarded	
71900	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Village of Dannemora	43.00	15	58.00	\$0	Not-Awarded	
74263	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Lorraine	35.00	15	50.00	\$0	Not-Awarded	
71966	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Black Brook	34.00	15	49.00	\$0	Not-Awarded	
72294	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Ausable	30.00	15	45.00	\$0	Not-Awarded	
73484	North Country	DEC	DEC WQIP SWP	Land Acquisition Project	Thousand Islands Land Trust	80.00	20	100.00	\$225,360	Awarded	
73001	North Country	DEC	DEC WQIP WWT CSO/SSO	Ogdensburg Wastewater Treatment Plant Improvement Project	City of Ogdensburg	74.00	20	94.00	\$5,000,000	Awarded	Jim Wright
76663	North Country	DEC	DEC WQIP WWT GEN	NYS Route 12 Sewer District	Town of Clayton	56.00	10	66.00	\$0	Not-Awarded	
75328	North Country	DEC	DEC WQIP WWT GEN	Wastewater Treatment Plant Improvements	Village of Lowville	26.00	20	46.00	\$0	Not-Awarded	
72478	North Country	DEC	DEC WQIP WWT GEN	Wastewater Treatment Facility Improvements	Village of Deferiet	26.00	15	41.00	\$0	Not-Awarded	
74680	North Country	DEC	DEC WQIP WWT GEN	Wastewater Treatment Plant Collection System Improvements	Village of Tupper Lake	26.00	15	41.00	\$0	Not-Awarded	Jim Wright, Jim McKenna
77121	North Country	DEC	DEC WQIP WWT GEN	Speculator Wastewater Treatment Plant Rehabilitation	Village of Speculator	26.00	10	36.00	\$0	Not-Awarded	
76098	North Country	DEC	DEC WQIP WWT GEN	Wastewater Treatment System Improvements	Village of Adams	26.00	10	36.00	\$0	Not-Awarded	
75449	North Country	DOL	DOL UWT	North Country Retail Training	Jefferson Community College	62.90	20	82.90	\$100,000	Awarded	Lisa Weber, Bridget Hart, Kylie Peck
73415	North Country	DOS	DOS LGE	Central Lewis County Regional Water Program	Lewis County	58.33	10	68.33	\$297,000	Awarded	
75038	North Country	DOS	DOS LGE	Smart Metering and Billing Consolidation	Village of Gouverneur	39.33	20	59.33	\$0	Not-Awarded	Bridget Hart
72077	North Country	DOS	DOS LGE P	Solid Waste and Recycling Efficiency Study	Hamilton County	50.33	10	60.33	\$12,500	Awarded	Dan Wilt, Jim Wright, Bill Farber
73377	North Country	DOS	DOS LWRP	Elevate Plattsburgh - A Smart Growth Plan	Town of Plattsburgh	69.00	20	89.00	\$73,125	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75027	North Country	DOS	DOS LWRP	Townsend Business Center Development Strategy and Waterfront Access Strategy	Town of Indian Lake	68.00	20	88.00	\$90,000	Awarded	
76741	North Country	DOS	DOS LWRP	Adirondack Hamlets to Huts Implementation	Hamilton County	71.50	15	86.50	\$219,375	Awarded	Jim McKenna, Bill Farber
72352	North Country	DOS	DOS LWRP	Enhancing Natural Resources Hamlets within the Adirondack Park	Essex County	75.00	10	85.00	\$0	Not-Awarded	Jim McKenna, Randy Preston
72560	North Country	DOS	DOS LWRP	Newcomb Welcome Historic Community Center Design	Town of Newcomb	73.00	10	83.00	\$0	Not-Awarded	
73105	North Country	DOS	DOS LWRP	Transforming a Lake Champlain Waterfront Destination Design	Town of Moriah	66.00	15	81.00	\$0	Not-Awarded	
76356	North Country	DOS	DOS LWRP	Lake St. Lawrence Blueway Trail Planning	Town of Massena	65.00	15	80.00	\$0	Not-Awarded	
73389	North Country	DOS	DOS LWRP	Malone Memorial Recreation Park Improvements	Village of Malone	67.00	10	77.00	\$0	Not-Awarded	
75055	North Country	DOS	DOS LWRP	Club Street Waterfront Improvements Design	Village of Cape Vincent	52.50	20	72.50	\$0	Not-Awarded	
74695	North Country	DOS	DOS LWRP	Town of Long Lake Comprehensive Plan	Town of Long lake	55.00	10	65.00	\$0	Not-Awarded	
76261	North Country	EFC	EFC GIGP	Lewis County Fairgrounds Stormwater	Lewis County Soil and Water Conservation District	41.00	10	51.00	\$575,000	Awarded	
75442	North Country	EFC	EFC GIGP	Campus Green Revitalization	Jefferson Community College	24.00	20	44.00	\$0	Not-Awarded	Lisa Weber, Kylie Peck
74671	North Country	ESD	ESD Grants	War Canoe Spirits Distillery	War Canoe Spirits LLC	65	20	85	\$705,000	Awarded	
76558	North Country	ESD	ESD Grants	Machinery and Equipment Upgrades	Current Applications, Inc.	63	20	83	\$23,000	Awarded	Reg Carter
75080	North Country	ESD	ESD Grants	Machinery and Equipment Upgrades	General Composites Inc	61	20	81	\$93,000	Awarded	Reg Carter
76708	North Country	ESD	ESD Grants	Masonic Temple Renovation	242 Washington Street LLC	71	10	81	\$500,000	Awarded	Joe Butler
75511	North Country	ESD	ESD Grants	Business Complex at Watertown International Infrastructure	Jefferson County Industrial Development Agency (JCIDA)	60	20	80	\$1,121,000	Awarded	Kylie Peck
76686	North Country	ESD	ESD Grants	Equipment Upgrades	MetalCraft Marine US, Inc.	60	20	80	\$38,000	Awarded	Reg Carter
76287	North Country	ESD	ESD Grants	Lab Equipment Upgrades	Bionique Testing Laboratories, Inc.	59	20	79	\$300,000	Awarded	Reg Carter
75690	North Country	ESD	ESD Grants	Road Improvements	Arconic Inc.	61	15	76	\$90,000	Awarded	Robert Lenney
72931	North Country	ESD	ESD Grants	tubing Center and Ice Rink	Snow Ridge Resort LLC	56	20	76	\$44,000	Awarded	
72744	North Country	ESD	ESD Grants	Planer System	Cedar Knoll Log Homes, Inc.	60	15	75	\$70,000	Awarded	Reg Carter
75651	North Country	ESD	ESD Grants	Machinery and Equipment Upgrades	Carpe Insectae LLC	54	20	74	\$13,000	Awarded	
75867	North Country	ESD	ESD Grants	Winery Expansion	Busted Grapes, L.L.C.	54	20	74	\$19,000	Awarded	
73916	North Country	ESD	ESD Grants	Adirondack Art and Design Center	Adirondack Historical Association	57	15	72	\$600,000	Awarded	
75940	North Country	ESD	ESD Grants	Relocation and Expansion	Geodesic Airolite Boats	57	15	72	\$33,000	Awarded	
76097	North Country	ESD	ESD Grants	Watertown Airport Sewer Connection	Town of Hounsfield	52	20	72	\$2,000,000	Awarded	Jim Wright
74366	North Country	ESD	ESD Grants	27 Broadway Renovation	Chicota Inc.	50	20	70	\$198,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
75084	North Country	ESD	ESD Grants	Adirondack Public Observatory and AstroScience Center Phase 3	Adirondack Public Observatory, Inc.	50	20	70	\$200,000	Awarded	Jim McKenna
74224	North Country	ESD	ESD Grants	Lyons Falls Mill Site Redevelopment	Lewis County Industrial Development Agency	50	20	70	\$350,000	Awarded	
74506	North Country	ESD	ESD Grants	Swan Bay Expansion	Swan Bay Resort LLC	52	15	67	\$198,000	Awarded	
75326	North Country	ESD	ESD Grants	Jones and Laughlin Steel Site Demolition	St. Lawrence County Industrial Development Agency (IDA)	50	15	65	\$340,000	Awarded	Jim Wright
73903	North Country	ESD	ESD Grants	Cerow Recreation Park Arena Expansion	Town of Clayton	49	15	64	\$665,000	Awarded	
72072	North Country	ESD	ESD Grants	Wood Pellet Fired Municipal Heat System	Village of Tupper Lake	49	15	64	\$1,400,000	Awarded	Jim McKenna
76524	North Country	ESD	ESD Grants	Competitive Optimization Phase 1	International Paper Ticonderoga Mill	42	20	62	\$0	Not Awarded	Donna Wadsworth
76815	North Country	ESD	ESD Grants	Plattsburgh International Airport Hotel	Prime Plattsburgh Hotel, LLC	42	20	62	\$0	Not Awarded	Colin Read
76514	North Country	ESD	ESD Grants	Blue Mountain Lake Destination Lodging	Schroon Realty LLC	41	20	61	\$0	Not Awarded	Jim McKenna
77204	North Country	ESD	ESD Grants	Lake St Lawrence Resort Event Center	GoCo Ventures LLC	41	20	61	\$0	Not Awarded	
76726	North Country	ESD	ESD Grants	North Creek-Indian Lake Hut-to-Hut Circuit Lodging	Hamilton County	40	20	60	\$0	Not Awarded	Jim McKenna, Bill Farber
77032	North Country	ESD	ESD Grants	Schroon Lakeside Lodge	Joel J Friedman	43	15	58	\$0	Not Awarded	Jim McKenna
77082	North Country	ESD	ESD Grants	Camp Bedford Retreat Center	Homeward Bound Adirondacks	42	10	52	\$0	Not Awarded	
76300	North Country	ESD	ESD Grants	Salmon River Emergency Feasibility Study and Engineering Analysis	Town of Malone	31	15	46	\$0	Not Awarded	
74708	North Country	ESD	ESD Grants	OBPA-Clarkson Bridge Partnership	Ogdensburg Bridge and Port Authority	25	20	45	\$0	Not Awarded	Reg Carter, Tony Collins
76364	North Country	ESD	ESD Grants	Mobile Play Center	Saranac Lake Rotary Foundation, Inc.	28	15	43	\$0	Not Awarded	
75251	North Country	ESD	ESD MNY	International Children's Games	LPEC Quality Destination, Inc.	68.00	20	88.00	\$250,000	Awarded	Cali Brooks, Jim McKenna
74366	North Country	ESD	ESD MNY	Tourism/Hospitality Business Renovation	Chicota, Inc.	60.67	20	80.67	\$140,000	Awarded	
76862	North Country	ESD	ESD MNY	New York State Winter Tourism Promotion	Ski Areas of New York, Inc.	65.00	10	75.00	\$264,000	Awarded	Jim McKenna
74913	North Country	ESD	ESD MNY	2018 Weekend Special Events Series	Star Trek Original Series Set Tour	58.33	15	73.33	\$108,400	Awarded	
75569	North Country	ESD	ESD MNY	The Reputation Recovery Marketing Project	Thousand Islands Regional Tourism Development Corporation	50.33	20	70.33	\$136,875	Awarded	
76170	North Country	ESD	ESD MNY	Wild Center Global and Domestic Tourism Marketing Project	The Wild Center	45.00	20	65.00	\$0	Not-Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
76305	North Country	ESD	ESD MNY	The Ale Trail - A Craft Brew Tasting Adventure Along the Great Lakes Seaway Trail	Great Lakes Seaway Trail, Inc.	42.33	20	62.33	\$0	Not-Awarded	
73915	North Country	ESD	ESD MNY	Native American Art Fair	Adirondack Historical Association	50.00	5	55.00	\$0	Not-Awarded	
74040	North Country	ESD	ESD MNY	Adirondack Diversity Initiative	Adirondack North Country Association	27.00	5	32.00	\$0	Not-Awarded	Dan Wilt, Cathy Dove, Cali Brooks, Kate Fish, Bill Farber, Michele Ledoux
74661	North Country	ESD	ESD SPFS	Comprehensive Plan	City of Watertown	60	20	80	\$90,000	Awarded	Joe Butler
72074	North Country	HCR	HCR CDBG PF	Lewis County Northern Regional Center for Independent Living Rehabilitation	Lewis County	52.00	15	67.00	\$0	Not-Awarded	
74024	North Country	HCR	HCR CDBG PI	Village of Potsdam East Dam Hydro-Electric Generating Plant Rehabilitation	Village of Potsdam	58.00	20	78.00	\$750,000	Awarded	Rollin Beattie
73103	North Country	HCR	HCR CDBG PI	Town of Lewis Water System Improvements	Town of Lewis	48.00	20	68.00	\$750,000	Awarded	
75616	North Country	HCR	HCR CDBG PI	Town of Saranac Standish Water District Improvements	Town of Saranac	55.00	5	60.00	\$907,348	Awarded	
72487	North Country	HCR	HCR CDBG PI	Town of Gouverneur Water Distribution Infrastructure Improvements	Town of Gouverneur	42.00	15	57.00	\$750,000	Awarded	Jim Wright, Bridget Hart
75107	North Country	HCR	HCR CDBGME	Town of Malone Microenterprise Program	Town of Malone	68.00	15	83.00	\$200,000	Awarded	
76233	North Country	HCR	HCR CDBGME	Franklin County Microenterprise Program	Franklin County	53.00	20	73.00	\$200,000	Awarded	Barbara Rice
76075	North Country	HCR	HCR NYMS	27 Broadway Renovation	Saranac Lake Local Development Corporation	46.00	20	66.00	\$300,000	Awarded	
74639	North Country	HCR	HCR NYMS	Downtown Potsdam Revitalization Project	Village of Potsdam	50.00	15	65.00	\$215,000	Awarded	Rollin Beattie
74488	North Country	HCR	HCR NYMS	Massena Downtown Theater Renovation	Business Development Corporation for a Greater Massena	44.00	20	64.00	\$300,000	Awarded	
76990	North Country	HCR	HCR NYMS	Heuvelton Main Street Program	Village of Heuvelton	38.00	15	53.00	\$0	Not-Awarded	
74711	North Country	HCR	HCR NYMS	Main Street Inlet NY	Central Adirondack Partnership for the 21st Century, Inc.	30.00	15	45.00	\$0	Not-Awarded	
72837	North Country	HCR	HCR NYMS	Town of Crown Point Anchor 2017	Town of Crown Point	26.00	10	36.00	\$0	Not-Awarded	
72430	North Country	HCR	HCR NYMS	Main Street Improvements	Village of Gouverneur	14.00	10	24.00	\$0	Not-Awarded	Bridget Hart
71962	North Country	Parks	OPRHP HAS A	Christ Episcopal Church Acquisition	Sackets Harbor Historical Society Inc.	46.00	20	66.00	\$85,500	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not Awarded	Recusal(s)
71962	North Country	Parks	OPRHP HP A	Christ Episcopal Church Acquisition	Sackets Harbor Historical Society Inc.	20.50	20	40.50	\$0	Not-Awarded	
75031	North Country	Parks	OPRHP HP D	General Walter Martin Mansion	Lewis County Historical Society	49.50	10	59.50	\$56,250	Awarded	
74703	North Country	Parks	OPRHP HP D	Historic Agricultural Center Building and Bell Tower Restoration	County of Essex	41.00	15	56.00	\$0	Not-Awarded	Randy Preston
73465	North Country	Parks	OPRHP HP D	Rehabilitation of the Keeper's Dwellings at the Tibbetts Point Lighthouse	Town of Cape Vincent	35.50	15	50.50	\$0	Not-Awarded	
73801	North Country	Parks	OPRHP HP D	Wellesley Hotel Restoration Phase 1	Thousand Island Park Foundation	27.50	20	47.50	\$0	Not-Awarded	
76192	North Country	Parks	OPRHP HP D	Restore the shutters!	The Kent-Delord House Museum	26.00	5	31.00	\$0	Not-Awarded	Reg Carter
73232	North Country	Parks	OPRHP HP P	Preservation of the Adsit Cabin	Town of Willsboro	34.50	10	44.50	\$0	Not-Awarded	
50105	North Country	Parks	OPRHP PKS D	Deferiet Playground Renovation	Village of Deferiet	44.90	20	64.90	\$73,328	Awarded	
73903	North Country	Parks	OPRHP PKS D	Cerow Recreation Park Arena Expansion	Town of Clayton	41.00	15	56.00	\$500,000	Awarded	
75466	North Country	Parks	OPRHP PKS D	LaFontaine Recreational Park Project Phase 2	Village of Dannemora	37.80	10	47.80	\$0	Not-Awarded	
75523	North Country	Parks	OPRHP PKS D	Massena Arena Renovations	Village of Massena	35.50	10	45.50	\$0	Not-Awarded	
72348	North Country	Parks	OPRHP PKS D	Town of Wells Tennis and Basketball Court Renovation Project	Town of Wells	34.50	10	44.50	\$0	Not-Awarded	
71838	North Country	Parks	OPRHP PKS D	Town of Blackbrook Playground Project	Town of Black Brook	27.00	10	37.00	\$0	Not-Awarded	
72388	North Country	Parks	OPRHP RTP D	Trail Groomer Purchase	Indian Lake Snowwarriors Association Inc.	50.75	20	70.75	\$83,821	Awarded	
72416	North Country	Parks	OPRHP RTP D	Trail Groomer Purchase	Long Pond Sno Sled Club, Inc.	47.25	10	57.25	\$200,000	Awarded	
76027	North Country	Parks	OPRHP RTP D	Singing Waters Picnic Area Restoration	County of Lewis	40.25	10	50.25	\$0	Not-Awarded	Mike Tabolt
76665	North Country	Parks	OPRHP RTP M	Trail Groomer Purchase	Turin Ridge Riders, Inc.	37.25	20	57.25	\$200,000	Awarded	
74650	North Country	Parks	OPRHP RTP NM	Carillon Battlefield Trail	The Fort Ticonderoga Association	29.25	20	49.25	\$0	Not-Awarded	Donna Wadsworth

2017 Program Legend

Agency	Abbreviation	Program Name
Ag & Mkts	Ag & Mkts GCAP	NYS Grown & Certified Agricultural Producers' Grant Program
Arts	Arts ACFIP	NYSCA/ESD Arts & Cultural Facilities Improvement Program
Arts	Arts ACIP	Arts and Cultural Impact Programming
Arts	Arts WIP	Workforce Investment Program
Arts	Arts WRP	Workforce Readiness Program
Canals	Canals	Canalway Grant Program
DEC	DEC CSC C	Climate Smart Communities Program - Certification
DEC	DEC CSC I	Climate Smart Communities Program - Implementation
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 NPS	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control
DEC	DEC WQIP NPS OGL-NBS	Water Quality Improvement Program - Oceans and Great Lakes, Nature Based Shoreline Projects
DEC	DEC WQIP Salt	Water Quality Improvement Program - Salt
DEC	DEC WQIP SWP	Water Quality Improvement Program - Land Acquisition for Source Water Protection
DEC	DEC WQIP WWT CSO/SSO	Water Quality Improvement Program - Combined Sewer Overflow/Sanitary Sewer Overflow
DEC	DEC WQIP WWT DIS	Water Quality Improvement Program - Wastewater Treatment Improvement Disinfection
DEC	DEC WQIP WWT GEN	Water Quality Improvement Program - General Wastewater Improvements
DEC	DEC WQIP WWT IOS	Water Quality Improvement Program - Inadequate On-Site Septic Systems
DEC	DEC WQIP WWT TMDL	Water Quality Improvement Program - Total Maximum Daily Load
DOL	DOL EET	Existing Employee 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 Grants	Empire State Development Grant Program
ESD	ESD HSSP	Innovation Hot Spot Support Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR CDBG PF	Community Development Block Grant - Public Facilities
HCR	HCR CDBG PI	Community Development Block Grant - Public Infrastructure
HCR	HCR NYMS	New York Main Street
OPRHP	OPRHP HAS A	Heritage Area Systems (Acquisition)
OPRHP	OPRHP HAS D	Heritage Area Systems (Development)
OPRHP	OPRHP HAS P	Heritage Area Systems (Planning)
OPRHP	OPRHP HP A	Historic Property (Acquisition)
OPRHP	OPRHP HP D	Historic Property (Development)
OPRHP	OPRHP HP P	Historic Property (Planning)
OPRHP	OPRHP PKS A	Parks (Acquisition)
OPRHP	OPRHP PKS D	Parks (Development)
OPRHP	OPRHP PKS P	Parks (Planning)
OPRHP	OPRHP RTP D	Parks - Recreational Trails Program Diverse
OPRHP	OPRHP RTP M	Parks - Recreational Trails Program Motorized
OPRHP	OPRHP RTP MD	Parks - Recreational Trails Program Motorized Diverse
OPRHP	OPRHP RTP NM	Parks - Recreational Trails Program Non-Motorized
OPRHP	OPRHP RTP NMD	Parks - Recreational Trails Program Non-Motorized Diverse